

# Team Up mid-term review

Scoring goals across the Pacific  
People and partnerships

Oxford Policy Management Australia

Final report, 15 April 2024

Oxford Policy Management and the Team Up mid-term review team acknowledge the traditional owners and custodians of country throughout Australia and the Pacific and acknowledge their continuing connection to land, water and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

## About Oxford Policy Management

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## Acknowledgements

This Team Up mid-term review has been conducted by Oxford Policy Management. The team leader is Joanne Oddie and other team members are Dr Emma Sherry, Dr Hannah Macdougall PLY and Qudratullah Jahid.

The contact point for the client is Qudratullah Jahid <[qudratullah.jahid@opml.co.uk](mailto:qudratullah.jahid@opml.co.uk)>. The client reference number for the project is A5752.

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Thank you for your time, and for sharing your knowledge, experience and passion for your work. We are privileged to have had the opportunity to review such an impressive body of work. We learned so much.

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## List of abbreviations

ABC ID	Australian Broadcasting Corporation International Development
ASPP	Australian Sports Partnerships Program, formal name, branded as Team Up since 2021
DFAT	Australian Government Department of Foreign Affairs
FIBA	International Basketball Federation
FIFA	Fédération internationale de football association
GHD	Managing contractor engaged by DFAT to implement Team Up
IOC	International Olympic Committee
MERL	Monitoring, evaluation, reporting and learning
MoU / RoU	Memorandum of understanding / record of understanding
NGO	Non-government organisation
NSF	National sporting federation
ODA	Official development assistance
OFC	Oceania Football Confederation
OfS	Australian Government Office for Sport
ONOC	Oceania National Olympic Committees
OPC	Oceania Paralympic Committee
OPM	Oxford Policy Management
OSFO	Organisation of Sports Federations of Oceania
OTP	Office of the Pacific
PacAus Sports	DFAT’s non-ODA elite sport program, Pacific Australia Sports.
PFE	Play for Equity
PGC	Pacific Games Council
PSP	Pacific Sports Partnerships (predecessor program to Team Up)
UTS	University of Technology Sydney
WINS	Women in News and Sport (sister program delivered by ABC ID)

## Summary

This report presents the findings of the mid-term review of the Australian Government Department of Foreign Affairs and Trade's lead sports for development program, Team Up, and makes 19 recommendations for program improvement. The Office of the Pacific Sports Section commissioned the mid-term review in October 2023 and it was completed in early April 2024.

Team Up began as the Australian Sports Partnership Program (ASPP) in 2018. It took a 'design at implementation' approach as it transitioned from and concluded its predecessor program, Pacific Sports Partnerships. Team Up operates in seven Pacific Island countries: Fiji, Nauru, Papua New Guinea, Samoa, Tonga, Vanuatu and Solomon Islands.

Contractually Team Up has three phases and is now in the extension option 1 phase:

- Initial period: September 2018 – September 2022 (four years)
- Extension option 1: October 2022 – September 2025 (three years)
- Extension option 2: October 2025 – September 2028 (three years)

Team Up is one delivery component of Australia's sports diplomacy strategy – Sport Diplomacy 2030 – and a 10-year investment with annual overseas development assistance funding of AUD 6 million. With co-investment by some Pacific DFAT posts, at present the total annual investment sits at about AUD 7.5 million.

The goal of Team Up is to build new partnerships and strengthen existing ones in the Pacific, to support all people to realise their full potential through sport. To achieve this goal, the program has three end-of-program outcomes. Team Up has maintained existing and created new sports for development and strategic partnerships. These partnerships are the strength of Team Up and exist at national, regional, international and global scales. As such, Team Up has helped DFAT become a recognised global leader in sports for development program and practice.

In this report we answer six review questions in Section 4 and address some additional matters. In summary:

Team Up is certainly 'scoring goals' in the Pacific and beyond: for women and girls, men and boys, and people of all abilities. Team Up has global and regional reach through strategic partnerships and sport for development programs in seven Pacific nations. Team Up is an extraordinary program and can be even better.

Team Up implementation is supporting solid progress towards the three end-of-program outcomes:

1. **Sports programs attract and retain women, girls, and people living with a disability, as well as men and boys.** We found that robust inclusion requirements are built into existing systems via Team Up grant applications. This has resulted in program development that has targeted women, girls and people of all abilities across various communities. We recognise there are challenges in programming for inclusion at scale and recommend an additional strategic partnership to amplify this work.
2. **Sports organisations are safe, inclusive and accessible.** We found that Team Up has had a significant and successful focus on supporting sports organisations to be safe, inclusive and accessible, particularly where safeguarding is concerned, and this needs to be maintained given it is a long journey. However, we note that it can be hard to be safe, inclusive and accessible when you are struggling at the basic operational and governance level.

3. **Australia and its Pacific partners use sport to strengthen relationships and build closer collaboration.** We found that sports are indeed creating strong partnerships for both sport and development outcomes. For several of the larger sports, these partnerships are also resulting in Australian diplomacy outcomes, or increasingly working in concert with the aims of Pacific Australia Sports (*PacAus Sports*) program. The engagement of the Oceania Football Confederation partners in safeguarding the FIFA Women's World Cup events in Australia and New Zealand, and the increased profile of women's sport and women broadcasters through the ABC International Development partnership, are excellent examples of this interplay between sport for development, major events and sport diplomacy.

While Team Up is clearly recognised as an Australian government initiative, there is an important opportunity for increased and enhanced engagement with the national governments of participating nations. There are also opportunities to support development and deepening of partnerships at a country level between the various national sport federations and their partners.

There is already evidence of sustainability from the 10 to 15 years of prior investment. Good governance, policies and procedures, coupled with evidence-based research and sound reporting structures, have laid the groundwork for effective and accountable programs. Successful Team Up and (sister program) *PacAus Sports* delivery depend on strong national sporting federations and their coaches, administrators, umpires, officials and high-quality volunteers.

Team Up is making excellent use of comparatively limited resources, but the implementation team is now quite stretched. Many more sports partnerships are now in place (35) than were budgeted for in the original design (20). Team Up can be considered as offering outstanding value for money. Strategic partnerships are part of this value and improve quality and technical strength of the entire body of work. Team Up also has strong monitoring, evaluation, reporting and learning systems and a valuable approach to media and communications.

Team Up remains relevant to Australia's international development policy (2024) but needs to ensure that it is relevant for participating national governments. DFAT posts could further support this.

We have made 19 recommendations to support program improvement throughout Section 4. These recommendations are collated for easy reference in Section 5 along with a suggested timeline for implementation.

# 1 Introduction

## About this document

In 2023 the Australian Government Department of Foreign Affairs and Trade (DFAT) engaged Oxford Policy Management (OPM) to conduct a mid-term review of the Australian Sports Partnerships Program (ASPP – now branded as Team Up), which began in September 2018.

This report is the final deliverable for the mid-term review and responds to and incorporates feedback provided by DFAT in early April 2024.

## About this mid-term review

The mid-term review covers the period from when Team Up began in September 2018 to the present, noting that Team Up phase 1 included a period of transition for 13 sports for development partnerships that were being delivered through Pacific Sports Partnerships (the previous investment program).

Through the review we have explored if funding provided through Team Up is promoting Australia’s national interests in the Pacific through sport for development programs in an efficient and effective manner.

We provide recommendations to feed into on-going programming and quality improvement mechanisms, and to contribute to the design of a potential future program iteration, including options to enhance synergy with the Pacific Australia Sports (*PacAus Sports*) program. We also provide recommendations to inform contract management decisions on the potential second three-year extension out to September 2028.

The primary users of the review findings, recommendations and data are the Office of the Pacific (OTP), the Team Up program management team, program partners, and DFAT Pacific posts. These users and their uses are set out in Table 1.

**Table 1 Team Up mid-term review users and uses**

User	Use / decisions: the review process and report will be used to:
Office of the Pacific (OTP)	<ul style="list-style-type: none"> <li>• Inform a decision on the next proposed contract extension – October 2025.</li> <li>• Find a better balance between sport for development outcomes and public diplomacy outcomes.</li> <li>• Recommend refinements to the program – immediate, for the possible contract extension period and future program design.</li> <li>• Gain an external view of how Team Up is progressing – what’s working well, and what we could do better.</li> </ul>
Team Up program management team	<ul style="list-style-type: none"> <li>• Gain an external view of how Team Up is progressing – what’s working well, and what Team Up program managers (DFAT and GHD program management team) could do better, including potentially to find a better balance between sport for development outcomes and public diplomacy outcomes.</li> <li>• Recommend refinements to the program – immediate, and for the possible contract extension period.</li> <li>• Recommend improvements to program delivery.</li> </ul>



User	Use / decisions: the review process and report will be used to:
Program partners	<ul style="list-style-type: none"> <li>Gain an external view of how Team Up is progressing – what's working well, and what Team Up program managers (DFAT and GHD program management team) could do better.</li> </ul>
DFAT Pacific posts	<ul style="list-style-type: none"> <li>Gain an external view of how Team Up is progressing – what's working well, and what Team Up program managers (DFAT and Team Up program management team) could do better.</li> <li>To look for a better balance between sport for development outcomes and public diplomacy outcomes</li> </ul>

The Terms of Reference for the mid-term review are provided at **Appendix A**.

### Scope of the mid-term review

The review has three primary focus areas:

1. The Team Up program – including all activities, partners, and relevant documentation.
2. The managing contractor's performance in delivery of the program.
3. Recommendations and analysis to build into a potential future iteration of the program.

The review team has also explored these matters:

- **PacAus Sports:** Consider the differences and commonalities between Team Up and *PacAus Sports* – specifically identify the overlap of both programs, including DFAT's level of comfort with the extent of overlap, and find paths for greater coherence.
- **Sport diplomacy versus official development assistance:** Team Up is funded as the latter: is it delivering towards the identified outcomes at grassroots level? Is the program doing more sport diplomacy than official development assistance? The Office of the Pacific would like to consolidate and clarify the relationships between and activities of both types of program.
- **Program management:** Explore how Team Up is managed, the perceived burden of reporting and how to manage these aspects. Is the program resourced appropriately? Is the program still delivering effectively?

We have addressed these matters in this report through our responses to the key evaluation questions in Section 4.

### Our approach for the mid-term review

Our approach for the Team Up mid-term review is fully explained in **Appendix B** and briefly in this section. Our planned approach was documented in the *Team up mid-term review 2023–24 review implementation plan*, 4 December 2023. Our actual approach was consistent with the planned approach and addressed DFAT's terms of reference.

Our team comprised the team leader (an evaluator), a thematic expert on inclusive sport, a thematic expert on disability inclusive sport (and Paralympian) and an evaluation coordinator: in combination three women and one man.

We applied a simple and pragmatic 'evaluation research' design for the mid-term review, aiming to answer the evaluation questions and address the purposes of the review, and to provide timely information and judgements for DFAT and the program management team. This was consistent with the review plan and inquiry framework to which DFAT agreed in November 2023.

Our sampling was high because we needed to ensure sufficient representation across 16 stakeholder types, up to 15 sporting codes, and seven nations.

With the support of DFAT and the Team Up program management team we implemented a robust stakeholder engagement process. This included interviewing key informants/stakeholders who had robust knowledge and experience of what was happening across the extensive Team Up program and large suite of partnerships. We visited Canberra (Australia), Suva (Fiji) and Port Moresby (Papua New Guinea) to interview sports and strategic partners.

Overall, we interviewed 78 women and 66 men across 78 face-to-face and online interviews – see **Appendix C**.

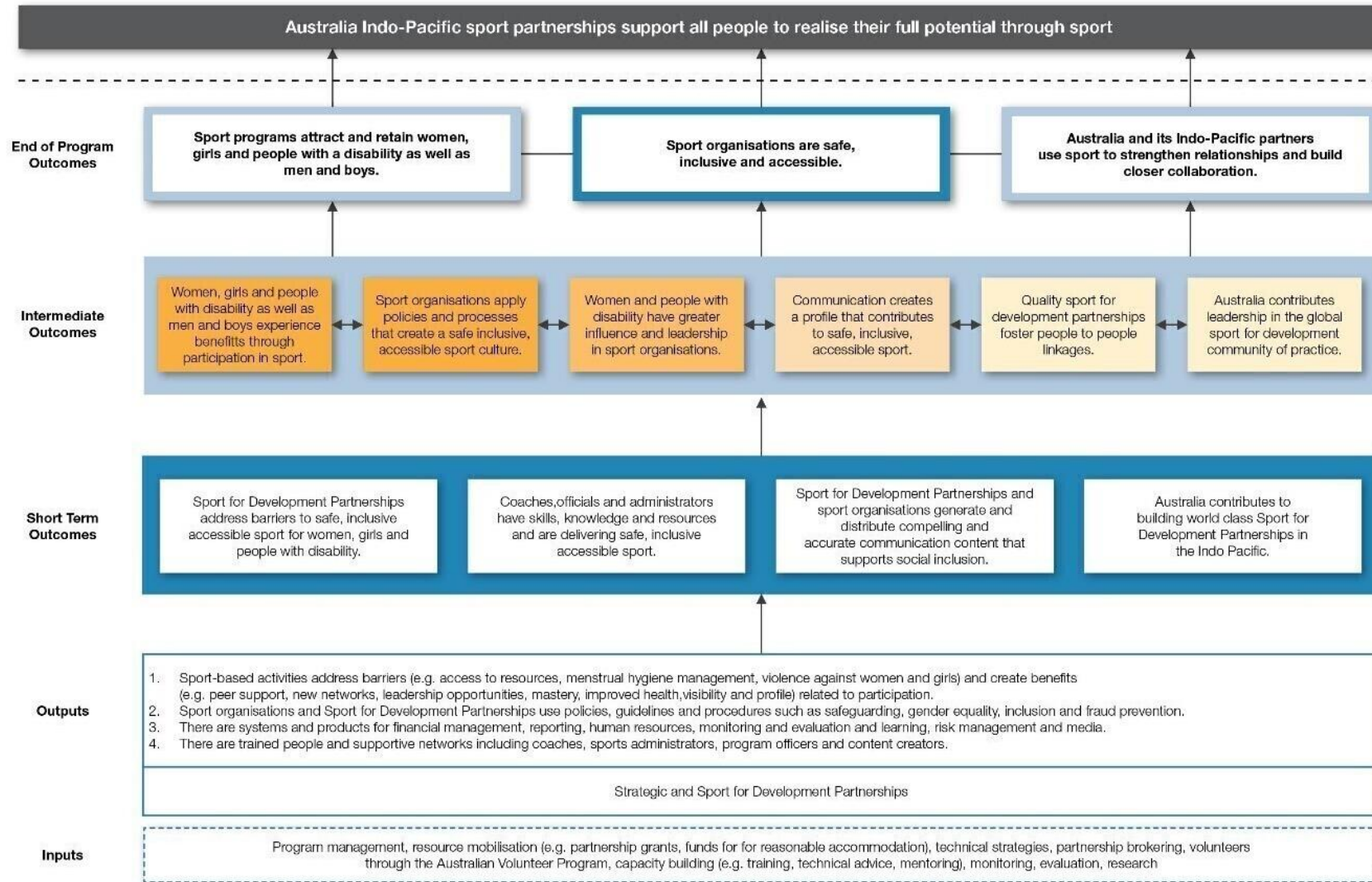
We reviewed 57 documents for content and quality and evidence – see **Appendix D**.

We acknowledge several limitations in collecting evidence:

- We did not see any Team Up-funded sports programs in action or inspect any sports facilities in detail, therefore we did not observe how the programs were implemented generally, or for people of all abilities.
- We did not conduct interviews with Team Up-funded sports program participants.
- We did not interview any stakeholders about programs in Nauru or Solomon Islands (commenced late 2023).

This review report generally adopts ‘person/people-first’ terminology. This terminology aligns with Team Up's [Diversity and inclusion terminology and language guideline](#) and the lived experience of the mid-term-review inclusion specialist, Dr Hannah Macdougall PLY. However, the review also recognises, where appropriate and respectful, the use of identity-first language; for example, deaf community.

**Figure 1 Team Up program logic (from mid-term review terms of reference)**



## 2 About Team Up

### 2.1 Overview

The Australian Government has a long history of investing in sport for development in the Asia-Pacific region dating back to the mid 1990s, a commitment which continued as a legacy of the Sydney 2000 Olympic and Paralympic Games.

During 2016–2018 the Australian Government commissioned an independent evaluation of its sport for development investments in Asia and the Pacific for the period 2013–2017. The evaluation produced 24 key recommendations, all of which the government endorsed, which led to it making a 10-year commitment to continue to invest in sport for development across the Asia-Pacific through to 2028.

Starting in September 2018, the Australian Sports Partnerships Program, branded as Team Up<sup>1</sup> since 2021, has been one of the programs supported by the Australian Government. Team Up and its parallel program, *PacAus Sports*, sit under Sport Diplomacy 2030, a whole-of-government strategy that uses sporting assets and expertise to promote Australia's diplomatic, development and economic interests in the Indo-Pacific region and beyond.

Team Up's goal is to build new and strengthen existing partnerships in the Indo-Pacific to support all people to realise their full potential through sport.

To achieve this goal, the program has three mutually reinforcing end-of-program outcomes:

- Sport programs attract and retain women, girls, and people with a disability, as well as men and boys.
- Sport organisations are safe, inclusive and accessible.
- Australia and its partners in the Indo-Pacific use sport to strengthen relationships and build closer collaborations.

The goal, end-of-program outcomes, intermediate outcomes, short-term outcomes, outputs and inputs are set out in the program logic diagram in Figure 1. The program has a significant focus on gender equality and the inclusion of people living with a disability and was originally designed to enhance public diplomacy through sport.

Team Up is a 10-year investment with an annual overseas development assistance funding commitment of AUD 6 million. Due to co-investment by some Pacific posts, the current annual investment sits at about AUD 7.5 million.

Team Up is implemented by managing contractor GHD Pty Ltd, with staff based in Canberra, Fiji and Papua New Guinea through a commercial contract with an initial period of four years and two optional extensions of three years as follows:

- Initial period: September 2018 – September 2022 (four years)
- Extension option 1: October 2022 – September 2025 (three years)
- Extension option 2: October 2025 – September 2028 (three years)

In December 2022, DFAT exercised extension option 1 and extended the contract to September 2025.

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<sup>1</sup> For simplicity we use 'Team Up' throughout the report, rather than 'Australian Sports Partnerships Program' when referring to the earlier years of the investment.

Team Up operates in seven Pacific Island countries: Fiji, Nauru, Papua New Guinea, Samoa, Tonga, Vanuatu and Solomon Islands. The program was initially designed to include four Asian countries, but given available funding and Covid-19 policy interruptions, its activities were consolidated in the Pacific region. Most of the available funding (61 per cent) supports multi-year sport for development programs – at present 35 partnerships involving 15 different sports and more than 70 partners based internationally and in Australia.

In addition to funding sports programs, Team Up has also established a set of strategic sport for development partnerships to address thematic priorities – see Section 2.2.

## 2.2 What does Team Up look like now?

This section briefly describes the various components and investment areas of the Team Up program. We set out the program’s trajectory from its inception and design to it becoming a fully functioning sports for development investment being delivered in seven nations, by 15 sporting codes, underpinned by a comprehensive program of technical support and capability building.

### Team Up timeline 2018–2024

In Table 2, to set the scene, we provide a summary timeline of important moments and events since the commencement of Team Up in 2018. This covers the Transition phase for Pacific Sports Partnerships, Phase 1, and Phase 2 to now.

**Table 2 Summary of important Team Up events**

Date	Event	Notes
NA	<b>Transition phase Australian Sports Partnerships Program 2018</b>	NA
1 September 2018	GHD and Women Win contracted to start transition phase of Australian Sports Partnerships Program.	Thirteen partnerships transitioned from Pacific Sports Partnerships (PSP). Women Win signed 18 December 2018.
28 September 2018	Contract awarded by DFAT and fully executed by both parties.	Of 13 PSP contracts, AFL, FIBA Oceania, Cricket Australia, Netball Australia, Rugby Australia, ITTF Oceania and ARLC 7 became successful lead partners for applications in various countries for ASPP. The remaining five either had lead-partner changes with the requirement to be an Australian national sporting organisation, such as Badminton Oceania (Badminton Australia) and the Oceania Football Confederation (Football Australia) or were transitioned out (Swimming Australia, Tennis Australia, Gymnastics Australia, Volleyball Australia).
December 2018	Implementation plan prepared/agreed.	NA
September 2018	ASPP ‘design at implementation’ period began.	NA

Date	Event	Notes
NA	<b>2019</b>	NA
27 September 2019	ASPP design approved by DFAT.	<b>Six Pacific</b> countries – Fiji, PNG, Tonga, Samoa, Nauru and Vanuatu. <b>Four Asian</b> countries – Indonesia, Philippines, Sri Lanka and India.
2019	<i>PacAus Sports</i> began.	NA
December 2019	Call for proposals: 13 sports and 30 programs identified to participate in co-design process for phase 1.	Delayed due to Covid-19.
NA	<b>2020</b>	NA
11 March 2020	World Health Organization (WHO) declares Covid-19 pandemic. National Covid-19 pandemic policies implemented – travel stopped into and around the Pacific. Co-design process paused. Almost all ASPP activity was paused, including hiring and program activity in applicable countries. Assessments of applications did not start until June/July.	ASPP pivoted to safeguard the wellbeing of staff and program participants throughout the pandemic and lockdown period. Team Up sports for development partners shifted from conducting outward-facing activities to focusing on strategic development, upskilling and capacity building activities and program adaptations, which allowed them to support the delivery of online activities and to prepare for re-engagement once restrictions were lifted.
27 August 2020	Asia dropped from program.	NA
August 2020	Thirteen sports partnerships and 30 programs selected via a panel after assessments in June/July to progress to co-design stage.	Assessors and panels were: • DFAT Canberra (Conrad Bulenda) • DFAT post (varied between posts) • GHD (Ben Howard) • Women Win (shared between Meg Smith and Yvonne Henry) • Independent assessor (shared between Belinda Lucas and Jo Thomson)
September 2020	Successful programs invited to participate in co-design process launched after Covid-19 pause.	Thirteen sports partnerships – 30 programs selected for co-design. AUD 10,000 available to support co-design.
September 2020	Monitoring, evaluation, reporting and learning (MERL) implementation strategy and plan finalised.	We are not sure that this was approved by DFAT.
September 2020	Team Up branding approved by DFAT and implemented after consultative process.	NA
31 December 2020	End of transition period for Pacific Sports Partnerships.	Pacific Sports Partnerships concluded.
NA	<b>Phase 1 Team Up begins 2021</b>	NA
1 January 2021	Thirteen sports partnerships – 30 programs. Four strategic partnerships.	Phase 1: Selected for implementation 1 January 2021 – 31 December 2022 Contracting completed June 2021

Date	Event	Notes
March 2021	Launch of Team Up programs involving Australian High Commissions in each country. Launch of Team Up brand.	Delivery of programs starts after the formal launches.
2021	Full Team Up team of technical advisers on board.	Program manager Partnerships manager Finance and contracts manager Program administrator (contracts being negotiated and finalised in the first six months) Integrity officer MERL adviser (new appointment) Two MERL specialists Media and strategic communications Social inclusion specialist Partnership broker and private sector engagement adviser Gender equality and social inclusion adviser Safeguarding and disability inclusion adviser.
NA	2022	NA
January 2022	13 sports partnerships – 30 programs	Strategic partnerships: <ul style="list-style-type: none"> <li>• ABC ID</li> <li>• International Platform of Sport for Development (sportanddev)</li> <li>• International Safeguards for Children in Sport</li> <li>• ChildFund Sport for Development</li> </ul>
15 January 2022	Eruption of Hunga-Tonga-Hunga-Ha'apai volcano in Tonga and tsunami	NA
March 2022	Additional media and communications specialist	NA
2022	Travel opens up into the Pacific after Covid-19	Varied by country
1 October 2022	Extension option 1 begins	Through to 30 September 2025 (extension option 2 proposed to be October 2025 – 30 September 2028)
November 2022	Launch of the inaugural Play for Equity grant and presentation by three grantees at IWG Women in Sport International Conference (eight grantees)	NA
NA	Phase 2 Team Up commenced 2023	NA
January 2023	13 sports partnerships – 35 programs	Strategic partnerships: <ul style="list-style-type: none"> <li>• ABC ID</li> <li>• International Platform of Sport for Development (sportanddev)</li> </ul>

Date	Event	Notes
		<ul style="list-style-type: none"> <li>• International Safeguards for Children in Sport</li> <li>• ChildFund Sport for Development</li> <li>• Pacific Impact Network (ONOC, UN Women, Team Up)</li> <li>• UTS Longitudinal Study</li> <li>• Possibly Olympism 365?</li> </ul>
From March 2023	Introduction of bi-annual social media toolkits for each DFAT post.	NA
June 2023	Introduction of MERL folktale toolkit for collecting qualitative data for MERL and videos for social media – Folktale Oscars.	NA
January to June 2023	Design and delivery of face-to-face reflection workshops in each country.	Because of cyclones in Vanuatu, the reflection workshop was delayed until September 2023.
October 2023	Safeguarding workshop organised through a partnership between Team Up, ONOC, IOC and UN Women – Nadi, Fiji.	NA
1 July 2023	DFAT moves management of Team Up from the Public Diplomacy team to the Office of the Pacific Sports Section.	NA
July–August 2023	Team Up and Pacific partners deliver safeguarding for FIFA Women’s World Cup.	NA
October 2023	Six new partnerships established for Solomon Islands.	Six partners – Smash Down Barriers (table tennis), Basketball 4 Good, Hook in4 Health (hockey), Just Play (football/soccer), Included through Sport (para-athletics) and Women Make Waves (surfing).
27 October	Team Up mid-term review begins.	NA
November 2023	Pacific Games held in Solomon Islands. Launch of Team Up in Solomon Islands in November.	Team Up supported the Sol2023 Games Organising Committee Games News Service (GNS). Team Up offered to provide safeguarding support to Sol2023 – finally provided input into the technical manual for sports with wording and advice on safeguarding. WINS delivers media program for games and supported Solomon Islands Broadcasting Corporation.
NA	<b>2024</b>	NA
1 January 2024	35 sports partnerships – 35 programs <ul style="list-style-type: none"> <li>• ABC ID</li> <li>• International Platform of Sport for Development (sportanddev)</li> <li>• International Safeguards for Children in Sport</li> <li>• ChildFund Sport for Development</li> </ul>	NA



Date	Event	Notes
	<ul style="list-style-type: none"> <li>Pacific Impact Network (ONOC, UN Women, Team Up)</li> <li>UTS Longitudinal Study.</li> </ul> Olympism365 offer of more funding on the table?	
9 January 2024	Ben Howard concludes as program manager; Andrew Lepani begins work as team leader.	NA
February – July 2024	Second series of face-to-face Team Up reflection (direct partner support) and learning workshops.	Masterclasses and new material.
12 April 2024	Team Up Mid-term review concludes.	NA
NA	<b>2025</b>	NA
October 2025	Extension option 2 proposed as October 2025 – 30 September 2028	NA

## Team Up investment pathways

Team Up investment is distributed through five pathways:

1. Sport for development partnerships in the Pacific
2. Strategic partnerships
3. Investment fund / Play for Equity grants
4. Technical assistance for sports partners and their programs
5. Team Up program management.

We provide a brief description for each pathway below.

### 1. Sports for development partnerships

While the program design recommended 20 sports for development partnerships in the Pacific, there are now 35 partnerships. In the Pacific Sports Partnerships (PSP) transition phase of Team Up, 13 legacy partnerships from PSP were concluded by the end of January 2021. In late 2019, 30 potential new partnerships were invited to participate in a co-design process for potential allocation of Team Up funding. Phase 1 began in January 2021 and by 30 June 2021, contracting for 30 partnerships had been completed. Additional partnerships and programs have been included since, and Phase 1 ended in December 2023. Phase 2 is from January 2024 to June 2025. Table 3 sets out the partnerships by country and partner as of 1 January 2024.

Partnerships are between Australian or regional sporting organisations, national sporting federations, people with a *disability* representative organisations, Pacific nation government departments, media organisations, non-government organisations, Olympic committees, Paralympic committees, UN agencies and universities.

**Table 3 Sports for Development partnerships on 1 January 2024**

Sport(s)	Program	Lead partner	Implementing partner(s)	Country(ies)
Australian Football League	Plei Footy Blo Jenis	Australian Football League	AFL Vanuatu Vanuatu Department of Women's Affairs	Vanuatu

Sport(s)	Program	Lead partner	Implementing partner(s)	Country(ies)
Australian Football League	Pilai bilong senis	Australian Football League	#AFL Papua New Guinea #Tribal Foundation	Papua New Guinea
Badminton and gymnastics	Inclusive GymBad	#Badminton Oceania Confederation	Interplast Australia and New Zealand Oceania Gymnastics Union #Badminton Papua New Guinea Papua New Guinea Gymnastics Federation	Papua New Guinea
Basketball	Basketball for Good	# International Basketball Federation (FIBA) Oceania	#Basketball Fiji #Basketball Federation of Papua New Guinea Solomon Islands Basketball Federation	Fiji, Papua New Guinea and Solomon Islands
Cricket	Cricket for Good	#Cricket Australia	Cricket Fiji Ministry of Youth and Sport	Fiji
Cricket	Appeal Against Violence	#Vanuatu Cricket Association*	World Vision Vanuatu	Vanuatu
Cricket	Healthy Nanas and Disability Cricket	Cricket Australia	#Samoa International Cricket Association	Samoa
Cricket	(in design @ Feb 24)	#Cricket PNG*		Papua New Guinea
Football	Just Play	#Oceania Football Confederation (OFC)	Football Australia #Fiji Football Association #Papua New Guinea Football Association Football Federation of Samoa Solomon Islands Football Federation Tonga Football Association Vanuatu Football Federation	Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu
Football	Kicks 4 Kokoda	#Kokoda Track Foundation	#Papua New Guinea Olympic Committee Grassroots Soccer	Papua New Guinea
Hockey	Hook in4 Health	#Oceania Hockey Federation	Family Planning Australia Cairns Aspire Indigenous Hockey Program Flinders University #Hockey Australia Wan Smolbag Theatre #Papua New Guinea Hockey Federation #Vanuatu Hockey Federation	Papua New Guinea and Vanuatu
Netball	One Netball	#Netball Australia	#WaterAid Papua New Guinea #Netball Papua New Guinea #Netball Samoa #Tonga Netball Association	Papua New Guinea, Samoa and Tonga
Rugby League	League for Life	#Australian Rugby League Commission	Fiji National Rugby League #NRL in Fiji	Fiji, Papua New Guinea,

Sport(s)	Program	Lead partner	Implementing partner(s)	Country(ies)
		branded as National Rugby League	#NRL PNG Rugby League Samoa Mai E Nima	Samoa and Tonga
Rugby Union	Get Into Rugby PLUS	Rugby Australia Limited	#Oceania Rugby ChildFund Australia #Fiji Rugby Union #Samoa Rugby Union #United Nations Women Fiji Multi Country Office	Fiji and Samoa
Rugby Union	Rugby Inclusion Impact Program	#Rugby Australia Limited	Oceania Rugby Nauru Rugby #Papua New Guinea Rugby Union Incorporated Papua New Guinea Deaf Association	Nauru and Papua New Guinea (paused – in re-design)
Surfing	Women Make Waves	SurfAid	Western Solomons Surfing Association	Solomon Islands
Swimming	Swim, Splash and Survive (formerly Let's Swim)	#Vanuatu Aquatics Federation*	Ministry of Youth and Sports Vanuatu National Sports Commission	Vanuatu
Table Tennis	Smash Down Barriers	#International Table Tennis Federation Oceania	#Fiji Table Tennis Association Honiara Table Tennis Association Tonga Table Tennis Federation	Fiji, Solomon Islands and Tonga
Volleyball	Volley4Change	#Vanuatu Volleyball Federation*	Vanuatu Paralympic Committee CARE Australia	Vanuatu

\* Denotes National Sporting Federation as lead partner

# Denotes MTR interview January, February 2024

## 2. Strategic partnerships

Team Up has formed strategic partnerships that deliver various forms of technical assistance and capability development to the sports for development partnerships as per Figure 2 below (from the Australian Sports Partnerships Program design document).

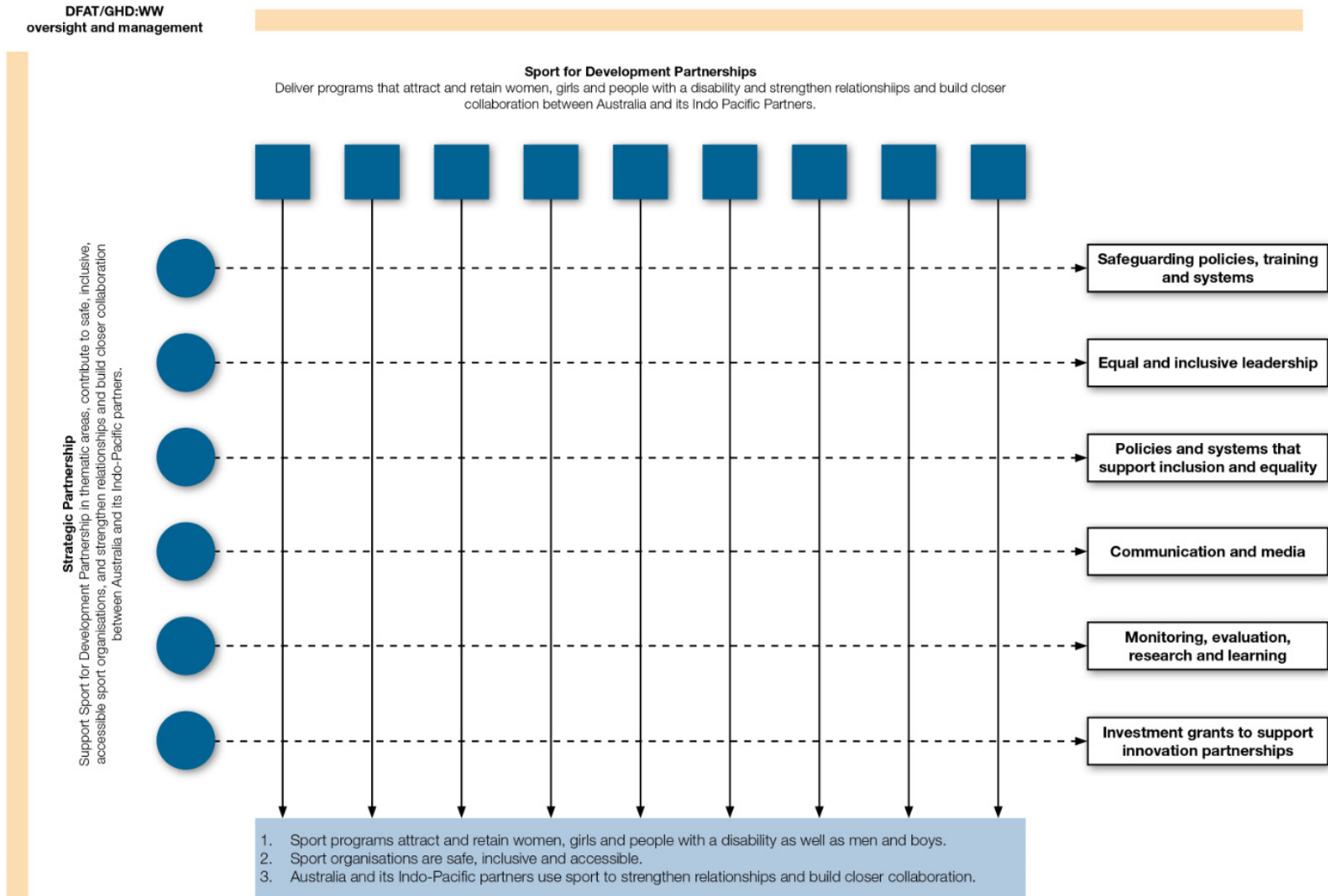
Since the program began in 2018 these have included:

- **Australian Broadcasting Corporation International Development (ABC ID) Women in News and Sport (WINS):** major events FIBA and FIFA Women's World Cups. ABC ID is currently contracted through GHD to deliver the WINS program, which has its own design.
- **ChildFund Australia:** safeguarding.
- **International Platform on Sport and Development (sportanddev):** *Sport for sustainable development – designing effective policies* massive online open course (MOOC)
- **Major events:** FIFA Women's World Cup 2023 and Pacific Games – safeguarding.
- **International Safeguards for Children in Sport:** *Safeguarding* MOOC.
- **Australian Defence Force (ADF):** education.
- **Oceania National Olympic Committees (ONOC):** education, equity and safeguarding.

- **Oceania Paralympic Committee (OPC)**: inclusion of people of all abilities.
- **Organisation of Sports Federations of Oceania (OSFO)**: education.
- **Pacific Games Council (PGC)**: safeguarding.
- **Oceania Sport, Equality, and Inclusive Communities Impact Network** (ONOC Equity Commission, UN Women, IOC / Olympism365): safeguarding and gender equity.
- **University of Technology Sydney (UTS)**: study on the impact, effectiveness and efficiency of Team Up and progress towards end-of-program outcomes.

**Further:** Prospective strategic partnerships were being negotiated in 2023 with Victoria University for a program of Women in Sport and Leadership and with the International Olympic Committee (IOC) for additional funding for the Play for Equity grants and Team Up partnerships (see Play for Equity grants below).

**Figure 2 Strategic partnerships contribution to sports for development partnerships**



### 3. Play for equity grants

Team Up delivered the inaugural round of the Play for Equity grant in 2022 and 2023 through a new approach. The mission of the Play for Equity fund is to resource innovative and intersectional community initiatives advancing gender justice in and through sport and play in the Pacific. The Play for Equity fund leverages shared governance and feminist participatory mechanisms for design of a grant-making system that is tailored to the needs and realities of the Pacific. The fund provides core, simplified<sup>2</sup> micro-financial support to groups and individuals with new and innovative solutions derived from community-based activism that will transform sport and play to be more inclusive, equitable and safe.

The application process was open to both registered and unregistered non-profit community-based organisations, collectives, sporting bodies, groups and cooperatives, as well as individuals. Groups and individuals applied through three- to five-minute videos in their own language, to lower barriers to applying. In total, 55 applications from nine countries in the Pacific were received.

Selection of the final grant recipients was made through a selection committee of six Pacific Islanders representing expertise in women's rights, LGBTQI+ rights, feminist activism, disability justice, and sport in the Pacific. This provided a path to ensure representation of key stakeholders working in the space in the Pacific and drawing on their considerable experience in gender equal, inclusive and safe sport in the Pacific. The selection committee members were consulted on eligibility criteria, helped to design prioritisation criteria, reviewed and scored the applications and made decisions for funding.

The first-round grant recipients were:

- Fiji: Seaqaqa Pride Hub (traditional games and play)
- Fiji: Sports Committee of Lomaivuna High School (rugby league)
- Kiribati: Nei Mom Uprising and BIMBA (multisport)
- Papua New Guinea: Black Pearl Rugby League Club Safe House (rugby league)
- Samoa: Seagles (outrigger canoeing)
- Solomon Islands: Solomon Islands Hockey Federation (hockey)
- Solomon Islands: Western Solomons Surfing Association (surfing)
- Tonga: Ha'apai Women's Rugby (rugby union).

Grant recipients received funding through Women Win, GHD's partner in delivering Team Up, which has experience in establishing financial processes for participatory and more flexible grant-making. These grants have now concluded with only a very simple video report being requested, although some recipients are reported to be<sup>3</sup> finding it hard to submit their videos due to internet capacity issues.

Team Up (soft) launched the second Play for Equity fund (PFE2.0) application process in December 2023 with information circulated through Team Up and partner networks. PFE2.0 has repeated the established advisory panel mechanism from round one, which is Pacific-led based on the foundational PFE principles as shared by the Impact Network. The application platform was opened in December 2023 and concluded in February 2024. Review and selection of applications is underway with the advisory panel, repeating the Pacific-led process, based on the foundational PFE principles. The announcement of successful grantees is planned by the end of March.

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<sup>2</sup> Simpler than typical partnership grants are typically, also funding is small c.f. typical grants.

<sup>3</sup> Verbal advice through Team Up program management team.

**Even more?** Based on the observed success of the initial round of Play for Equity grants and Team Up’s overall effectiveness, the International Olympic Committee (IOC), through Olympism365, is keen to co-invest up to AUD 1 million to amplify Team Up’s work. It is offering around AUD 100–200,000 as additional funding for the second tranche of the Play for Equity fund, while potentially contributing the balance of its funds to enable current sports for development partners to increase the scale of the work. This offer was on the table in 2023 with hopes that an agreement would be signed in October 2024 (note this offer may become unavailable if an agreement is not reached soon).

#### 4. Technical assistance – direct partner capacity building

Team Up provides technical support for national sporting federations and their partners. Its overall goal is to strengthen the role of sporting organisations across the Asia-Pacific as sports facilitators and non-traditional development actors. Technical assistance is provided for building capability in understanding and practising gender equality, working with people of all abilities, leadership, governance (for program delivery and sporting federation administration) and knowledge sharing.

The Team Up team and its strategic partners approach technical assistance in several ways, including annual group workshops for sports partners in each nation, regular online webinars, online and face-to-face courses for specific technical areas, and needs-based one-on-one consultations – mostly online but sometimes through visits or onsite experiential learning, such as delivering of safeguarding for the FIFA Women’s World Cup in 2023.

See Table 4 for the current team of adviser positions and their locations. The team has three women and three men from Pacific nations alongside people of various other nationalities and predominantly consists of women.

**Table 4 Team Up advisers and locations on 27 February 2024**

Position	Sex	Location
Team leader	M	Port Moresby, Papua New Guinea, soon to be Suva, Fiji
Finance and contracts manager	F	Canberra, Australia
Integrity officer	F	Canberra, Australia
PNG sports partnerships specialist	M	Port Moresby, Papua New Guinea
Media and strategic communications adviser	F	Sydney, Australia
Communications specialist	M	Suva, Fiji
Monitoring, evaluation, reporting and learning adviser	F	Suva, Fiji
Monitoring, evaluation, reporting and learning specialist	F	Auckland, New Zealand
Social inclusion specialist	F	Suva, Fiji
Program coordinator	F	Adelaide, Australia
Project intern	F	Suva, Fiji and Wollongong, Australia
Project intern	F	Canberra, Australia
Partnership broker and private sector engagement adviser (Women Win)	F	Amsterdam, Netherlands
Gender equality and social inclusion adviser (Women Win)	F	Amsterdam, Netherlands
Programs manager (Women Win)	F	Amsterdam, Netherlands
Other personnel as required (Women Win)	NA	<i>various locations</i>

## 5. Program management – GHD and Women Win

Team Up is delivered and managed by GHD in partnership with Women Win. The role of Women Win has evolved since 2018 as the specialist advisory team has grown. Originally Women Win was the main source of technical assistance for gender equality and social inclusion but now, with a strong specialist team in place, they provide other expertise and services including the mechanism to support the delivery of small grants for Play for Equity and a key role in safeguarding training.

Women Win work in sport for development programs across the world and bring extensive practice knowledge and valuable MERL and gender equality resources to the delivery partnership with GHD. It has worked with the social inclusion advisers to ensure that what is applied in Team Up is appropriate and relevant to the Pacific.

GHD provides extensive contracting, procurement, financial management and accounting services that comply with both DFAT and GHD's requirements for zero tolerance of corruption. These complex requirements and standards of engagement are implemented rigorously across 35 sports for development partnerships, including five grant agreements directly with national sporting federations, and at least six strategic partnerships.

Sport for development partners with Team Up do not all come with high capability for engaging in the types of contracting and due diligence processes that are needed for Team Up contracts: the GHD team works with partners to ensure they build the capability to meet their contracted obligations.

GHD provides for the following operational support:

- Finance and contracts: contracts, acquittals, procurement.
- Integrity: partner due diligence, investigations – fraud, safeguarding, prevention of sexual exploitation and harassment.
- Online grant management system: SmartyGrants.
- Online partner communications/document repository: The Clubhouse.

This review acknowledges the **complexity of program management within Team Up** with 35 partnerships and 70 partners working across seven nations. There are many contracts needing frequent updates.

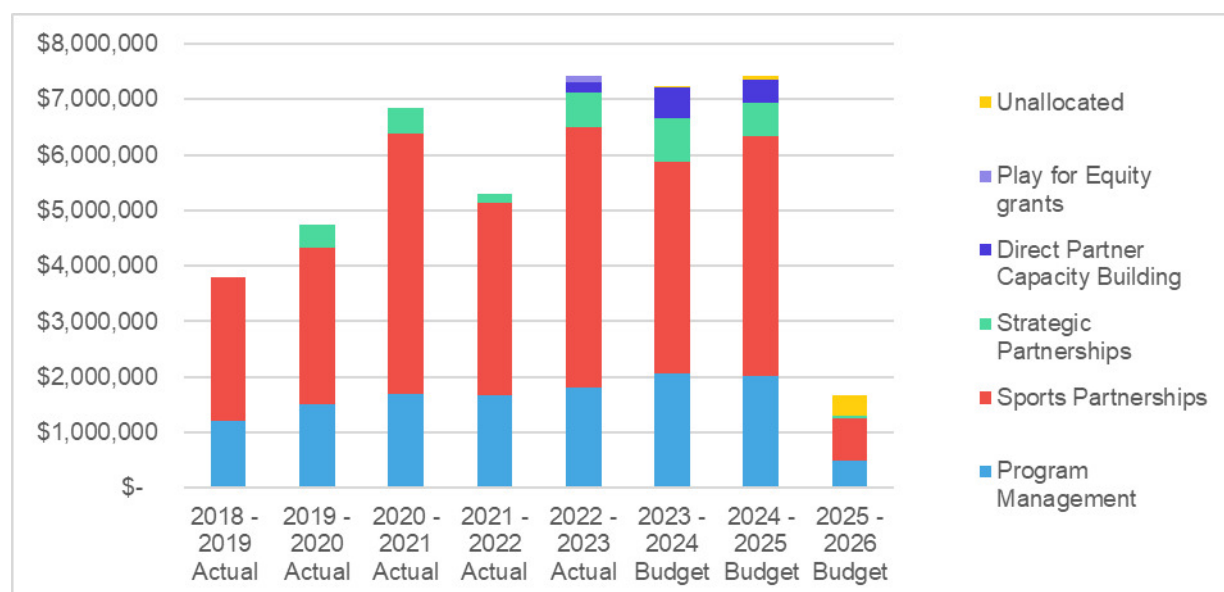
### Budget and expenditure

See Figure 3 for a summary of Team Up's expenditure/budget by year. Please note:

1. The PSP transition phase ended 31 January 2021.
2. Team Up phase 1 was 1 January 2021 – 31 December 2023.
3. Team Up phase 2 is from 1 January 2024 – 30 June 2025.

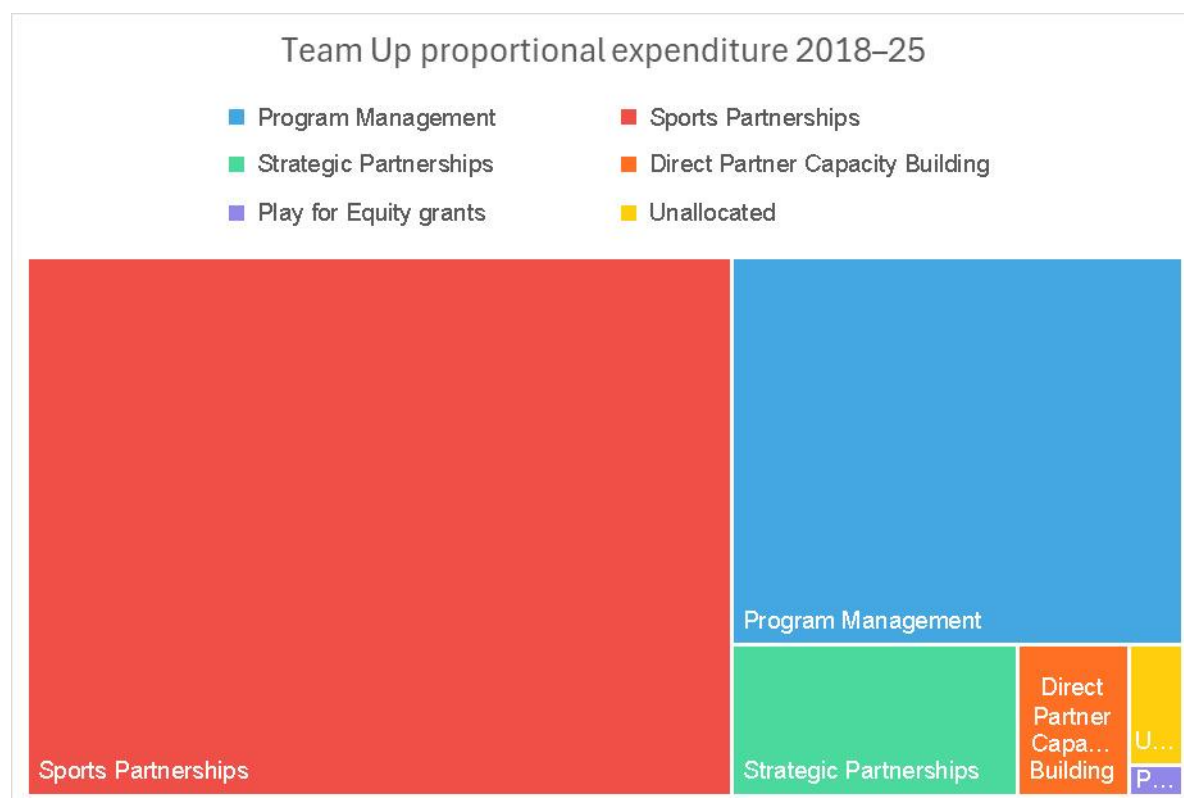


**Figure 3 Team up expenditure – actual and budgeted**



See Figure 4 for Team Up expenditure by implementation pathway. Most spending (61 per cent) has been on sports for development partnerships, with the second-largest amount (28 per cent) on program management. Spending on strategic partnerships is next at 7 per cent, while direct partner capacity building is just under 3 per cent. Play for Equity grants comprise only 0.3 per cent of spend to date.

**Figure 4 Team up expenditure – by implementation**



## **And, *PacAus Sports***

A year after Team Up began in 2018, *PacAus Sports* commenced – a 40-million-dollar flagship public diplomacy initiative to strengthen Australia’s standing and relationships in the Pacific.

*PacAus Sports* is focused on elevating the achievements of Pacific athletes and organisations by providing development pathways and support for Pacific athletes to access high-performance training and competitions in Australia. It is a key pillar of the Sports Diplomacy Strategy 2030.

The initial aims of *PacAus Sports* (2019–2023) were to strengthen sporting links with the Pacific by:

1. Developing pathways for Pacific teams to play in high-level Australian sporting competitions.
2. Supporting Australian teams to increase their presence and participation in the Pacific.
3. Creating pathways for emerging Pacific athletes to benefit from Australian coaching and training.

Streams one and two initially focused on four target sports (rugby league, rugby union, football and netball) in six Pacific countries – Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. These countries and codes were identified to reflect where Australia can make the most impact in the Pacific. Stream three funded activities beyond the four initial sports and six target countries from July 2020.

The program is delivered through two main grants frameworks:

1. A restricted, non-competitive grants program for streams one and two.
2. An open, competitive grants program for stream three.

DFAT’s Office of the Pacific Sports Section manages *PacAus Sports* internally, and since 1 July 2023, alongside DFAT’s Team Up managers.

## 3 Research context

This section presents two brief research pieces prepared by the mid-term review team's expert thematic advisors. The notes have been included for the report reader to contextualise and deepen their understanding of the review findings, suggestions and recommendations.

- In the first research piece, Dr Emma Sherry provides a framework for thinking about sports for development in relation to elite sport, sports diplomacy and public diplomacy.
- In the second research piece, Dr Hannah Macdougall PLY sets out some ideas and principles to enhance the quality of Team Up's robust work-to-date on the inclusion of people of all abilities.

See the Bibliography on page 65 with collated references for these two research pieces.

### 3.1 Understanding sport for development

Prepared by *Dr Emma Sherry*

#### Background

Sport for development is a concept used to explain the ways in which sport can create change – in individuals, groups, communities, nations and even society. It is important to note that programs vary considerably in their focus on sport (sport development) or social development (sport for development). 'Sport plus' programs are sport-focused programs that may also provide other development opportunities. Other programs are more focused on development and have very little interest or investment in developing sport skills or elite athletes. These have been characterised as 'plus sport'.

Both 'sport plus' and 'plus sport' programs or initiatives consider sport to be an effective setting for the delivery of other benefits. Coalter (2007) provides the following classification system based on the relative emphasis on sport and/or its objectives:



An alternative approach to understanding sports for development was conceptualised by Green (2008) who includes three categories within her framework: (1) **sport for social inclusion**; (2) **sport as a diversion**; and (3) **sport as a hook**.

- '**Sport for social inclusion**' is based on the premise that sport participation of any kind provides participants with critical development benefits. Thus, it would be important to find ways to provide sport to underserved populations. A plethora of sports for development programs have been created to provide sport to minority groups and

underserved populations. However, the outcomes of these programs are mixed (Long et al. 2009; Maxwell et al. 2013; Chong et al, 2022). One could argue that sport for social inclusion programs is clearly ‘sport plus’, while sport as a hook would predictably be ‘plus sport’.

- ‘**Sport as a hook**’ initiatives use sport merely as a recruiting tool and a site for the delivery of other services and benefits (Green 2008; Olushola et al. 2013).
- ‘**Sport as a diversion**’ initiatives could be either ‘sport plus’ or ‘plus sport’ – or perhaps both – as these are programs (such as midnight basketball) that use sport to keep participants away from antisocial activities and petty crimes. Such programs are enhanced when they incorporate significant social welfare components for participants (Hartmann & Depro 2006).

Note that no single program type seems to be more effective than the others; instead, the specific components and the delivery of the program are key. Patriksson (1995: 128) puts it this way: ‘*Sport, like most activities, is not a priori good or bad, but has the potential of producing both positive and negative outcomes*’.

### Conceptualising Australian sport for development initiatives

The mid-term review team developed Figure 5 to conceptualise the interplay between Australia’s investment in sport for development and sport diplomacy initiatives in the Pacific – via Team Up, *PacAus Sports* and major events – and the in-country sport context and capability.

Australia’s investment in the Pacific through its various sport initiatives provides both opportunities for **influence** and for **development**. Figure 5 maps and provides context on where different types of investment and outcomes could sit within this conceptual model and may help to identify areas for ongoing or future investment, and potentially areas where this investment is less effective.

For this conceptual framework we define **influence** as the ability of the sport program to engage social and political actors in the understanding, appreciation and promotion of positive societal change. We define **development**<sup>4</sup> as the extent to which all groups of participants (direct and potentially indirect) positively change their values, knowledge, skills and behaviours through the influence of the sports program, and how much these changes transfer to wider networks (including extended family) and participation in the community and culture around them. Through the sports programs and their relationships and connections with others, girls, boys, women and men build a sense of who they are and where they fit in the social world, and how to make a better social world. The conceptual framework also builds on the work that identifies the potential contribution of sport to the UN’s Sustainable Development Goals.

Note that this conceptual framework provides a tool for *understanding* how sport development and sport for development – in this case in the Pacific context – is enacted. Rather than viewing each quadrant as a bounded construct, individual programs, events or investments may be plotted at any point in the overall model, with some more overtly focused on development or influence, and others that sit across quadrants. Note also that this analysis captures programs at a point in time and they are subject to change over time as they develop capacity, reach, or are nudged into new directions by funding guidelines.

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<sup>4</sup> Team Up measures development outcomes through the monitoring, evaluation, reporting and learning framework and associated tools such as Folktale, impact summaries and longitudinal research with national sporting federations, participants and other partners.

- Team Up investments logically fit mostly in quadrants 2 and 3 (top right and lower right), while also readily generating opportunities to meet **public** diplomacy needs.
- *PacAus Sports* investments logically fit predominantly in quadrant 1 (top left), with a strong focus on **sports** diplomacy, but also has reach into quadrant 2, through the inherent influence of visible elite sport. For example, it is reported by the Pacific Community that the Fijian women's rugby union team – Guardian: the Fijiana – is influencing public attitudes about gender equality and women in elite sport in Fiji and Australia.
- Pacific national government sports investments logically fit mostly in quadrant 4 (lower left). Some, but not many, Team Up investments would fit here too.

When understanding where best to place each individual program, event or investment, it is best to first categorise by intentional design (i.e. what is the primary aim of this program?) versus attempting to capture all possible outcomes. In this regard, although both Team Up and *PacAus Sports* can achieve identifiable development outcomes, such as physical health benefits, or women's empowerment, the primary difference between each is the balance between sport and/plus development. Using Coalter's lens (Coalter 2007) of sport/sport plus/plus sport, we can see that *PacAus Sports* balances between 'sport' and 'sport plus' (depending on the program), whereas the Team Up programs are focused solely in the 'sport plus' and 'plus sport' contexts.

For those sports that receive both investments – *PacAus Sports* and Team Up – it would be unsurprising to identify greater development outcomes from their programs, regardless of investment focus, as the same staff and program teams are delivering the various activities in-country.

In this section we have applied these definitions:

Sports diplomacy – the use of the power of sport to strengthen communities across our region <sup>5</sup> and in some cases to encourage intentional change in the partner nation.

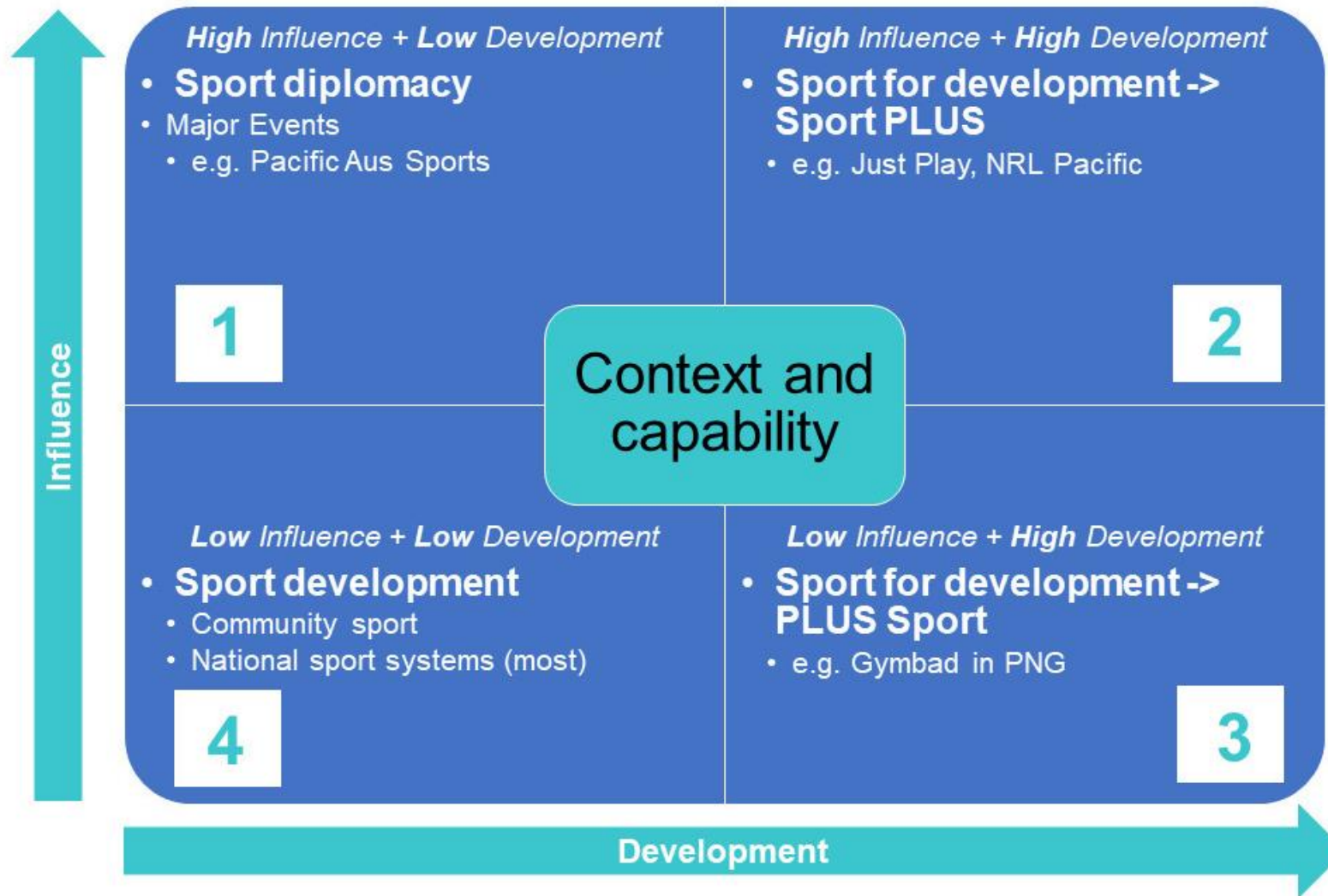
Public diplomacy<sup>6</sup> – is about raising awareness of our country as a trusted citizen of the Indo-Pacific region.

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<sup>5</sup> Sport Diplomacy 2030. Sport is one of Australia's key soft power assets and can play a leading role in strengthening partnerships and promoting our national brand.

<sup>6</sup> <https://www.dfat.gov.au/people-to-people/public-diplomacy>

Figure 5 Conceptual framework for Australia's sport (for development) initiatives



## 3.2 A spotlight on inclusion: sport for development for people of all abilities

Prepared by *Dr Hannah Macdougall PLY*

In the context of sport for development, inclusion has been referred to as ‘creating and implementing programs that ensure equitable access and participation in sports activities for individuals of all abilities, sex, gender, age, language, ethnicity, cultural background, sexual orientation, intersex status, religious beliefs, educational level, professional skills, work experience, socio-economic background, economic status, career obligations and/or other factors that make us unique’. The goal is to use sports as a vehicle to promote social inclusion, foster personal development, and address broader social issues. In sport for development plus (see Section 3.1), inclusion goes beyond allowing everyone to participate in sports: it involves creating an environment and culture where diversity is celebrated, and barriers to participation are actively dismantled.

In this section we focus on inclusion for ‘people of all abilities’, a term which deliberately uses a person-first, strengths based, well-being approach. It recognises that people have a spectrum of abilities, and challenges, but can face disabling environments, structures, cultures, attitudes and other factors that hinder their ability to access basic human rights. It aligns partially with the social model of ‘disability’ where disability is a social phenomenon caused by social oppression and prejudices, rather than by individual ‘impairments’ or challenges faced by a person (see Beaudry 2016 for a review). Exclusion and oppression are the real problems; these are caused by a social failure to make proper inclusivist arrangements. This model is reflected in the WHO definition of disability:

Disability is experienced when a person’s health condition and barriers in their environment prevent them from performing activities, like self-care, and restrict their participation in areas like education, work, and community life. Health conditions, such as cerebral palsy, stroke, amputation, and depression, may reduce a person’s mobility, vision, hearing, cognition, or any combination of these. Physical barriers, stigma, and lack of access to assistive products and social support can make it harder for people with health conditions to access health services and lead healthy lives (WHO 2023).

The social model of disability contrasts with models such as the dominant medical model, or the moral or limits models. The medical model conceptualises disability as a tragedy or problem localised in individuals that has ‘undesirable consequences for the affected individual – the individual has functional, physiological, and cognitive impairments – the definition and solution of which were to be provided by medical experts’ (Burghs et al. 2016). Within the moral model, attention is paid to how disability is interpreted as either good or bad, and how people with disabilities are imbued with moral weight. This can be observed in literary depictions from Shakespeare and Dickens to comic books and reality TV shows. In the visual montages, a villain is often marked with some sort of hideous scar or deformity or a person with a disability is immediately identified as a hero and simultaneously deserving of pity simply on the basis of their impairment, long before we know anything else about their character or life story (see Andrews 2016). In contrast, the limits model questions our assumptions about what it is to be ‘normal’ or ‘disabled’ or ‘able’ in the first place. It highlights impairment as an unsurprising aspect of the human condition, something that we all experience at some point in our lives. Not only do our lives often progress toward impairment or challenge (e.g. as we age or take risks in life), but we are surrounded by *limits* (which we do not consistently describe as impairment) all the time – we cannot fly with our own two arms, we experience scarcity in natural resources, we all tire and die. This model observes that our notion of ‘normal’ is an illusion. Instead of cementing disability as a distinct

and separate category of otherness, this lens encourages us to consider the ways in which limits are experienced by all human beings, as unsurprising, fluid, and even good (see Murphy 2013). Under this model we might observe that it is somewhat illogical to lump together a person who is blind from birth, a person who uses a wheelchair as the result of a skiing accident, and a person with Down Syndrome as if they all have something in common simply by virtue of being labelled with disability. Similarly, we can ask why it is we interpret a wheelchair as a sign of disability, rather than as a piece of technology that assists the human journey, as does a car, calculator or eyeglasses. Imagine how many 'disabled people' we would have if glasses weren't invented.

While the above narrative may seem extensive, it is critical that when we are looking to build and foster inclusion, we are aware of the lenses, and biases, inherent within our conversations and thinking. With awareness, we can work towards strategies that dismantle the barriers and systematic exclusion that exist within the Pacific region for people of all abilities, as well as for women and girls, and other minority groups. Why? We know that access to sport is unequal – from participation, coaching and officiating to administrating and governing sport for people of all abilities. This means that between 1.5 and 1.7 million people in the Pacific are affected, representing about 15 per cent of the population (Pacific Island Forum; WHO 2024). There is also the 'play gap' – women and girls are often excluded from the benefits of being involved in sport. Those benefits include the friendships, joy, freedom, and competitive spirit. Further, women and girls have reduced access to the broader-ranging social, psycho-social, health and economic benefits provided by sport (Team Up 2024). Adding to these barriers are the negative attitudes in communities, compounded by a lack of awareness and discrimination. If you are a woman or a girl with a 'disability', you face multiple layers of discrimination.

For all these reasons, and more, Team Up is a sports for development program that has two outcomes focused on inclusion that contribute to the overall goal of *Australia–Asia-Pacific sport partnerships support all people to realise their full potential through sport*:

1. Sport programs attract and retain women, girls, and people with a disability, as well as men and boys.
2. Sport organisations are safe, inclusive and accessible.



## 4 Review findings

In this section we present our overall findings, and specific findings structured against each of the review questions. Our recommendations are presented throughout in relation to our findings and are also collated in Section 5 for ease of reference.

### Overall findings

Team Up is now 'scoring goals' in the Pacific and beyond: for women and girls, men and boys, and people of all abilities. Team Up has global and regional reach through strategic partnerships and sport for development programs in seven Pacific nations. Our initial and final stakeholder list was indicative of this significant reach and influence in the region and sport for development sector.

Team Up is an **extraordinary program** and can be even better.

Intended **sports for development outcomes are being delivered** by many of the partnerships, but not all, and progress is being made towards the three end-of-program outcomes:

1. Sports programs attract and retain women, girls, and people living with a disability, as well as men and boys.
2. Sports organisations are safe, inclusive and accessible.
3. Australia and its Pacific partners use sport to strengthen relationships and build closer collaboration.

This is clearly evidenced through the program reports and communications material reviewed, and stakeholder interviews conducted for this mid-term review.

We note, however, that the participating national sporting federations across the program are not all equal in capability. Team Up does not mandate a one-size-fits-all approach and has provided for partnerships of varying capabilities and forms, and to allow for focus on different outcomes.

Further, the Team Up team members' capability for **recognising and seizing opportunities**, building and maintaining partnerships and collaborations, and overall quality of delivery has commanded global attention. Team Up has created opportunities that have placed DFAT high on the sport for development scoreboard across the globe as both an innovative and influential actor, and serious investor in sport for development. Evidence for this expertise and influence are found in practice through the various global partnerships and collaborations, and through extensive academic research undertaken on programs within Team Up and its predecessor programs.

Team Up was originally designed for around **20 sports for development partnerships**, but there are **now 35 partnerships**, with the inclusion of two new partnerships and six new programs in the Solomon Islands (put in place before it held the November 2023 Pacific Games). Many of the partnerships are high development outcome programs (see Figure 5, quadrant 2), while acknowledging that a few national sporting federations are struggling to deliver their planned programs to a high quality or with the expected outcomes.

**Eight Play for Equity grants** have recently completed, while a second round of grants is in process, applying the same high-quality, transparent and participatory process for grant making. Grant amounts range from AUD 5,000 to 15,000.

**Six strategic partnerships** are delivering high-quality collaborative work that amplifies Team Up's effectiveness, so far with an allocation of about 7 per cent of overall funding.

GHD has recruited a **highly capable and committed technical advisory team** for the Team Up program management team. The team now consists of regional and global experts who facilitate the program's delivery, support partners and stakeholders, and contribute to the regional and global sport for development communities of practice. This team provides significant capability development opportunities for participating national sporting federations and their partners, and other sports system actors. The impact of having expert Pasifika staff involved in the delivery of Pacific programs cannot be overstated.

**Continuous improvement** has underpinned Team Up delivery. Below are some examples where monitoring, evaluation, reporting and learning (MERL) has benefitted from streamlining:

- Some partners had a limited understanding of their requirement to collect data for MERL, so the team provided one-to-one support, provided in-country experiential learning workshops, and refined the templates based on stakeholder feedback.
- Some partners had a limited capacity to write reports, so the team re-designed the process to include more storytelling (qualitative data) using Folktale, to record individual profiles and document stories of change.
- Some partners were regularly late with meeting reporting requirements, so the team streamlined those requirements, provided templates earlier and sent out more reminders.

We consider that Team Up not only has an **overall innovative approach** to development, but also offers some specific innovations for delivery. Examples include:

- **Play for Equity grants** – particularly the inclusive process for calling for grants and judging their relative merit according to the development setting and scale of the proposal (micro investments).
- **The Pacific impact network** – a developmental space for influential Pacific partners to share ideas about social inclusion and sport for development.
- **Safeguarding capability-building efforts** – these have been extraordinary, reaching beyond Team Up to national Olympic committees, the Pacific Games and the FIFA Women's World Cup. Read more in our response to review question 2.
- **Massive open online course(s) (MOOCs)** – developed with sportanddev for sports for development (now in four languages, with 6,310 completions) and safeguarding.
- **Folktale** – the video story collection tool that meets both MERL and communication needs, while cumulatively building a vast set of qualitative data for future meta-analysis of participant outcomes.
- **Six-monthly, high-quality media packs** for DFAT posts in participating nations comprised of impact stories, high-quality images and material suitable for posting on social media.

Overall, Team Up can be considered as generating a high social return<sup>7</sup> on a comparatively small investment of around AUD 6 million a year. We provide a value-for-money assessment in our response to review question 5, however, we have not completed a Social Return on Investment Analysis.

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<sup>7</sup> Brouwers J, Prins E & Salverda M 2010, *Social return on investment – a practical guide for the development cooperation sector*, Context, international cooperation, Utrecht, the Netherlands:

**Definition:** 'Social Return On Investment (SROI) is an approach for measuring and accounting for a broader concept of value. It measures change in relation to social, environmental, economic and possibly other results.' Accessed: <https://www.betterevaluation.org/methods-approaches/approaches/social-return-investment>, 3 April 2024.

## Specific findings responding to the evaluation questions.

### 1. To what extent have women, girls and people living with a disability (people of all abilities) benefited from the program? Have there been any unintended consequences (positive or negative)?

We designed our mid-term review interview schedule to include a focus on inclusion and insights into progress towards end-of-program outcomes and the Team Up goals. We gained insights into the enablers, challenges, suggestions, and potential future directions of programs to support sustainable inclusion impacts, growth and empowerment. We note that we were not able to interview participants or observe programs in action, however we have drawn on outcomes reported in documents and within interviews to support our findings.

We found that robust inclusion requirements are inbuilt into existing systems through Team Up grant applications. This has resulted in program development that has targeted women and girls, and people of all abilities across various communities. Programs take different approaches, for example, inclusion programs for people of all abilities have a twin-track approach, meaning that development occurs via mainstream programming and through targeted efforts to facilitate the inclusion of people of all abilities. For example, *Smash Down Barriers* in Fiji and Tonga use the sport of table tennis; *Hookin4Health* in Fiji, Papua New Guinea and Vanuatu use the sport of hockey; or *Just Play Plus* in Fiji, Papua New Guinea, Samoa, Tonga and Vanuatu use the sport of football (soccer) to facilitate inclusion outcomes (see the [Focus on disability section on the Team Up website](#) for a full list of programs). Different resources and trainings also exist to support inclusive practices, such as the [Diversity and inclusion terminology and language guideline](#), and child safeguarding face-to-face workshops.

### Enablers and outcomes

We found numerous enablers and outcomes of programs designed to foster inclusion for women and girls, and people of all abilities. For end-of-program outcome one: **Sport programs attract and retain women, girls, and people with a 'disability', as well as men and boys** these include:

- Having **role models** and staff/leaders **who had various abilities or were women from target communities** deliver programs helped to promote **inclusion** and **combat stigma**. For example, the NRL program in Fiji or the table tennis *Smash Down Barriers* program in Fiji and Tonga employed or had volunteer coaches, staff and referees with various abilities. This was perceived to have helped shift community norms from keeping people with all abilities confined to the home to supporting them to be actively participating in the community. This is reflected in existing research within the Pacific where participation in sport for people of all abilities was reported to improve self-worth, health and well-being, and social inclusion. The inclusion of people with all abilities within sport for development was enabled by peer-to-peer encouragement, leadership of and meaningful engagement with people of all abilities in all aspects of sports programming (Devine et al. 2017). Employment opportunities were also created for people of all abilities.
- Sport was identified as a **vehicle for promoting gender equality**, *focusing on both* creating programs for women and educating male community members to shift cultural attitudes, fostering increased respect and support for inclusion. In a similar way, programs for people of all abilities took a two-pronged approach through having programs specifically for people of all abilities and programs for the whole community, inclusive of people of all abilities. In this instance, the whole was greater than the sum of the parts.

- **Adaptable sports and equipment**, as well as modifications like using alternative tables for table tennis or adjusting rules, were recognised for their helpful impacts on inclusion for people of all abilities, promoting participation among men, women, boys and girls in the community.
- The delivery of **targeted outreach programs** in local communities, including visits to schools and disability centres, emerged as an effective strategy for promoting inclusion at the grassroots level, reaching individuals of all genders and abilities.
- We heard many examples of **personal growth and increased confidence** for program participants. We also interviewed many women who now have good jobs and livelihoods, ranging from full-time staff to casual ‘staff’ and opportunities to build skills through volunteering. The development of women and men staff capability in national sporting federations is an important and real Team Up outcome.
- We heard about young women who were able to **lead cultural shifts** in their own communities where challenging cultural beliefs prevail about gender roles. However, such work needs to be managed carefully to avoid any risk of backlash.
- There are many programs focused on raising awareness of gender-based violence and elimination of violence against women, but these need to be matched with access to **safe referral pathways for support**. Get into Rugby Plus being delivered in partnership with the Fiji Women’s Crisis Centre was a strong example.
- The concept of **intersectionality** is covered in Play for Equity grants but should be further exposed throughout Team Up partnership programming.

Here are some examples of robust effort and outcomes being achieved for the inclusion of people of all abilities:

- Volley4Change program video in sign language
- Smash Down barriers program
- ‘Ofeina’o Lesieli video – a short documentary that followed a young woman with Down Syndrome as table tennis helps her on the journey to growing her confidence and changing her life for the better. This documentary was a part of the Smash Down barriers program.

### But there are challenges too

While not an extensive list, specific challenges for inclusion mentioned by stakeholders within our interviews included:

- **Transportation and equipment:** A lack of accessible transportation, equipment and facilities was a barrier for people of all abilities to participate fully in sports and recreation activities. This was exacerbated in countries with people distributed across many islands and was coupled with rising costs across the board. However, sports program implementers and communities were agile in finding workarounds to help some people of all abilities get to programs.
- **Participation of women and girls:** Getting women and girls to participate in sports was challenging due to societal expectations and a lack of confidence. Intersectionality was important – women of all abilities can face the ‘double whammy’ discrimination in sports. Intersectionality recognises that a person or group of people can be affected by multiple forms of discrimination and disadvantage due to their race, sex, gender identity, sexual orientation, impairment, and other identity markers (Australian Disability Strategy 2021–2031)
- **Inclusion of LGBTQ+ community:** LGBTQ+ inclusion in sports programs was challenging despite efforts to use more inclusive language; there is still a lot of stigma

and reluctance from small groups. Recognition of this minority group is absent from the Team Up strategy, and thus was not a focus for most organisations. A cultural competence lens would tell us that there are varying levels of acceptance and tolerance of LGBTQ+ people across various cultures, and there will not be a one-size-fits-all solution. A people-first approach will be needed in all situations.

- **Societal barriers persist:**

Negative attitudes, language and stigma towards people of all abilities persist in some communities; it was expressed that a lack of understanding about inclusion of people of all abilities and minority groups was still generally prevalent.

Smaller sports, which can be adapted and thus highly inclusive, may get overlooked in terms of their capacity to be leveraged for ripple effects; for example, table tennis was perceived to be highly inclusive, yet not widely leveraged.

- **Programming for inclusion of women, men, girls and boys and people of all abilities.** While some sport for development programs are doing this well, others are still working out how to do it and looking for entry points. For example, we heard about Papua New Guinea's disability support system which comprised of Callan services, Cheshire homes, Red Cross and other actors. Most national sporting federations in Papua New Guinea that we interviewed mentioned these actors but only a few had good engagement. It will be important to coordinate across Team Up's programs in each nation to take care not to overload each nation's fragile support systems for people of all abilities.
- **Possibility of perverse outcomes for people of all abilities.** It appears that the desire for including outcomes for people of all abilities in sport for development programs could possibly drive perverse outcomes, where inclusion might be driven by the program's desire to report rather than the partners having the skills and resources to deliver a great program for participants. Coaches may not have the skills and resources needed to work with people with of all abilities. Good work is happening, but much extra care is needed to ensure high quality.
- **We need to be realistic about the possible scale of outcomes of school programs.** School programs that go for seven, eight or nine weeks appear to be a popular way to deliver many of the sport for development programs. This is very understandable when access to the wider community may involve personal safety and security risks (e.g. in some areas of Papua New Guinea). These programs can also fill the gap when school curriculum and funding for physical education and sport is missing. However, it is important that partners are realistic about the scale and sustainability of behavioural change outcomes and shifts in structural inequity that can be achieved through a short-term and limited face-to-face timeframe investment.

## Looking forward

Based on the outcomes and challenges expressed by partners and stakeholders, below are some suggestions for the next phase. Specific recommendations follow.

- **Continue to grow and build principles of inclusion**, within Team Up itself, as well as with partners, stakeholders and targeted communities. Levers and tools include:
  - **Language that is person-first and strengths-based:** Can we shift to 'people of all abilities' instead of 'people with a disability'? Can we shift to people on the neurodiversity spectrum, instead of people with an intellectual disability? Can we shift to *people who are experiencing vulnerability*, or *communities that have different vulnerabilities for a variety of complex reasons* from *vulnerable people* or *vulnerable communities*?

**The use of imagery.** Imagery is a powerful way to shift perceptions, culture and communications. Let's continue to use imagery of people of all abilities in a way that is powerful, but not 'cripspirational' (i.e. communities and people of all abilities are not inspirational purely because they have a 'disability'). We can continue to change community attitudes through awareness campaigns (e.g. the 2024 National Down Syndrome Society '[Assume that I can](#)' campaign and the [Paralympics RIO 2016 'We're the superhumans'](#) campaign), as well as media promotion, role models and inclusive events to help tackle stigma and break down barriers over time.

**Reporting and grant applications.** Play for Equity grants provide an excellent example of inclusive grant making with simple reporting. If we apply the inclusion lens on wider Team Up program design and grant-making processes, can we expand this to a better balance of recognising the accountability of DFAT to taxpayers, with the limited resources (time, capacity etc.) of people of all abilities in the Pacific who need to be the drivers, the implementers and the role models for inclusion sports for development programs? Can we 'walk (or wheel!) the talk' through using simplified language and providing adequate resources, time and two-way communications to help sustain inclusive conversations? Yes, we can!

This could be achieved through:

- **Adoption of frameworks like the [IAP2 Spectrum of Public Participation](#)** to encourage shifts towards community-led sports for development programs? This involves a shift from inform/tell to collaboration and empowerment with people of all abilities having a voice before, during and after grant applications and strategy to execution for sports for development programs.
- **Leverage the Paralympic and Olympic games in Brisbane 2032:** There is an opportunity to continue to build inclusion within the Team Up space through the 2032 Brisbane Olympic and Paralympic games, as well as learnings from previous games (e.g. Mataruna et al. 2015). For example, programs could take advantage of Olympism365 funding to capitalise on the Olympic movement as it draws closer. Collaboration could be intentionally fostered between organisations like the IOC, IPC, OPC, government agencies, community groups, 'disability organisations' (e.g. [Pacific Disability Forum](#)) and schools. Team Up is good at this and maintaining these relationships is key. The Impact Network can help here. Through these relationships, via the global interest in the Paralympics, it is possible that the cultural shifts already witnessed via Team Up programs (see previous section on enablers and outcomes) could be amplified. Specifically, if Team Up-targeted communities can **see** people of all abilities compete in elite sport, attitudes and perceptions may shift. This would then be supported by Team Up programs (inclusive of staff of all abilities), a Team Up inclusion strategy, Folktale videos, and other visual social media platforms.
- **Time for a Team Up inclusion strategy:** As a result of efforts from predecessor programs, good thinking at the design stage of Team Up, solid sports for development co-designs at partnership level, and advisory support, Team Up now has many sports for development partnerships that are doing well at including people of all abilities. We acknowledge that this is a long game; deep cultural shifts can take time to realise. The knowledge gained from this effort can now be harnessed for the future with the aim of focusing and further improving the quality of programming by *collaborative development of a Team Up strategy for inclusion of people of all abilities*. This strategy needs to be developed by those with expertise in inclusion, those with lived experience of inclusion, lead and implementing partners, as well as community members and key stakeholders. The [OECD's disability policy markers](#), [WHO policy on disability](#), and other key documents reference in Section 3.2 and listed in the Bibliography, can underpin the

strategy, and we need to be clear on the paradigm it sits within (e.g. medical model, social model, human rights model of disability), the language it looks to use, and person-first approaches.

This strategy could be delivered through or supported by a new strategic partnership; for example, with Sports Inclusion Australia or the Oceania Paralympic Committee. The strategy will need to cover inclusion literacy and respectful language. Team Up could become a leader in this space, as has been the case for safeguarding. Good practice guidelines for the engagement of people with all abilities could be developed too. Finally, the Team Up inclusion strategy could link with *PacAus Sports* and have pathways for participants to progress from grassroots to elite levels to sustain engagement and motivation.

## Recommendations for question 1

### **Recommendation 1. Build a strategy for Team Up inclusion of people of all abilities, in collaboration with partners.**

**Brief rationale:** This could include development of a collaborative strategic partnership that engages regional institutions that specialise in inclusion of people of all abilities in sport. This would also involve mapping and understanding the support system for people living with *disabilities* in each nation and how best to engage. Leveraging the Paralympic Games, the media and imagery of inclusion, could also play a part in the strategy to influence sports for development and Team Up program outcomes. While there has been some astounding work in inclusion, it is time to take stock of success and challenges to date and take a more strategic approach. Sports Inclusion Australia is already participating in a partnership in the Solomon Islands; the Oceania Paralympic Committee may also be a strategic partner.

**Who:** Team Up program management team (GHD)

### **Recommendation 2. Ensure that sports for development partnerships focused on raising awareness of gender-based violence/family and sexual violence, which may lead to increased reporting, are closely aligned with referral pathways in the local area.**

**Brief rationale:** A significant risk may present itself if the desire to report increases but the full spectrum of referral pathway actors is not explained to victims, or those actors are not engaged with the program. Just recommending that people go to the police is not enough in some countries. Get into Rugby plus in Fiji works closely with the Fiji Women's Crisis Centre, which is a good approach, but an equivalent opportunity is not necessarily available in all nations.

**Who:** Team Up program management team (GHD)

## 2. How effective has the program been at creating safe, inclusive and accessible sport organisations?

Team Up has had a significant focus and **continues to raise the bar** on supporting sports organisations to be safe, inclusive and accessible (e.g. safeguarding). Team Up capability development efforts and strategic partnerships are contributing to building knowledge and skills across all national sporting federations in these areas. Lead partners are doing the same in many instances. But this is a long journey with many steps along the path to full implementation and success depends on the existing capability of sports organisations, most particularly in governance and management. It is hard to be safe, inclusive and accessible when you are struggling at the basic operational and governance level.

Safety also needs to be considered for all involved – participants and coaches, development officers, federation staff and partners, and particularly people of all abilities. This is a heightened consideration in some locations where Team Up is working (e.g. the highlands provinces of Papua New Guinea).

### Enablers and outcomes

Towards end-of-program outcome 2, **sport organisations are safe, inclusive and accessible** we found that:

- **Collaboration** with *disability* advocacy groups, community organisations, and government agencies was perceived as a key enabler for inclusion, contributing to the creation of safe and inclusive environments within sport organisations.
- **Strong governance, policies and procedures**, when brought to life through ongoing conversations, stories, videos, training and reviews, were recognised as foundational elements for effective inclusion, ensuring the safety and inclusivity of sport organisations. This contrasted with having policies ‘gathering dust’ in PDF format and using a ‘tick the box’ approach. National sporting federation stakeholders are proud of their policies and practice (not just documents on a shelf) but need ongoing support for bringing the concepts of safety, inclusivity and accessibility to life, while also ensuring sustainability.
- **Inclusive language** was emphasised as an important factor to reinforce inclusion principles and contribute to creating safe and accessible sport environments.
- **Team Up’s commitment to safeguarding** (see Box 1), which builds on previous work with child protection policies, has been highly influential in enabling change for the national sporting federations that work with Team Up and far beyond. This was confirmed by many federation stakeholders through interviews, including their pride and personal growth from being involved in the regional safeguarding work described. This considerable effort means that safeguarding is becoming business as usual for the federations.
- **Women Win**, GHD’s delivery partner, has been a principal change agent for safeguarding along with the Team Up Social Inclusion team and strategic partners in this space – particularly ChildFund and the Pacific Impact Network.



### **Box 1 Safeguarding through Team Up – powerful in 2023**

Safeguarding is a priority for Team Up. Through 2022 and 2023 Team Up implemented a series of safeguarding efforts that have led to improved knowledge, skills and safeguarding practice in national sporting federations.

**Safeguarding webinars.** Beginning in 2022 and supported by program partner Women Win, Team Up delivered a series of safeguarding webinars which shared knowledge on foundational and practical areas to support safeguarding strengthening and organisational cultural change. The webinar series covered topics of including children and young people in policy design and review, safeguarding issues, and protection in relation to social media and effective reporting and complaint management. Webinar hubs in Papua New Guinea and Fiji allowed for facilitated discussions among partners in those countries. The webinars were well received by partners, especially as they provided Pacific and regional examples to contextualise the content.

**MOOC on safeguarding.** Together with partners of the International Safeguards for Children in Sport, Team Up was involved in the development of the **new online Safeguarding Essentials Course**, which was launched in July 2023. The 90-minute course, based on the FIFA Guardians content, is designed for everyone in sport and explains what safeguarding is, why it is important, and what can be done to reduce safeguarding risks and respond to concerns. Partners in the Pacific were encouraged to take the course as part of the commemoration of Safe Sport Day on 8 August.

Team Up partnered with the **FIFA Women's World Cup Australia and New Zealand 2023 (FWWC23)** local organising committee to support the delivery of safeguarding components for the tournament. Team Up safeguarding specialists worked alongside the FWWC23 local organising committee safeguarding manager as part of the tournament's safeguarding team. Team Up identified **eight Pacific safeguarding champions from partners** to work alongside the safeguarding specialists, supporting safeguarding throughout the tournament. Those safeguarding champions interviewed reported having had a powerful and formative experience.

The **safeguarding specialists led safeguarding activities** in the Australian host cities and the **Pacific safeguarding champions worked alongside the specialists**.

In October 2023 a four-day **regional safeguarding skills-building workshop** was held in Nadi, Fiji, to strengthen the capacity of sports administrators, sport for development practitioners and safeguarding focal points. The workshop was hosted by the Impact Network and the program was developed by Team Up and facilitated with support from UN Women Fiji Multi-Country Office. The workshop brought together 70 participants from 16 countries in the region who represented Team Up programs, national Olympic committees and gender-based service provider organisations. The key recommendation from the workshop was for a regional safeguarding in sports community of practice to be established (which will be progressed through the Impact Network in 2024).

**Pacific Games.** Team Up also provided input into safeguarding content for the Solomon Islands 2023 Pacific Games (Sol2023) technical manuals and responded to a request from the Pacific Games Council to review its safeguarding policy.

### **Can't stop now – looking forward**

While there are many aspects of ensuring that high-quality safeguarding practices become business as usual, Team Up and partners still have a role to play in leading this work and enhancing quality. Some suggestions follow:

- Regional and Australian lead partners can play a part in amplifying this work, through collaborating to share and document good practice and to share and improve their own safeguarding policies and practices with their national sporting federation partners. Team Up could support their collaboration.
- Team Up can continue to support in-country and intra-regional collaboration on safeguarding policies and practices and help participating sports partners better share their knowledge and practice gained with non-participating national sporting federations. National government sports and social agencies could play a role in this also.
- There appears to be high turnover of staff in national sporting federations, so it will be important to ensure that quality learning opportunities with the current curriculum are readily available to new staff members and pitched at the right learning levels. Maintaining currency of curriculum could be coordinated through regional training organisations.

## Recommendation for question 2

**Recommendation 3. Safeguarding training and practices need constant reinforcement, supported by the Team Up inclusion strategy. Develop a plan with partners for ongoing rollout and sustainable delivery of safeguarding knowledge, skills and practice.**

**Brief rationale:** Work so far has been strong and focused on child protection and women and girls. Constant vigilance will be needed to identify possible backlash being experienced by women and girls who participate.

**Who:** Team Up program management team (GHD)

### 3. To what extent has the program been able to strengthen relationships and build closer collaboration through sport for development partnerships?

The program design of Team Up has inherently ensured that there is a strong focus on partnerships, within Pacific nations, between Australia and the Pacific, and with the non-government and government sectors.

#### Enablers and outcomes

Towards end-of-program outcome three, **Australia and Asia-Pacific partners and stakeholders use sport to strengthen relationships and build closer collaboration**, we found that sports are indeed creating strong partnerships for both sport and development outcomes. For several of the larger sports, these partnerships are also resulting in Australian diplomacy outcomes, or working in concert with the aims of the *PacAus Sports* program. In our review we found that:

- The promotion of **inclusion and combatting stigma through role models and leaders** from diverse backgrounds delivering programs – as outlined in the section above – contributed to building stronger relationships and collaboration with *disability* service providers and those focused on women’s inclusion, empowerment and safety across the Pacific nations. These partnerships between sport federations and the non-government sector are innovative and allow:

sport to work with those who have the appropriate expertise and services

- the non-government organisations to use the attraction of sport to promote and enhance their messaging and reach.
- **Storytelling** through media campaigns and videos on the Folktale platform, despite various barriers identified by some stakeholders, was acknowledged as a powerful tool for changing perceptions and promoting inclusion, supporting the broader goal of strengthening relationships through effective communication.
- **Capacity building through training programs**, particularly the train-the-trainer model, equipped local personnel to sustain inclusion efforts, fostering closer collaboration between Australia and Pacific partners in using sport for community development. It was perceived that the partnerships opened doors to reach and support marginalised groups; for example, the Fiji Women's Crisis Centre.
- **Team Up** itself, and by association the Australian government and people, was consistently well-regarded as a partner across the range of different stakeholders. This is in part due to the investment in appointing Pasifika staff and use of in-country offices, as well as in-country visits by the Team Up delivery team.
- **Women Win** was a strong foundation partner, bringing expertise in inclusion and MERL across the Team Up suite of capacity-building initiatives. As Team Up itself has developed this capacity and expertise, its role has evolved to focus more on the delivery of the grants to local programs and bringing equity principles to this micro-funding initiative. This foundational work has led to the empowerment of Team Up delivery staff and demonstrates flexibility and responsiveness to the needs of the program.
- The **capacity and capability** of some program partnerships provide a more cautionary tale. Our review identified some in-country sport federations that were severely lacking in both the capacity and capability to effectively deliver the program. This is further complicated by an apparent lack of support from their lead partner, which is not providing sufficient technical support and assistance for their in-country delivery teams (national sporting federations). This was particularly evident in the basketball programs in Papua New Guinea and Fiji under the auspice of the Oceania Basketball Federation. In some cases, partnerships involved perhaps too many partners and few resources were left for

running programs. Others lacked clarity in who was getting paid to do what. It seems there could be an increased focus in the co-design phase on resource allocation.

- In contrast, it should be acknowledged that there are some very **well established and supported Australian and global sport for development programs** – such as Just Play and the NRL Pacific programs – compared with those programs that have been designed specifically under the Team Up banner. The programs and partners that have evolved from the Team Up program should be viewed as being in their start-up phase, and therefore will require more support in design, capacity building and implementation.
- Given the variety in capacity, capability and levels of support, the review team has identified a **gap in the assessment of appropriate partners**. Not only should quality measures be assessed on the confirmation of program partners and through the co-design process, but we will recommend that an annual partner and partnership ‘health check’ be implemented in recognition of the risk of partnership failure or changes in key personnel or strategy across the partnership lifecycle.

### 3a. Is the program recognised as an Australian Government initiative?

Throughout the interviews with stakeholders at all levels and across all nations interviewed, it became clear that the Team Up program was recognised as an Australian Government initiative. Team Up has clear brand recognition itself, with very few interviewees referring to the program under the retired program name (PSP). In addition, many interviewees referred to DFAT as a proxy for the Australian Government during a significant majority of discussions, including those who were part of in-country delivery.

We note that there has been a significant investment in Team Up branding and the brand appears<sup>8</sup> to be widely appreciated and well known. Any concerns about Team Up branding versus *PacAus Sports* branding would be best considered by marketing and branding experts rather than this mid-term review team. Perhaps Australia could be added to Team Up to explicitly increase the visibility of Australia – that is ‘Team Up Australia.’ This matter is discussed further in a later section – Additional areas for consideration and recommendation 15.

What is less clear is the desired audience for this recognition. For the national sport federations and their partners, the role of the Australian Government in funding and supporting their initiatives is clear. Whether this recognition has trickled down to the program participants is outside of the scope of this review. Thus it remains to be understood if this is a desirable or even achievable goal with so many programs targeting primary-school-aged children who would be cognitively less able to make this overt connection.

There is a significant opportunity for increased and enhanced engagement with national governments: the DFAT post in each nation could be encouraged to use the information provided in the regular Team Up reporting and social media packs, and/or engage in dialogue with the Team Up team during in-country visits to discuss delivery plans and opportunities for engagement across the year. In some nations these relationships and dialogue are already in place, and in others, such engagement could be further developed between the Team Up team and each post where needed. DFAT Sports Section has a role in coordinating this. There is also an obvious overlap with the *PacAus Sports* and sport diplomacy outcomes from the Team Up activities that could be leveraged to enhance these relationships and recognition of the Australian Government across the suite of programs, activities and initiatives.

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<sup>8</sup> Through our inquiry.

## Looking forward

Team Up has amazing reach in its ability to connect actors in sport, non-government organisations and governments across global, regional and local partnerships. Some of these are new partnerships because of the Team Up design, others are a consolidation or extension of pre-existing relationships. The Team Up program and its strategic focus on cross-sector partnerships for design and delivery is shaping global practice. This expertise and influence need to be leveraged across the region and through ongoing work with significant global partners such as the IOC.

In addition to strengths, there are opportunities to develop and deepen partnerships at a country level between the various national sport federations and their partners. What is less evident, but provides a significant opportunity, is the partnerships and relationships with national governments (e.g. government sport ministries or agencies) and lead partners both for Australia and across the region. Lastly, it is also possible that existing partnerships could benefit from cross-collaborative partnerships with existing programs or new partners. A wider lens, harnessed with curiosity and a growth mindset, needs to be harnessed to bring awareness to potential opportunities.

## Recommendations for question 3

**Recommendation 4. Strengthening and developing partnerships. Provide for partnership brokering and strong due diligence processes in the co-design process for any new sports for development partnerships. This would apply to new designs for phase 3 and any re-designs or designs happening before phase 3.**

**Brief rationale:** Partnership brokerage and co-design should remain a fundamental component of the program – noting that partners come with varying strengths and scale. This includes ensuring that lead partners and the Team Up team work together in the design phase to ensure that most resources are focused on the delivery of the program at the grassroots, community level. We recommend annual partner and partnership health checks to ensure that all partners and their relationships remain strong and healthy to deliver successful outcomes.

**Who:** Team Up program management team (GHD)

**Recommendation 5. Strengthening and developing partnerships. Develop a community of practice approach.**

**Brief rationale:** Many of the challenges and opportunities faced by program partners are common across sports or within each country context. There is an opportunity to strengthen capacity, capability and outcomes for all through a community-of-practice approach. We recommend greater collaboration across Australian stakeholders, lead partners and key non-government organisations or sport expert bodies (e.g. Sport Integrity Australia, Sport Inclusion Australia, Olympic and Paralympic movements). We also recommend greater collaboration between sports and programs within each country or location. This collaboration, resource and knowledge-sharing approach is occurring organically in some settings but should be deliberately encouraged across the Team Up program. This will result in greater capacity building and development outcomes for stakeholders, programs, staff, volunteers and grassroots participants.

**Who:** Team Up program management team (GHD)

**Recommendation 6. Encourage and support Pacific lead partners with Australian sport system technical support**

**Brief rationale:** As we see the Pacific sport partners grow in capacity and capability, we encourage the further development of local lead partners. The Australian sport system (national sport organisations or lead agencies and organisations) can facilitate non-financial partnership support through the provision of technical support, such as coach and official education, sport integrity, and policy development.

**Who:** Team Up program management team (GHD)

#### 4. To what extent are the benefits of the sport for development partnerships likely to be sustained?

For sustainability we think about the footprint of Team Up – what is left behind if, and when, Team Up investment concludes. In a national sporting federation we would look for the quality of governance and operational management being applied; the quality of leadership and staff employed; the policies and operating procedures that are in place and being applied; the quality of participation sports and sports for development programs being delivered; the quality of sports facilities and equipment that is at hand; the additional funding sources that have been accessed (noting that in most Pacific nations additional funding sources are limited); and the quality of partnerships and networks. There is already considerable evidence of sustainability for some national sporting federations, but many have some way to go. Our observations are as follows:

- **Long-term effort is needed.** The way that Team Up is being delivered today in many locations represents the prior long-term (sometimes 10–15 year) investment that has been made in national sporting federation and sports for development program strengthening. Some of the strongest federations have had Team Up support for a long time; for example, NRL League Bilong Laif and Tonga Netball. Good governance, policies and procedures, coupled with evidence-based research and sound reporting structures, have laid the groundwork for effective and accountable programs. Organisations need continued support to uphold best practices. Often the strongest national sporting federations have also had long-term good quality support from their lead partners. The possibility of sustainability in a federation can also entirely depend on the quality of one or two individuals in leadership roles. Successful Team Up and *PacAus Sports* delivery needs strong national sporting federations and associated coaches, administrators, umpires and officials.
- **Some national sporting federations are now lead partners.** Some of the federations, such as the Vanuatu Volleyball Federation, have been prepared to step up into a lead partner role and are doing well through a commitment to good governance and quality practice. Others who have taken this leap have not fared so well, and lessons need to be shared from these experiences for any federation that wants to become a lead partner in the next Phase of Team Up. There has clearly been growth and self-empowerment of individuals through Team Up’s learning programs.
- **But, not done yet.** Team Up will need to continue to support efforts for building local capability through training programs, partnerships, and engaging local personnel to create a foundation for sustainability. This may contribute to decolonisation and greater community-led and driven initiatives. Learning together across national sporting federations, and sharing challenges and solutions, is already a good way of doing this and ensuring the solutions are contextually appropriate. Bringing people together face-to-face is fundamental to stronger partnerships and consequent sustainability.
- **Being realistic.** At an individual sports for development program level. it is important to be realistic about what can potentially be sustainable (e.g. Can a six-week school program lead to sustainable behaviour change outcomes?). We observed that competent and enthusiastic sports staff and capable coaches are examples of sustainability, along with quality and current curriculum and training material, operational systems and sports equipment.
- **And funding needs to be predictable.** Most partners interviewed felt they would continue to need funding support from Team Up/DFAT to continue running and possibly expanding their programs. Longer-term funding would enable greater certainty around staffing and activities, as examples, and thus contribute to growth. The equivalent of Team Up funding is not readily available through national government sources or

sponsorships. *PacAus Sports* funds also contribute to building capability and strengthening the national sporting federations and their programs.

- **Volunteers underpin the effort.** National sporting federations are often run by volunteers and there is reported to be high turnover of staff. Like most community organisations, the federations are likely to cycle through stronger and weaker periods. Team Up can and does contribute to helping the federations stay strong through continued support for governance and organisational and individual capability building.
- **Some programs have enduring curriculum that is regularly refined.** Examples are Just Play – with curriculum supported by Oceania Football Confederation, and cricket – supported by the International Cricket Council. This contrasts with one-off organised local program designs, which may not have the long history of quality assurance, but which may reflect a deeper understanding of the local cultural context for delivery.
- Team Up can help to ensure **ongoing adaptability and flexibility of programs** based on feedback and evaluation data so that programs evolve to meet changing needs and relevance, and so that poor programs improve.

### **Recommendation 7. Prepare a sustainability strategy**

**Brief rationale:** Many DFAT programs now prepare sustainability strategies around the half-way mark in their investment periods. Such strategies help the implementation team and partners engage in a conversation and set out principles and approaches to further focus their efforts towards leaving a solid and appropriate footprint at the end of the investment period. (See first paragraph in this section.)

We suggest that for Team Up, such a strategy could embody the principles of considering environmental, social and governance (ESG) sustainability. They will all be relevant to Team Up implementation.

**Who:** Team Up program management team (GHD) with DFAT and partners



## 5. How efficient and effective is the delivery modality?

Efficiency is about “Are we making the best use of resources?”, while effectiveness is about “Is what we are doing working”? The answer to both questions is a resounding ‘yes’, but there is more to say.

### Efficiency

Team Up funds are hitting the ground through sports for development partnerships. Team Up is making excellent use of comparatively<sup>9</sup> limited resources, but the program management team is quite stretched with many more partnerships in place (now 35) than originally budgeted for in the original design (20). Since the program began, 61 per cent of funds (Figure 4) have been spent on sport for development partnerships being delivered ‘on the ground’ mostly by national sporting federations, with 28 per cent spent on program management.

Strategic partnerships have connected Team Up to a much wider regional and global level picture for technical excellence and have comprised 7 per cent of the overall spend. Innovative Play for Equity grants have increased Team Up’s reach and commitment to equity in different ways and are managed through culturally appropriate grant-making processes provided by Women Win. These grants comprise only 0.3 per cent of the total expenditure and budget to date.

The program management proportion of the spend/budget is appropriate considering the transactional cost of managing contracts, budgets and day-to-day finances across now 35 partnerships with partners of varying capability across seven nations and 15 sports. Background data to Figure 3, Team Up’s annual expenditure or budget data, suggest that allocated budgets have also been mostly fully expended.

There is a solid and expected set of program documents in place (that we have seen and reviewed); for example, communications protocols, operation manual, and child protection, environmental, and social safeguarding plans and policies. Some of these may need updating to be current. Funding agreement documents also appear to be as expected to address GHD’s implementation of its own and DFAT’s zero tolerance for corruption and fraud policies.

Other observations and suggestions, realising some may not be feasible, for possible small improvements to management of Team Up’s finances follow. Note we have not done an in-depth analysis of the financial management system:

- We received a few mentions from some non-lead partner national sporting federations that they find financial reporting challenging. We appreciate that the Team Up finance team will have endeavoured to make processes as simple as possible and that lead partners are ultimately responsible for reporting to the Team Up program management team and GHD as the contracting party. What is possible to implement that could simplify financial reporting at delivery level?
- In the analysis of resources used, we found that many of the programs include volunteers as part of the delivery mechanism and that this unpaid labour should be noted and included in reporting. It may be useful to measure and certainly acknowledge the various forms of in-kind support provided by delivery partners and their communities. If assistance for measurement is required here, Business for Societal Impact has a strong framework to measure social impact.

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<sup>9</sup> Compared with many other development programs.

- Working with national sporting federations as the lead partner can be, but is not always, a strong model. Providing and exploring this option appears to have been done carefully and with much support provided along the way. It would be valuable – as Team Up heads towards a set of new partnerships in 2024 – if those national sporting federations considered to be successful lead partners could share their knowledge and experience with potential national sporting federations who may be keen to work in this way.
- There were a few mentions of delays in funding being received and reimbursements by delivery staff on the ground. It is always good to remember that it is not the role of individuals and small entities to provide banking services for larger entities.
- The Play for Equity grant-making processes were proportionate to the capability of the recipients, as was the reporting. Even though this was a comparatively small investment compared with the broader sports for development partnerships, can any lessons from the approach be applied more widely across Team Up’s contracting and financial processes to make them more proportionate to the capability of the partner (while also appreciating and addressing DFAT’s zero tolerance of corruption)?
- Indeed, should partners be expected to sign a contract they may not fully comprehend? Asking these organisations to ‘tick boxes’ and understand high-level governance requirements set out in formal written English (which will rarely be the first language) may be unethical. Should we be asking these organisations to sign documents that we know they possibly can’t deliver but to ensure we will be covered?
- We provide a brief value for money assessment of Team Up in Box 2, measured against the 5Es of value for money that are commonly applied by DFAT and the UK Department for International Development.

### Box 2. Value for money – Team Up ‘Gold’

If you consider the 5Es criteria that are typically applied for a **value for money** assessment, Team Up rates highly across all criteria:

- **Economy:** Team Up is a comparatively small investment in DFAT’s suite of development programs in the Pacific, although it spans seven nations. Team Up’s procurement systems would ensure that economy is a significant consideration in expenditure of funds. Delivery through national sporting federations means that there will often be significant in-kind local level contributions and volunteer resources deployed.
- **Efficiency:** Team Up makes best use of available resources through funding sports for development partnerships, strategic partnerships, Play for Equity grants and capability development. Team Up’s approaches and systems are continuously improved.
- **Effectiveness:** Team Up partnerships are clearly contributing to the three end-of-program outcomes. Strategic partnerships help improve the quality of sports for development partnerships. The Team Up program management team is constantly strengthening program delivery. Team Up has global reach and provides excellent opportunities for public diplomacy across the Pacific.
- **Equity:** Team Up has a strong focus on equity through its programming for gender equality and equity and enhancing inclusion of people of all abilities. Pursuit of equity is core business for Team Up.
- **Ethics:** Team Up is committed to and delivers expansion of safeguarding and knowledge, practice and capability across all partners for the prevention of sexual exploitation, abuse and harassment. This has been most visible in Team Up’s delivery of safeguarding for the FIFA Women’s World Cup in 2023.

## Effectiveness and program management

Our overall findings and our responses to evaluation questions 1, 2, 3 and 4 indicate that Team Up has been **highly effective**, and this is for the following reasons:

- From the beginning Team Up was led by a strong team, which then expanded throughout the period with appropriate high-calibre technical experts, many of whom are Pasifika with an inherent understanding of the local contexts in which the programs operate. The initiating program manager brought excellent practical experience and strong relationships and networks, some of which were established while he was co-managing Pacific Sports Partnerships. The work of the program management team underpins Team Up's success in the way it works with partners and the opportunities it designs and often delivers for capability development.
- The Team Up program management team worked through the 'at implementation' design process and seized and amplified opportunities to establish Team Up's sports for development and strategic partnerships. The program manager brought different organisations together to work collaboratively on issues of high importance; for example, the Pacific Impact Network. He established strong networks and opened opportunities for DFAT to shine.
- Up until 30 June 2023, the Team Up program was managed within the DFAT Public Diplomacy (soft power) group. DFAT's management of Team Up was recognised by external parties to be a 'true partnership'. The Team Up program management technical team worked side-by-side with DFAT to set strategy and agree on what should happen and how. Decision-making was timely and opportunities identified were seized.
- On 1 July 2023 Team Up management within DFAT was moved to the Sports Section within the Office of the Pacific. This relatively recent move is considered by both partners to be working, with Australia's two flagship sports programs for the Pacific now sitting side by side in the Office of the Pacific and working on a more joined-up approach. This move also makes sense as Asia was formally removed from Team Up. The move has also opened opportunities for closer collaboration with other areas of work in the Office of Pacific such as the Pacific Gender team.
- Both DFAT and the Team Up program management team acknowledge that the transition has presented some challenges, but they are continuing to negotiate ways of working together – determining how clear communication works, who will make what level of decisions and what turnaround timeframes are appropriate. We note that there are existing communication protocols in place that set out clear pathways. Perhaps these could be updated. Change management takes time and needs to be managed deliberately by both parties.
- A new Team Up program management team leader, from within the existing team, was appointed in early January 2024, after the initial program manager resigned. The excellent team of advisers remains committed to the successful delivery of Team Up.
- The overall solid work delivered through Team Up has resulted in DFAT being recognised at global sports level as an innovator in and champion for sport for development, with the IOC offering additional investment for Play for Equity grants and sport for development partnerships – an amazing partnership opportunity.

## Recommendations for program management

**Recommendation 8. [Immediately – ongoing] Continue to manage the DFAT Sports Section – GHD Team Up implementation partnership intentionally, applying partnership principles and approaches.**

**Brief rationale:** The most productive partnerships are intentional in the way two (or more) partners work together to achieve shared outcomes and it is important to do so at any stage of a partnership (e.g. throughout the recent management transition). DFAT and the GHD Team Up program management team could consider refreshing their partnership and working under partnership model principles such as those recommended by [Vic Health](#) or the [Partnership Brokering Association](#). This would be about ensuring that a great partnership stays great.

Part of such a partnership refresh could be to identify appropriate resourcing for Team Up delivery now that Team Up includes 35 partnerships (15 more than the planned 20 partnerships), as well as opportunities to work more closely with other areas of the Office of the Pacific.

**Who:** DFAT Sports Section and the Team Up program management team (GHD)

**Recommendation 9. [Immediately] Say ‘yes’ to the Olympism365 offer of additional funding – amplify your work in an amazing partnership. Move fast and accept the International Olympic Committee / Olympism365 co-funding offer – all of it.**

**Brief rationale:** An additional AUD 1 million per year could significantly amplify Team Up’s work, potentially sharpen the focus on some of the more challenging areas, and further elevate DFAT’s position as an innovative global partner in sports for development. Opportunities like this are rare and this one has come along because the international sporting community has high regard for Team Up.

**Who:** DFAT Sports Section

## Monitoring, evaluation, reporting and learning (MERL)

We have briefly considered monitoring, evaluation, reporting and learning (MERL) processes, systems, tools and frameworks. A full review would involve a three-week assignment.

Here are our observations:

- **Framework.** Team Up has a MERL framework that was completed in September 2020<sup>10</sup>. The framework identifies users and uses of data, provides a set of monitoring and evaluation questions about the program, and identifies the tools that will be used to answer those questions. It sets out the rationale for what data will be collected, how it will be collected and who will collect it. It has not been updated since 2020. This would typically happen to some degree every two years or so, to reflect small or big program and contextual changes. It is also time for a small refresh of the program logic to ensure it is current.
- **Tools.** The Team Up MERL team has built a set of monitoring and reporting tools to collect data on various aspects of Team Up. These have been tested and refined several times and we have been advised that no further updates or refinements are planned, as the tools are now being used appropriately. Reporting has been streamlined extensively since Team Up began.
  - The tools are mostly applied by officers working in national sporting federations who collect data on the ground and then periodically report back to their lead partners, who then compile reports for submission to Team Up to inform the agreed six-monthly and annual reporting cycles.

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<sup>10</sup> We are not sure that this MERL framework was endorsed by DFAT.

- **Folktale.** Team Up introduced Folktale as a structured, short, video-based qualitative data collection tool in 2022. Many national sporting federation officers said they enjoyed using Folktale once they learned how to use it and upload completed videos. But quite a few mentioned that collecting eight Folktale videos every six months can be challenging. The Folktale Oscars have been a hit.
- **Training and support.** The Team Up MERL team has provided extensive training and support to all national sporting federations for use of all the data collection tools. The team has collected and listened to feedback on use of the tools and adapted the tools in response. The annual workshop held in each country is designed to iteratively build knowledge, skills and confidence for 'doing' MERL.
- **Challenging or confident?** Some national sporting federation stakeholders said that they found data collection and reporting challenging. Many others expressed confidence in their own ability to do MERL because of their participation in capacity-building opportunities for MERL and media and communications, particularly the annual workshop. Many were keen to attend the master classes being offered in the 2024 series of workshops. It is evident that Team Up will need to continue to provide capability development and strengthening opportunities for partners, particularly to address turnover of federation staff. The current program of master classes, although labour intensive for Team Up staff, provide the support partners need. For those nations with Team Up offices in-country, Papua New Guinea and Fiji, the ability to seek support from Team Up is more readily available. Future investment and programming for advisers should consider additional resources to support those nations without in-country support.
- **Large dataset.** Through the collection of Folktale videos, Team Up now has a large set of qualitative data that could be used for meta-analysis of many aspects of Team Up.
- **Six-monthly and annual Team Up reports** are extensive but high-quality pieces of work. Regional (or multi-country) reporting is always complicated, as the reports need to collate a regional overview, as well as include national level reports. This is further complicated with 15 sports operating in different nations. There are many ways to cut the cake. Team Up offers periodic reports that all partners can use for their own reporting.
- **Closing the circle of reporting.** While the Team Up program management team shares back relevant sections of the overall report to partners, they are not seeing the entire collated report and have expressed a strong desire to view their data and work in the overall context. This can be readily addressed by posting the entire report on the website or Clubhouse, and possibly also presenting the report's key points at a webinar on each annual report. The report could be re-structured so that confidential information is presented in a separate operations volume only for DFAT.
- **What data does DFAT need and want?** The data collected for reporting needs to be driven by user needs. Part of the program refresh with DFAT could include a workshop on MERL tools with a discussion on DFAT's data needs.
- **Team Up MERL versus *PacAus Sports*** reporting has been compared by national sporting federations which participate in both programs. They understood why the two approaches are different. Team Up MERL needs to fit with DFAT's own performance and quality systems for official development assistance reporting, while *PacAus Sports* does not.

## Recommendations for MERL

**Recommendation 10. The Team Up MERL team presents the MERL tools to DFAT and facilitates a discussion on data collection, data use and reporting needs.**

**Brief rationale:** This will be an important part of Team Up's program management refresh. Data collection tools are now in their second or third iteration based on feedback from data collectors. It is time to work with the DFAT Sports Section to help it understand what data is being collected and why, and to clearly elicit its data needs now and into the future, including what Team Up will need to report on at completion. This workshop would provide the opportunity for DFAT to (re) define its reporting needs, while also considering the wider reporting needs of Team Up partners.

Following this discussion, the Team Up team will be able to update the MERL framework and ensure it is current and meets DFAT's design and monitoring, evaluation and learning standards. The program logic could be updated too. Identification of appropriate resourcing for MERL would be part of this conversation. (A similar process could be applied for other Team Up technical areas such as inclusion of people of all abilities.)

**Who:** DFAT Sports Section and the Team Up program management team (GHD)

**Recommendation 11. Close the reporting circle. DFAT to endorse final six-month and annual Team Up reports for the Team Up team to share back to contributors so that they can see each full report and how their contributions are used.** Confidential operational matters could be reported in a separate volume.

**Brief rationale:** Many stakeholders who contribute quantitative data and Folktale videos say they don't know how their information is being used in full. Posting a link to a final report version in Clubhouse or somewhere else on the Team Up website would help. Alternatively, and preferably, a webinar could be convened to share the key points, enabling people to attend in real-time (or at times that suit them), ask questions and engage in open dialogue. This could promote trust between DFAT, Team Up, partners and stakeholders. These approaches would close the reporting circle and show people on the ground how their information is being used.

**Who:** DFAT Sports Section and the Team Up program management team (GHD)

## Media and communications

Team Up has established high-quality approaches for media and communications: this work supports public diplomacy implemented by DFAT posts in participating Pacific nations and DFAT Canberra. Our observations are:

- The Team Up media and communications team prepares **six-monthly social media packs** which contain high-quality images, impact stories and relevant Team Up statistics for each DFAT post. This is powerful material. We heard that most DFAT posts use the material well, but maybe some use it less. The DFAT Sports Section could remind posts to make full use of the resources provided.
- Team Up also works hard to **support DFAT posts with communication and media resources** to effectively engage in specific sports for development partnership events and celebratory days. Sports for development partnerships have generally been launched by High Commissioners across participating nations.
- Many of the **national sporting federation stakeholders** that we interviewed reported on how much they had **learned about the practice of media and communications** through the annual Team Up workshops, such as taking quality photos, preparing quality

social media posts, and collecting impact stories. Some of them were very motivated by the knowledge they had gained and were applying their new skills across their federation.

- The **Team Up media and communications team works closely with the MERL team** to leverage MERL data and information for media and communications purposes. This is an intelligent approach to making best use of the data collection effort.
- The Team Up **website is constantly evolving** to meet internal information sharing needs (within the 70 partnerships) and an outward facing view of Team Up. The fact that the website is a *.gov.au* website is a commitment to sustainability for the material held and the concept of Team Up, and is so much better than an ephemeral website delivered by the managing contractor that does not endure beyond the end of the program.
- **Team Up branding, designed and implemented in 2021, is well recognised and appreciated.** Most people we spoke to recognised it as an Australian Government brand, but this could be strengthened by making it 'Team Up Australia'. This should only be done with advice from a marketing expert.

### Value of strategic partnerships

Partnerships are the heart of Team Up.

Team Up's strategic partnerships are of comparatively low cost, but of high value in terms of the quality of thinking and analysis that they bring to the practical implementation of Team Up's sports for development partnerships.

At only 7 per cent of spending, they elevate DFAT to a position of significant global influence in sports for development, particularly through being represented in a leadership role for the sportanddev platform over many years, and the more recent opportunity of being offered additional funding by the IOC's Olympism365 program to amplify (through improved quality and extended reach) the Play for Equity work and sports for development partnerships. We have never seen anything like this expanded influence being delivered in any other DFAT program.

The developmental Pacific Impact Network strategic partnership with ONOC's equity program and UN Women has been fundamental in delivering safeguarding learning at scale, for Team Up's partnerships and beyond.

Team Up's strategic partnerships are good for Team Up and the strategic partners. They also align strongly with DFAT's new international development policy, which is centred on 'listening, respect and genuine partnership' for a peaceful, stable and prosperous Indo-Pacific.

However, partnerships need careful management and regular review to ensure that both partners are contributing as agreed to the aims of the partnership. DFAT's Sports Section and the Team Up program management team need to plan for how this can continue to happen most effectively (see Box 3).

#### **Box 3. Partnerships – building a sustainable and inclusive world<sup>11</sup>**

There are reasons why partnering has become a leading delivery mechanism for social, economic, cultural, environmental, crisis management and/or conflict prevention programs across the globe. It is clear that single-entity interventions have failed to achieve the hoped-for results – they have been too narrow in their approach and too restricted in their reach. It

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<sup>11</sup> Partnership Brokering Association (2019), *Brokering better partnerships handbook*, 2nd edition (Sep 2019), Accessed 25 March 2024 <https://www.partnershipbrokers.org/>

is also the case that many issues are more unpredictable, complex and inter-connected than they were before – requiring far more layered and flexible responses. And there is the additional issue of the increased speed, scale and impact when crises occur that make containment increasingly challenging. If the issues we face were easy to address, partnerships would not be necessary. But it isn't (easy) and therefore they are (necessary). Partnerships, at their best, offer a model of working that draws on the unique competencies and expertise of what different communities, organisations and sectors have to offer in ways that are intentionally designed to be inclusive and that are dedicated to building sustainable solutions.

It is painful to imagine the kind of world that awaits future generations should we fail to collaborate effectively.

**Recommendation 12. Start the process to award a second three-year extension to September 2028 for delivery of phase 3 of Team Up.**

**Brief rationale:** The Team Up program management team is really good at what they do. GHD might be encouraged to explore the possibility of including a Pacific partner (along the lines of Women Win) as a step towards future full Pacific delivery. Women Win could possibly be assigned to an institutional strengthening partnership with an appropriate Pacific institution. Re-contracting of GHD/Women Win will maintain momentum with the current (or evolving) team of high-quality advisers, as well consistency of processes and contracts. Team Up is now in full bloom in the post-Covid-19 policy era and program delivery continues to be high quality, flexible and agile. DFAT has opportunities to shine as a global leader in sports for development because of relationships with global partners established and maintained through Team Up. Changing managing contractors would result in a significant stall in momentum and would be very inefficient, as all partnership contracts would need to be renewed.

**Who:** DFAT Sports Section

**6. To what extent is Team Up relevant, including under the new international development policy, in the Office of the Pacific, in relation to Sport Diplomacy 2030, and in relation to sports policies of participating nations?**

Team Up remains highly relevant under Sport Diplomacy 2030 as a key pillar of delivery alongside *PacAus Sports*. The overarching question is to what extent is the sports diplomacy strategy still relevant. We understand that some of the core architecture of the strategy is not in place; that is, the governance committee, and that a review of the strategy is underway, but we have not heard about results of this review.

Team Up is highly relevant under DFAT's new international development policy as you can see from the following key policy commitments: <sup>12</sup>

- **Enhance** support for gender equality by ensuring that 80 per cent of investments address gender equality effectively, and all new investments over AUD 3 million include gender equality objectives.
- **Support** all people to fulfill their potential, including through new international strategies for gender equality, and *disability* equity and rights.
- **Provide** multi-year funding and capacity development to local organisations, with support as needed to meet policy requirements using an equality lens.

<sup>12</sup> <https://www.dfat.gov.au/publications/development/australias-international-development-policy>



These commitments are all being addressed by Team Up.

The missing piece is the relevance of Team Up to the sports policies of participating nations. Interviews with leaders in the Fiji National Sports Commission and the Papua New Guinea Sports Foundation suggested that Team Up has some re-building work to do. At present the Fiji National Sports Commission allocates FJD 500,000 to sports for development in addition to a much larger investment in participation and elite sport, while Papua New Guinea's Sport Foundation is designing a nation-wide sport for development program but has no funding for such.

While the Pacific Sports Partnerships program had a keen focus on engaging with national governments where the program was being delivered, this has been less apparent under Team Up. Engagement with national governments around sport is in DFAT's domain of influence, and should be wider than sporting ministries and departments, potentially also including ministries for women and girls, social inclusion and education. National governments could be involved in decision-making on Team Up resource allocation in their countries.

## Recommendation

**Recommendation 13. Better engagement with Pacific national governments. Develop a government engagement strategy to ensure all the key national government agencies/ministries, such as sports, women's affairs, social affairs, education, health etc. are aware of what Team Up is delivering in each nation.**

**Brief rationale:** Consider involving partner governments in some decision-making for Team Up investment. Team Up could be enacted as a set of bilateral arrangements rather than a regional program<sup>13</sup> and it is important that the governments of each nation know about and are involved in what Team Up is doing. There should be no surprises for the various government departments of participating nations about Team Up delivery in their nations, while there may also be opportunities to support complementary programming (e.g. the Fiji National Sports Commission has FJD 500,000 funding for sport for development).

**Who:** DFAT Sports section and DFAT posts

## Working more with DFAT posts

Building on the previous discussion we observed and heard that some DFAT posts are highly engaged in and aware of Team Up's in-country programs and are sometimes supporting delivery. Others are less so. It would be good to see a more even and coherent approach across DFAT posts, acknowledging their busy schedules, for supporting delivery and awareness of Team Up – considering it is a multi-nation program. DFAT Canberra could coordinate.

We also think there are many opportunities for leveraging Team Up's approach for delivering in other parts of DFAT's development program, either through the Office of the Pacific or at post.

**Recommendation 14. Ensure that opportunities for Team Up programming are joined up and more coherent with, and take advantage of, other programs across all the participating nations – particularly the nations with very large development programs such as Papua New Guinea, Solomon Islands, Vanuatu and Fiji.**

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<sup>13</sup> Examples of regional programs include Just Play, which is implemented and governed by a regional organisation – Oceania Football Confederation. DFAT's investment through Secretariat of the Pacific Region Environmental Programme (SPREP) provides for another set of regional programs.

**Brief rationale:** For example, Team Up sports for development partnerships could be contributing to Australia–Papua New Guinea law and justice program outcomes or, also in Papua New Guinea, the Incentive Fund could be leveraged for multi-function facilities that accommodate sport, WASH, personal safety, and disaster planning and recovery. APTC may be able to provide support for sports and safeguarding curriculum to meet qualifications frameworks regionally and for individual nations. Australia Award fellowships could be valuable for sports federation leaders.

**Who:** DFAT Sports Section work with all DFAT posts and the wider Office of the Pacific

## Additional areas of consideration for the mid-term review

### Sports diplomacy versus sports for development and *PacAus Sports*

*DFAT asked:*

*Team Up is an official development assistance (ODA) funded program – is it delivering towards the identified outcomes at grassroots level? Is the program doing more sports diplomacy than ODA? The Office of the Pacific would like to consolidate/clarify the ODA program versus the non-ODA program.*

This dilemma is somewhat explained through the research context provided in Section 3.1 and the diagram at Figure 5. Team Up is clearly delivering against many of Team Up's intermediate and end-of-program outcomes at grassroots level. This is strongly evidenced through the participation and other monitoring data presented in the annual and six-monthly reports and Folktale videos.

Team Up is mostly not working in the domain of **sports** diplomacy, which is typically much more deliberate and often the domain of *PacAus Sports* – quadrant 1 in Figure 5. But as a sports for development program, Team Up provides many excellent opportunities and media products for **public** diplomacy purposes. Far more so than most other DFAT programs. The Team Up media and communications team captures these moments for DFAT to use.

The Office of the Pacific can be pleased that Team Up is a highly effective ODA program that also generates Australian diplomacy opportunities.

However, we note that some DFAT posts allocate some direct assistance program (DAP) funds to sport, and that some Team Up programs have been funded for reasons decided at post. This may have partially contributed to the reality that Team Up program funds are now stretched across 35 partnerships rather than 20 as designed. We suggest here and elsewhere that a stocktake of programs be undertaken, including re-visiting the reasons for them being funded, to ensure that any next versions can be strong and clearly fit in quadrants 2 and 3 of Figure 5.

*DFAT asked: Consider the differences and commonalities between Team Up and PacAus Sports – specifically identify the overlap of both programs, including DFAT's level of comfort with the extent of overlap, and find paths for greater coherence.*

At a brief glance it appears that *PacAus Sports* has more in common with Team Up than it has differences, acknowledging that the delivery mechanism is quite different. Both also clearly have quite different, but not conflicting, outcomes. Section 3.1 and Figure 5 help us appreciate the different intentions. *PacAus Sports* can also be considered as sometimes delivering development outcomes, by virtue of delivering good quality elite-level sport, which increases the visibility of women in sport.

*PacAus Sports* mostly works with a sub-set of Team Up's delivery partners, both lead partners and national sporting federations. We found no evidence of significant confusion

about the intent of each body of work, and of course recipients of *PacAus Sports* money appreciated the lighter-touch reporting requirements that are possible through non-ODA funding.

We note a significant investment in Team Up branding and that the brand appears<sup>14</sup> to be widely appreciated and well known. Any concerns about Team Up branding versus *PacAus Sports* branding would be best considered by marketing and branding experts. Perhaps Australia could be added to Team Up to explicitly increase the visibility of Australia – that is ‘Team Up Australia.’

It is good that both programs are now managed by DFAT through the Sports Section of the Office of the Pacific to take advantage of opportunities for co-leveraging of resources, sharpening of messaging about both programs and an increased ‘Team Australia’ approach.

In the near future DFAT could consider:

- Building and maintaining a shared calendar to heighten awareness among DFAT posts and national sporting federations of key delivery moments and opportunities for each program.
- Shared office spaces, resources and communications with *PacAus Sports* in Samoa and Team Up offices in Papua New Guinea and Fiji. Maybe Vanuatu is a missing piece here.

Heading towards future designs of both programs:

- Consider bringing the two programs together under the one umbrella for greater coherence while remaining clear about the different intentions. This may, however, complicate delivery of the sports diplomacy component, which would remain best housed in DFAT.

**Recommendation 15. Share resources across Team Up and *PacAus Sports* locations. Work together more with *PacAus Sports*.**

**Brief rationale:** Draw up a resource sharing agreement that leverages Team Up’s media and communications expertise, and the various country locations where program resources sit – Papua New Guinea and Fiji (Team Up) and Samoa (*PacAus Sports*). Add more resources as needed to ensure that the needs of each program are fully met.

**Who:** DFAT Sports Section and the Team Up program management team (GHD)

**Recommendation 16. During the re-design of Team Up, consider bringing *PacAus Sports* and Team Up under the one umbrella – could be Team Up Australia or *PacAus Sports* – Team Up.**

**Brief rationale:** The Team Up brand is strong and has been developed through a rigorous branding process with DFAT buy-in and endorsement. If *PacAus Sport* and Team Up were to live side by side, the internal accounting for ODA vs non-ODA funding could be managed by DFAT.

**Who:** DFAT Sports Section

## Women in News and Sport – ABC ID

Great work is happening under the Women in News and Sport (WINS) strategic partnership delivered by a committed and passionate team at ABC International Development (ABC ID). The WINS program works in both Asia and the Pacific across five areas:

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<sup>14</sup> Through our inquiry

1. Training in sports journalism, content production and broadcasting.
2. Mentoring programs with professional women journalists / broadcasters / sports professionals.
3. Advocacy and support networks established for women in sports media.
4. WINS alumni as part of the Team Up network.
5. WINS content shared through Team Up media channels.

The work of WINS at the FIFA Women's World Cup was mentioned as a case study in DFAT's new international development policy (p. 28), while its work at the Pacific Games was notable (see **Box 4**) alongside a raft of other achievements.<sup>15</sup> Some of the latter include WINS alumni engaging in eight-week online mentorships, online training in commentary followed by roles in commentary and communications with FIBA Oceania at the U17 championships in Port Moresby in October 2023, and partnering with FIBA Oceania to support two alumni from Fiji and Samoa to embed with FIBA's communications team at the Polynesian Melanesian Cups.

The Team Up participants in WINS that we interviewed said they were inspired by what they had learned and had developed skills for working in the media.

#### **Box 4. WINS at the Pacific Games 2023**

The ABC ID WINS team delivered FIFA Women's World Cup commentary and 'MoJo' training (funded by OFC, FIFA, DFAT, OfS). This comprised six weeks' online training followed by two weeks' face-to-face training and real-world experience at five group games of the Women's World Cup in Brisbane, Australia. Participants had access to expert guest speakers and trainers, access to press events and media facilities at Brisbane stadium and took part in numerous networking events, as well as media and public speaking opportunities, including the Gender Equality Symposium, hosted by Minister for Foreign Affairs, Penny Wong. Examples of work made by participants follow:

Published article by participant Louiseanne Laris <https://www.abc.net.au/abc-international-development/louiseanne-laris-reflection/102766196>

Team MoJo video – created by MoJo participants  
<https://www.facebook.com/abcintdev/videos/616793653895406>

Commentators' video – created by MoJo participants  
<https://www.facebook.com/abcintdev/videos/266620609511979>

However, it is also important to note that WINS has its own well-thought-through design, program logic and investment stream, which is not necessarily appropriate to be presented under the umbrella of the Team Up program logic, although there are very good reasons to be side-by-side in a strategic partnership.

At present ABC ID is also contracted by GHD to deliver the WINS program for DFAT. A high level of discomfort about this arrangement has been expressed by both parties to this contract. This makes sense because it is highly unusual for an Australian Government institution to be contracted by a managing contractor, such as GHD, to deliver a program of work for another Australian Government institution. Such an arrangement presents all sorts of problems of perceived and real power imbalances. It also gets in the way of Team Up and the ABC ID WINS team having an effective strategic partnership.

It is common when Australian Government institutions are delivering DFAT's development program outcomes that DFAT engages them directly through a record of understanding

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<sup>15</sup> Detailed in their program reports.

(RoU). This is the case for the Australia–Indonesia Partnership for Economic Development (Prospera) with around 14 institutional partnerships, and the Institutional Partnerships Program in Papua New Guinea with around 11 institutional partnerships, and likely many other programs. There may be an existing MoU or RoU between DFAT and ABC ID that could be leveraged. Undoubtedly DFAT’s legal team would be able to support this change in contractual arrangement with a new RoU.

**Recommendation 17. (ASAP) Re-contract ABC ID through a record of understanding (RoU) with DFAT’s Office of the Pacific rather than through GHD.**

**Brief rationale:** It is inappropriate and difficult for managing contractors to be the contracting party for Australian Government institutions. In other programs where Australian Government institutions are delivering development outcomes, it is typical for DFAT to be the contracting party through an RoU and for the managing contractor to possibly provide support and coordination services to the Australian Government institution (examples include Prospera in Indonesia and the Institutional Partnerships Program in Papua New Guinea). This would then enable the ABC ID WINS team and Team Up to fully focus on collaboration, their strategic partnership, and operational synergies.

**Who:** DFAT Sports Section

## Aligning further with DFAT’s new international development policy

### 4.1.1 Incorporating climate change

Another key commitment of DFAT’s new international development policy is to:

- **Increase** our climate investments by ensuring that, from 2024–25, at least half of all new bilateral and regional investments valued at more than AUD 3 million will have a climate change objective, with a goal of reaching 80 per cent in 2028–29.

We acknowledge that Team Up is not likely to be a priority climate investment, but sports for development programs could be designed to support disaster planning and disaster recovery, as well as provide messaging on the facts of what will happen with escalating, insufficiently mitigated climate change. We found some already good examples:

- Just Play has had a role in emergency planning and post-cyclone disaster recovery, keeping children happier in difficult circumstances: Its program is called ‘EMERGENCY – We play for Climate resilience’.
- Hockey PNG has been delivering ‘Love your environment’ in Manus province, in addition to their Team Up sport for development work. This is an Olympic Solidarity Program with principles and content that could be more broadly applied.

GHD would have an expert team focused on climate change mitigation and adaptation. We suggest that over the next year or two, Team Up investigates the quality of this work and looks to pilot an expanded approach for inclusion of climate change work.

### 4.1.2 Increased localisation

Finally, another key commitment of DFAT’s new international development policy is to:

- **Provide** multi-year funding and capacity development to local organisations, with support as needed to meet policy requirements.

We congratulate Team Up on providing multi-year funding and capacity development for local organisations.

We consider it is worth exploring the possibility of including a Pacific partner for delivery of phase 3, perhaps similar to Women Win, and with Women Win being engaged as an institutional strengthening partner.

As discussed earlier in this report, we consider that localisation can be enhanced if DFAT ensures that each national government has ownership and understanding of what Team Up is rolling out with their national sporting federations.

Finally, cultural competence is a core practice for anyone working on Team Up across the seven nations, including DFAT Sports Section program managers and including national sporting federation officers who are working outside their own provinces. Being in the Office of the Pacific, officers in the Sports Section have access to a wide body of knowledge and experience that can support cultural competence. Some ideas on cultural competence from the American Evaluation Association<sup>16</sup> follow:

***‘What is culture?** Culture can be defined as the shared experiences of people, including their languages, values, customs, beliefs, and mores. It also includes worldviews, ways of knowing, and ways of communicating. Culturally significant factors encompass, but are not limited to, race/ethnicity, religion, social class, language, disability, sexual orientation, age, and gender. Contextual dimensions such as geographic region and socioeconomic circumstances are also essential to shaping culture.*

***What is cultural competence?** Cultural competence is not a state at which one arrives; rather, it is a process of learning, unlearning, and relearning. It is a sensibility cultivated throughout a lifetime. Cultural competence requires awareness of self, reflection on one’s own cultural position, awareness of others’ positions, and the ability to interact genuinely and respectfully with others. Culturally competent [practitioners] refrain from assuming they fully understand the perspectives of stakeholders whose backgrounds differ from their own.*

*Cultural competence is defined in relation to a specific context or location, such as geography, nationality, and history. Competence in one context is no assurance of competence in another. The culturally competent [practitioners] must have specific knowledge of the people and place in which they are planning to work/ working—including local history and culturally determined mores, values, and ways of knowing.*

*Cultural competence is an ethical issue that represents the intentional effort of the [practitioners] to produce work that is valid, honest, respectful of stakeholders, and considerate of the public welfare. Culturally competent practice emerges from an ethical commitment to fairness and equity for stakeholders. Insufficient attention to culture in [practice] may compromise group and individual self-determination, due process, and fair, just, and equitable treatment of all persons and interests. Effective and ethical use of [program delivery] requires inclusiveness, learning across cultural boundaries, and respecting different worldviews.’*

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<sup>16</sup> American Evaluation Association *Statement on cultural competence in evaluation*, approved by the AEA Membership: 22 April 22 2011. Accessed 22 January 2024 at <https://www.eval.org/About/Competencies-Standards/Cultural-Competence-Statement>

**Recommendation 18. Start to identify potential Pacific implementation partners for lead delivery of future phases of Team Up, acknowledging that Team Up delivery is already very local through national sporting federations. Identify the next cohort of possible lead partner federations.**

**Brief rationale:** A national version of the impact network has been suggested as one way of working – perhaps as a governance group in the first stage. Olympism365 funding might support exploration of different models for even more localisation. While Team Up has increased the visibility of sport in the Pacific, how can Team Up delivery become truly Pacific in nature (local horizontal)? What is possible in DFAT’s rigorous procurement framework? We need to ensure cultural competence is strong.

**Who:** DFAT Office of the Pacific Sports Section and Team Up program management team

## 5 Collated recommendations

This section collates the recommendations as made throughout Section 4. We have ordered them by the ideal timeframe for implementation. We appreciate that the timeframes for implementation will likely need to be flexible.

### 5.1.1 Immediate – as soon as possible

No.	Topic	Who	We recommend that:
8	Maintain your productive management partnership	DFAT Sports Section and the Team Up program management team (GHD)	<p><b>Continue to manage the DFAT Sports Section – GHD Team Up implementation partnership intentionally, applying partnership principles and approaches.</b></p> <p><b>Brief rationale:</b> The most productive partnerships are intentional in the way two (or more) partners work together to achieve shared outcomes and it is important to do so at any stage of a partnership (e.g. throughout the recent management transition). DFAT and the GHD Team Up program management team could consider refreshing their partnership and working under partnership model principles such as those recommended by <a href="#">Vic Health</a> or the <a href="#">Partnership Brokering Association</a>. This would be about ensuring that a great partnership stays great.</p> <p>Part of such a partnership refresh could be to identify appropriate resourcing for Team Up delivery now that Team Up includes 35 partnerships (15 more than the planned 20 partnerships), as well as opportunities to work more closely with other areas of the Office of the Pacific.</p>
9	Say ‘yes’ to Olympism365 additional funding – amplify your work in an amazing partnership	DFAT Sports Section	<p><b>Move fast and accept the International Olympic Committee/Olympism 365 co-funding offer – all of it.</b></p> <p>An additional AUD 1 million per year could significantly amplify Team Up’s work, potentially sharpen the focus on some of the more challenging areas, and further elevate DFAT’s position as an innovative global partner in sports for development. <a href="#">Opportunities like this are rare</a> and this one has come along because the international sporting community has high regard for Team Up.</p>
10	Workshop on Team Up MERL tools and framework	DFAT Sports Section and the Team Up program management team (GHD)	<p><b>The Team Up MERL team presents the MERL tools to DFAT and facilitates a discussion on data collection, data use and reporting needs.</b></p> <p>This will be an important part of Team Up’s program management refresh. Data collection tools are now in their second or third iteration based on feedback from data collectors. It is time to work with the DFAT Sports Section to help it understand what data is being collected and why, and to clearly elicit its data needs now and into the future, including what Team Up will need to report on</p>



No.	Topic	Who	We recommend that:
			<p>at completion. This workshop would provide the opportunity for DFAT to (re) define its reporting needs, while also considering the wider reporting needs of Team Up partners.</p> <p>Following this discussion, the Team Up team will be able to update the MERL framework and ensure it is current and meets DFAT’s design and monitoring, evaluation and learning standards. The program logic could be updated too. Identification of appropriate resourcing for MERL would be part of this conversation. (A similar process could be applied for other Team Up technical areas such as inclusion of people of all abilities.)</p>
11	Close the reporting circle	DFAT Sports Section and the Team Up program management team (GHD)	<p><b>DFAT to endorse final six-month and annual Team Up reports for the Team Up team to share back to contributors so that they can see each full report and see how their contributions are used.</b> Confidential operational matters could be reported in a separate volume.</p> <p>Many stakeholders who contribute quantitative data and Folktale videos say they don’t know how their information is being used in full. Posting a link to a final report version in Clubhouse or somewhere else on the Team Up website would help. Alternatively, and preferably, a webinar could be convened to share the key points, enabling people to attend in real-time (or at times that suit them), ask questions and engage in open dialogue. This could promote trust between DFAT, Team Up, partners and stakeholders. These approaches would close the reporting circle and show people on the ground how their information is being used.</p>
12	Delivery of Team Up for phase 3 of the investment	DFAT Office of the Pacific Sports Section	<p><b>Start the process to award a second three-year extension to September 2028 for delivery of phase 3 of Team Up.</b></p> <p>The Team Up program management team is really good at what they do. GHD might be encouraged to explore the possibility of including a Pacific partner (along the lines of Women Win) as a step towards future full Pacific delivery. Women Win could possibly be assigned to an institutional strengthening partnership with an appropriate Pacific institution. Re-contracting of GHD/Women Win will maintain momentum with the current (or evolving) team of high-quality advisers, as well consistency of processes and contracts. Team Up is now in full bloom in the post-Covid-19 policy era and program delivery continues to be high quality, flexible and agile. DFAT has opportunities to shine as a global leader in sports for development because of relationships with global partners established and maintained through Team Up. Changing managing contractors would result in a significant stall in momentum and would be very</p>

No.	Topic	Who	We recommend that:
			inefficient, as all partnership contracts would need to be renewed.
15	Share resources across Team Up and <i>PacAus Sports</i> locations	DFAT Sports Section and the Team Up program management team (GHD)	<p><b>Share resources across Team Up and <i>PacAus Sports</i> locations. Work together more with <i>PacAus Sports</i>.</b></p> <p>Draw up a resource sharing agreement that leverages Team Up's media and communications expertise, and the various country locations where program resources sit – Papua New Guinea and Fiji (Team Up) and Samoa (<i>PacAus Sports</i>). Add more resources as needed to ensure that the needs of each program are fully met.</p>
17	Contracting of ABC ID - WINS	DFAT Sports Section	<p><b>Re-contract ABC ID through a record of understanding (RoU) with DFAT's Office of the Pacific rather than through GHD.</b></p> <p>It is inappropriate and difficult for managing contractors to be the contracting party for Australian Government institutions. In other programs where Australian Government institutions are delivering development outcomes, it is typical for DFAT to be the contracting party through an RoU and for the managing contractor to possibly provide support and coordination services to the Australian Government institution (examples include Prospera in Indonesia and the Institutional Partnerships Program in Papua New Guinea.)</p> <p>This would then enable the ABC ID WINS team and Team Up to fully focus on collaboration, their strategic partnership, and operational synergies.</p>

### 5.1.2 Start during the next year and continue into phase 3

No	Topic	Who	We recommend that:
1	Improving the quality of programming for inclusion of people of all abilities	Team Up program management team (GHD)	<p><b>Build a strategy for Team Up inclusion of people of all abilities, in collaboration with partners. This could include development of a collaborative strategic partnership that engages regional institutions that specialise in inclusion of people of all abilities in sport.</b></p> <p>This would also involve mapping and understanding the support system for people with all abilities in each nation and how best to engage.</p> <p>Leveraging the Paralympic Games, the media and imagery of inclusion, could also play a part in the strategy to influence sports for development and Team Up program outcomes. While there has been some astounding work in inclusion, it is time to take stock of success and challenges to date and take a more strategic approach. Sports Inclusion Australia is already participating in a partnership in the Solomon Islands;</p>

No	Topic	Who	We recommend that:
			the Oceania Paralympic Committee may also be a strategic partner.
2	Improve the quality of programming for raising awareness of gender-based violence	Team Up program management team (GHD)	<p><b>Ensure that sports for development partnerships focused on raising awareness of gender-based violence/family and sexual violence, which may lead to increased reporting, are closely aligned with referral pathways in the local area.</b></p> <p>A significant risk may present itself if the desire to report increases but the full spectrum of referral pathway actors is not explained to victims, or those actors are not engaged with the program. Just recommending that people go to the police is not enough in some countries. Get into Rugby plus in Fiji works closely with the Fiji Women's Crisis Centre, which is a good approach, but an equivalent opportunity is not necessarily available in all nations.</p>
4	Strengthening and developing partnerships	Team Up program management team (GHD)	<p><b>Provide for partnership brokering and strong due diligence processes in the co-design process for any new sports for development partnerships. This would apply to new designs for phase 3 and any re-designs or designs happening before Phase 3.</b></p> <p>Partnership brokerage and co-design should remain a fundamental component of the program – noting that partners come with varying strengths and scale. This includes ensuring that lead partners and the Team Up team work together in the design phase to ensure that most resources are focused on the delivery of the program at the grassroots, community level. We recommend annual partner and partnership health checks to ensure that all partners and their relationships remain strong and healthy to deliver successful outcomes.</p>
7	Sustainability strategy	Team Up program management team (GHD)	<p><b>Many DFAT programs now prepare sustainability strategies around the half-way mark in their investment periods.</b></p> <p>Such strategies help the implementation team and partners engage in a conversation and set out principles and approaches to further focus their efforts towards leaving a solid and appropriate footprint at the end of the investment period.</p> <p>We suggest that for Team Up such a strategy could embody the principles of considering environmental, social and governance (ESG) sustainability. They will all be relevant to Team Up implementation.</p>
13	Better engagement with Pacific national governments	DFAT Sports section and DFAT posts	<b>Develop a government engagement strategy to ensure all the key national government agencies/ministries, such as sports, women's</b>

No	Topic	Who	We recommend that:
			<p><b>affairs, social affairs, education, health etc. are aware of what Team Up is delivering in each nation.</b></p> <p>Consider involving partner governments in some decision-making for Team Up investment. Team Up could be enacted as a set of bilateral arrangements rather than a regional program<sup>17</sup> and it is important that the governments of each nation know about and are involved in what Team Up is doing. There should be no surprises for the various government departments of participating nations about Team Up delivery in their nations, while there may also be opportunities to support complementary programming (e.g. the Fiji National Sports Commission has FJD 500,000 funding for sport for development).</p>
14	Joined up programming – further leveraging of sports for development models	DFAT Sports Section work with all DFAT posts	<p><b>Ensure that opportunities for Team Up programming are joined up and more coherent with, and take advantage of, other programs across all the participating nations – particularly the nations with very large development programs such as Papua New Guinea, Solomon Islands, Vanuatu and Fiji.</b></p> <p>For example, Team Up sports for development partnerships could be contributing to Australia–Papua New Guinea law and justice program outcomes or, also in Papua New Guinea, the Incentive Fund could be leveraged for multi-function facilities that accommodate sport, WASH, personal safety, and disaster planning and recovery. APTC may be able to provide support for sports and safeguarding curriculum to meet qualifications frameworks regionally and for individual nations. Australia Award fellowships could be valuable for sports federation leaders.</p>
3	Safeguarding for all	Team Up program management team (GHD)	<p><b>Safeguarding training and practices need constant reinforcement, supported by the Team Up inclusion strategy. Develop a plan with partners for ongoing rollout and sustainable delivery of safeguarding knowledge, skills and practice.</b></p> <p>Work so far has been strong and focused on child protection and women and girls. Constant vigilance will be needed to identify possible backlash being experienced by women and girls who participate.</p>
5	Strengthening and developing partnership.	Team Up program management team (GHD)	<p><b>Develop a community of practice approach.</b></p> <p>Many of the challenges and opportunities faced by program partners are common across sports or within each country context. There is an opportunity to</p>

<sup>17</sup> Examples of regional programs include Just Play, which is implemented and governed by a regional organisation – Oceania Football Confederation. DFAT’s investment through Secretariat of the Pacific Region Environmental Programme (SPREP) provides for another set of regional programs.

No	Topic	Who	We recommend that:
			strengthen capacity, capability and outcomes for all through a community-of-practice approach. We recommend greater collaboration across Australian stakeholders, lead partners and key non-government organisations or sport expert bodies (e.g. Sport Integrity Australia, Sport Inclusion Australia, Olympic and Paralympic movements). We also recommend greater collaboration between sports and programs within each country or location. This collaboration, resource and knowledge-sharing approach is occurring organically in some settings but should be deliberately encouraged across the Team Up program. This will result in greater capacity building and development outcomes for stakeholders, programs, staff, volunteers and grassroots participants.
6	Strengthening and developing partnership.	Team Up program management team (GHD)	<p><b>Encourage and support Pacific lead partners with Australian sport system technical support.</b></p> <p>As we see the Pacific sport partners grow in capacity and capability, we encourage the further development of local lead partners. The Australian sport system (national sport organisations or lead agencies and organisations) can facilitate non-financial partnership support through the provision of technical support (e.g. coach and official education, sport integrity, and policy development).</p>

### 5.1.3 Consideration for the re-design period leading up to the completion of this phase of sports for development funding through Team Up

No	Topic	Who	We recommend that:
16	PacAus Sport and Team Up	DFAT Sports Section	<p><b>During the re-design of Team Up, consider bringing PacAus Sports and Team Up under the one umbrella – could be Team Up Australia or PacAus Sports – Team Up.</b></p> <p>The Team Up brand is strong and has been developed through a rigorous branding process with DFAT buy-in and endorsement. If PacAus Sport and Team Up were to live side by side, the internal accounting for ODA vs non-ODA funding could be managed by DFAT.</p>
18	Increased localisation	DFAT Office of the Pacific Sports Section and Team Up program management team	<p><b>Start to identify potential Pacific implementation partners for lead delivery of future phases of Team Up, acknowledging that Team Up delivery is already very local through national sporting federations. Identify the next cohort of possible lead partner federations.</b></p> <p>A national version of the impact network has been suggested as one way of working – perhaps as a governance group in the first stage. Olympism365</p>

No	Topic	Who	We recommend that:
			funding might support exploration of different models for even more localisation. While Team Up has increased the visibility of sport in the Pacific how can Team Up delivery become truly Pacific in nature (local horizontal)? What is possible in DFAT’s rigorous procurement framework? We need to ensure cultural competence is strong.

## 6 Conclusion

Team Up is certainly ‘scoring goals’ in the Pacific and beyond: for women and girls, men and boys, and people of all abilities. Team Up has global and regional reach through strategic partnerships and sport for development programs in seven Pacific nations.

Team Up is an **extraordinary program** and we make feasible recommendations for it to be even better – as provided throughout Section 4 and collated in Section 5.

We note, however, that the participating national sporting federations across the program are not all equal in capability. However, Team Up works hard to provide for partnerships of varying capabilities and forms, and to allow for focus on different outcomes.

The highly capable Team Up technical team is focused on continuous improvement and innovative delivery.

After a slower-than-expected start because of Covid-19 policy travel restrictions in the Pacific, intended **sports for development outcomes are being delivered** by many of the partnerships, but not all, and solid progress is being made towards the three end-of-program outcomes:

1. **Sports programs do attract and retain women, girls and people living with a disability, as well as men and boys.** However, we recognise there are challenges in programming for inclusion at scale and recommend an additional strategic partnership to amplify this work.
2. **Sports organisations are safe, inclusive and accessible.** We note that Team Up has had a significant and successful focus on safeguarding, but this needs to be maintained.
3. **Australia and its Pacific partners use sport to strengthen relationships and build closer collaboration.** We found that sports are indeed creating strong partnerships for both sport and development outcomes. For several of the larger sports, these partnerships are also resulting in Australian diplomacy outcomes, or increasingly working in concert with the aims of the *PacAus Sports* program. The engagement of the Oceania Football Confederation partners in the safeguarding of the FIFA Women’s World Cup events in Australia and New Zealand, and the increased profile of women’s sport and women broadcasters through the ABC ID partnership, are excellent examples of this interplay between sport for development, major events, and sport diplomacy.

While Team Up is recognised as an Australian government initiative, there is a clear opportunity for increased and enhanced engagement with the national governments of participating nations. There are also opportunities to support development and deepening of partnerships at a country level between the various national sport federations and their partners.

There is already evidence of sustainability from the 10 to 15 years of prior investment. Good governance, policies and procedures, coupled with evidence-based research and sound reporting structures, have laid the groundwork for effective and accountable programs. Successful Team Up and *PacAus Sports* delivery is dependent on strong NSFs and their coaches, administrators, umpires, officials and high-quality volunteers.

Team Up is making excellent use of comparatively<sup>18</sup> limited resources, but the implementation team is now quite stretched. Many more partnerships are now in place (now

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<sup>18</sup> Compared to many other development programs

35) than were budgeted for in the original design (20). Team Up can be considered as offering outstanding value for money (see Box 2). Strategic partnerships are part of this value and improve quality and technical strength of the entire body of work.

Monitoring, evaluation, reporting and learning and media and communications processes have been tried, tested and continually refined, but do need to be further tested to see if they meet the current DFAT management team's information needs.

Team Up remains relevant to Australia's international development policy (2024) but needs to ensure that it is relevant for participating national governments. DFAT posts could support this.

We say, well done Team Up – you're a winner.

*Team Up mid-term review team*

*April 2024*



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### A spotlight on inclusion: sport for development for people of all abilities

#### Key documents

- [Accessibility and inclusion strategy](#)
- [Australia's international development policy](#)
- [Australia's sport diplomacy strategy 2015-2018](#)
- [Australian Disability Strategy 2021-2031](#)
- [Australian Government: Good Practice Guidelines for Engaging with People with a Disability](#)
- [Department of Foreign Affairs and Trade Diversity and Inclusion?](#)
- [Global Report on Health equity for Persons with Disabilities](#)
- [The International Paralympic Committee Gender Equality and Inclusion Objectives 2021-2024](#)
- [The International Paralympic Committee Strategy Plan 2023-2026](#)
- [The Biwako Millennium Framework for Action \(BMF\).](#)
- [The Convention on the Elimination of All Forms of Discrimination Against Women \(CEDAW\),](#)
- [The Disability Discrimination Act 1992 \(Commonwealth\)](#)
- [The United Nations Asia Pacific Plan for people with disability](#)
- [The United Nations Convention on the Rights of Persons with Disabilities](#)
- [The United Nations Declaration of Human Rights](#)
- [The United Nations Disability Inclusion Strategy](#)

- [The Yogyakarta Principles](#)
- [The United Nations Special Representative of the Secretary-General on Violence Against Children: Strategy 2030](#)
- [The United Nation's Sustainable Development Goals](#)
- [The United Nations Entity for Gender Equality and the Empowerment of Women \(UN-Women\): Strategic Plan 2022–2025](#)
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# Appendix A Terms of reference

## Team Up September 2018 –September 2028

### Mid-term review terms of reference (issued by DFAT September 2023)

#### 1. Background

The Australian Government has a long history of investing in sport for development in the Asia-Pacific region, dating back to the mid 1990's as legacy for the Sydney 2000 Olympic and Paralympic Games.

In the late 2010s, the Australian Government commissioned an independent evaluation into its sport for development investments. There were 24 key recommendations, all endorsed by the Australian Government, which led to Government making a 10-year commitment to continue to invest in sport for development across Asia-Pacific through to 2028.

Commenced in September 2018, Australian Sports Partnerships Program (ASPP), branded as *Team Up* since 2021, is one of those programs supported by the Australian Government. Alongside its' sister program, *PacAus Sports*, *Team Up* sits under [Sport Diplomacy 2030](#), a whole of government strategy that uses sporting assets/expertise to promote Australia's diplomatic, development and economic interests in the Indo Pacific region and beyond.

*Team Up*'s goal is to build new partnerships and strengthen existing ones in the Indo-Pacific to support all people to realise their full potential through sport.

To achieve this goal, the program has three mutually reinforcing end-of-program outcomes:

- sport programs attract and retain women and girls and people with a disability, as well as boys and men;
- sport organisations are safe, inclusive and accessible; and
- Australia and its partners in the Indo-Pacific use sport to strengthen relationships and build closer collaborations.

ASPP is a 10-year investment with an annual Overseas Development Assistance (ODA) funding of \$6 million. Due to co-investment by some Pacific posts, the current annual investment sits at approximately \$7.5 million. *Team Up* is implemented by a managing contractor GHD Pty Ltd with staff based in Canberra and Fiji through a commercial contract under an initial contract period of four years and two optional extensions of three years as follows:

- Initial period: September 2018 – September 2022 (4 years)
- Extension option 1: October 2022 – September 2025 (3 years)
- Extension option 2: October 2025 – September 2028 (3 years)

In December 2022, DFAT exercised the extension option 1 to extend the contract to September 2025.

*Team Up* operates in seven Pacific Island countries, Fiji, Nauru, PNG, Samoa, Tonga, Vanuatu and Solomon Islands. The program was initially designed to also include four Asian countries but given available funding, has consolidated its activities in the Pacific region. Most funding supports multi-year sport for development programs. *Team Up* currently

supports **35** partnerships involving **15** different sports and over **70 partners** based internationally and in Australia.

In addition to funding sports programs, ASPP also provides strategic sport for development partnership investments to address thematic priorities. For example, it has completed a strategic partnership with ChildFund Australia to support *Team Up* partners with safeguarding; it partners with the International Platform on Sport and Development, known as sportanddev, the world leading online platform in sport and development, and the Commonwealth Secretariat and sportanddev to produce the world first Massive Open Online Course in Sport and Sustainable Development.

A high-level program logic model can be found in *Attachment A*.

## **2. Purpose**

The review will ensure funding provided through *Team Up* is promoting Australia's national interests in the Pacific through sport for development programs in an efficient and effective manner. It will do this by assessing the progress and methodology of *Team Up* towards achieving planned objectives and examine other outcomes the program has achieved beyond those originally envisaged/identified. The review will also provide recommendations to feed into on-going programming and contribute to the design of a potential future program iteration, including options to enhance synergy with *PacAus Sports*. It will inform contract management decisions on exercising GHD's second 3-year extension out to September 2028. The primary users of the review data will be relevant stakeholders in the Office of the Pacific (OTP), the *Team Up* team, program partners, and DFAT Pacific posts.

## **3. Scope of the MTR**

This MTR has three primary focus areas:

1. Australian Sports Partnerships Program known as *Team Up*, including all activities, partners, and relevant documentation (see *Attachment B*)
2. Managing Contractor's performance in delivery of the Program; and,
3. Recommendations and analysis to build into a potential future iteration of the program

## **4. Review Methodology**

The methodology will be refined in consultation with the selected consultant/s, but should include:

- desk-based review of relevant documentation
- interviews with internal and external stakeholders including: GHD *Team Up* team, Pacific posts, DFAT staff (Pacific Sports Section, Office of the Pacific and Communications Planning and Public diplomacy Branch), program partners and other relevant stakeholders identified through consultations
- data analysis and synthesis of findings into a review report-

## **5. Key Evaluation Questions**

DFAT is looking for the independent consultant or team to answer key questions about *Team Up* as outlined below. The review report should also incorporate any unanticipated but important findings that emerge during the process of conducting the review. The review questions will be refined in consultation with the selected consultant/s.

The key questions are:

1. To what extent have women, girls and people living with disabilities benefited from the program? Have there been any unintended consequences (positive or negative)? (Effectiveness, Impact)
2. How effective has the program been at creating safe, inclusive, and accessible sport organisations? (Effectiveness)
3. To what extent has the program been able to strengthen relationships and build closer collaboration through Sport for Development Partnerships? (Effectiveness)
4. Is the program recognised as an Australian Government initiative?
5. To what extent are the benefits of the Sport for Development Partnerships likely to be sustained? (Sustainability)
6. How efficient and effective is the delivery modality? (Efficiency, effectiveness and sustainability)

## 6. Outputs

### Output 1 – Review plan

The review plan will define the scope of the review, finalise review questions, describe detailed methodologies to collect and analyse data, propose a timeline linked to key milestones, outline costs and a detailed breakdown of responsibilities of all team members. The plan will be developed in close consultation with DFAT.

### Output 2 – Draft review report

The draft review report should provide a brief and clear summary of the review outcomes, focusing on a balanced analysis of relevant issues and recommendation for improvement. The report should align with DFAT's monitoring and evaluation standards for evaluation reports.

### Output 3 – Final review report and aide memoire.

A final evaluation report and aide memoire should be submitted to DFAT within 14 days of receiving final comments.

### Output 4 – Presentation of findings

A presentation of the findings of the review will be made via a suitable medium (either in-person or via video conference).

## 7. Review Timeline

DFAT has allocated up to 60 consultant days for the completion of the independent MTR of *Team Up*. The timetable will be finalised in consultation with the consultant/s and *DFAT Pacific Sports Section* staff and detailed in the review plan. The review will occur from November 2023 – March 2024. This includes time for verbal briefings with DFAT, the desk review of key documentation, development of the review plan, interviews with stakeholders including the GHD team and program partners as articulated above, data analysis, drafting of reports and comments on the draft by relevant areas of DFAT including OTP, Gender Equality Branch, and the Development Evaluation Unit. The anticipated tasks and timing for the review are provided in the table below:

No	Task	Estimated number of days
1	Verbal briefings with DFAT and desk study of relevant program documentation provided by DFAT	3
2	Develop review plan in line with DFAT M&E standards, which includes a stakeholder engagement plan, the limitations or constraints on the review, review methodology and data collection instruments, identification of key respondents, identification of further information required, sampling strategy, the plan for processing and analysing the data, identification of any ethical issues and how they will be addressed, process for making judgments, evaluation schedule and plan for DFAT to publish the final review report	8
3	Collection and analysis of data, including interviews with relevant stakeholders	31
4	Presentation to DFAT of initial views on review findings	1
5	Preparation of draft report	8
6	Preparation of final MTR report	Up to 8 days depending on extent of changes required
7	Presentation of findings	1

## 8. Roles and Responsibilities

A single consultant or team of consultants may respond to this terms of reference. The consultant/lead consultant will be the team leader for the evaluation and work in consultation with the DFAT Pacific Sports Section.

The consultant/s will:

- plan, guide and develop the overall approach and methodology for the review
- ensure that the review meets the requirements of the Terms of Reference and contractual obligations
- manage and direct review activities
- arrange and lead interviews/consultations with review participants
- collate and analyse data collected during the review
- lead team discussions and reflection
- lead on the development of each output
- manage, compile and edit inputs from the other team members to ensure high quality of reporting outputs
- ensure that the review process and report aligns with DFAT's M&E standards; and,
- finalise a succinct review report

The project lead in DFAT Pacific Sports Section will:

- be the primary point of contact in DFAT for the consultant/s
- liaise with GHD to ensure timely data access by consultant/s; and,
- liaise with the project advisor on key project decisions

The project advisor in DFAT Pacific Sports Section will:

- provide high-level advice to project lead
- review/approve key documentation including review plan, draft review report etc; and,
- coordinate necessary communication/meetings at SES-level

The Program Manager in GHD will:

- be the primary point of contact in *Team Up* team for the consultant/s
- ensure that all key documents are provided to the consultant/s in a timely manner; and,
- facilitate (not participate in) the consultant/s consultation with project partners.

Specific requirements of the consultant(s) can be found in *Attachment C*.

## **9. Key Documents**

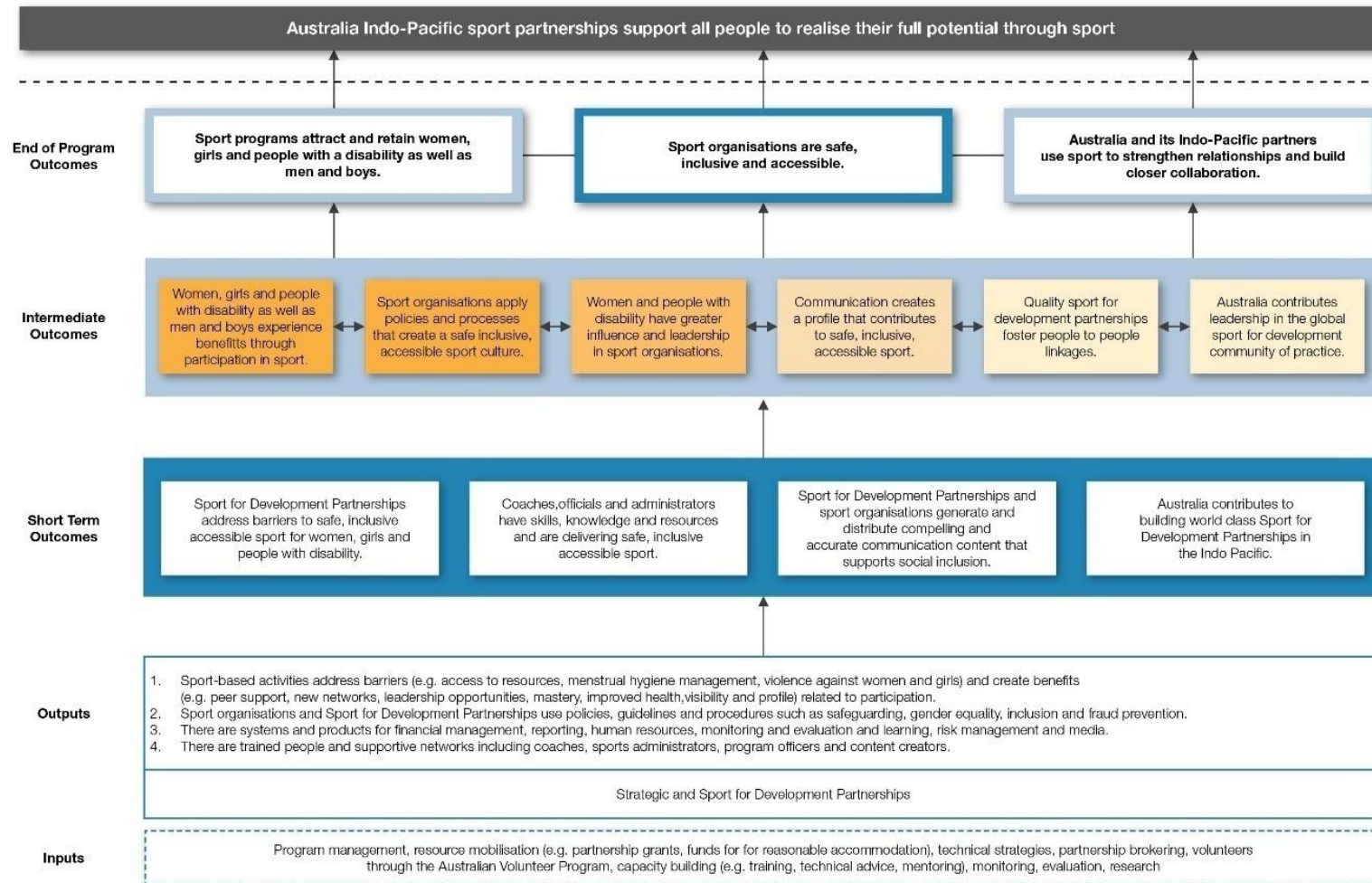
DFAT and GHD will make available to the consultant/s, information, documents and particulars relating to the *Team Up* program. These will include, but not be confined to, the following documents.

- Independent Review of Pacific Sport Partnerships (PSP) and Asia Sport Partnerships (ASP)
- PSP/ASP Review DFAT Management Response
- ASPP Investment Concept Note
- Team Up program design document
- Team Up monitoring and evaluation tools
- Reporting relating to partnerships and program activities (this includes 6-monthly, annual, specific activity and end of partnership reporting)
- Sport Diplomacy 2030 Strategy
- Relevant documents regarding PacAus Sports

The consultant/s are expected to independently source other relevant material and literature.



## Attachment A Australian Sports Partnerships Program high-level program logic



## **Attachment B *Team Up* partners and stakeholders**

### DFAT Pacific Sports Section

Assistant Secretary, Polynesia and Partnerships Branch

Catherine Grawich, A/g Director, Pacific Sports Section

Juan Zhang, Assistant Director, *Team Up*

Jeremy Stringer, Assistant Director, *PacAus Sports*

Stephen Deklin, Assistant Director, *PacAus Sports*

### Other relevant DFAT stakeholders

Lisa Wright, former Assistant Secretary, Public Diplomacy Branch

Sarah Ozolins, former Director, Public Diplomacy Programs Section

Jay Young, Public Diplomacy Programs Section

Relevant Office of the Pacific/DFAT staff as identified through initial consultations

### GHD *Team Up* team

Ben Howard, Program Manager

Cheyenne Girvan, Program Administrator

Sam Benton, Finance and Contracts Manager

Andrew Lepani, Partnerships Manager

Joanna Lester, Media and Strategic Communications Adviser

Melissa Palombi, Monitoring, Evaluation, Reporting and Learning Adviser

Paul Oliver, Social Inclusion Adviser

Roshika Deo, Social Inclusion Specialist

Valda Hoerder-Howard, Monitoring, Evaluation, Reporting and Learning Specialist

Aaron Ballekom, Communications Specialist

### DFAT posts (seven countries of program focus)

Songhie Tatipata, Suva post

Maegan Clarkson, Port Moresby post

Rosemary Tone, Apia post

Ella Scott, Nuku'alofa post

Kevin Playford, Honiara post

Ria Bhagat, Port Vila post

Sean Bysouth, Nauru post

Relevant staff from other Pacific posts may be identified through initial consultations

Partners (all staff working on *Team Up* supported projects)

*In-country partners:*

**Papua New Guinea**

Cricket PNG

Kokoda Track Foundation

**Vanuatu**

Vanuatu Cricket Association

Vanuatu Volleyball Federation

Vanuatu Aquatics Federation

*Australian partners:*

ABC International Development (ABC ID)

Australian Football League (AFL)

National Rugby League (NRL)

Cricket Australia

Childfund Australia

Netball Australia

Rugby Australia

*Regional/international partners:*

Badminton Oceania Confederation

International Platform on Sport and Development

International Table Tennis Federation

Oceania Football Confederation (OFC)

Oceania Rugby

Oceania Hockey Federation

FIBA Oceania

## Attachment C Professional requirements for consultant / team members

Position	Skills and experience
Consultant/Team	<p><i>Required</i></p> <ul style="list-style-type: none"> <li>• Extensive experience in complex program evaluations</li> <li>• Excellent communication skills (verbal and written)</li> <li>• Excellent analytical skills (quantitative and qualitative)</li> <li>• Experience working/evaluating development programs in the Pacific</li> <li>• Experience in public diplomacy programming or evaluation</li> <li>• Experience evaluating economic impact and benefit of development programs</li> <li>• Experience/expertise working on gender and disability-based programming</li> </ul> <p><i>Desirable</i></p> <ul style="list-style-type: none"> <li>• Experience working on/evaluating sport programming</li> </ul>

## Appendix B Our mid-term review approach

### Team

The Team Up mid-term review team comprised:

#### **Team Leader – evaluation specialist:** Ms Joanne Oddie

- Independent consultant
- M&E Adviser Pacific Sports Partnerships 2 (PSP2), 2015–2018 (Sports governance case study, PSP research compendium)
- Head Knowledge Performance and Learning CoE, Australia–Indonesia Partnership for Economic Development (Prospera) 2020–2022,
- Monitoring and evaluation adviser, Australia Pacific Training Coalition 2023
- Extensive experience in DFAT programs in Indonesia, Papua New Guinea, Solomon Islands, and some in Fiji, Tonga, Samoa since 2009, and for the mid-term review
- Was extensively involved throughout the review, face-to-face interviews in Canberra, Fiji and Papua New Guinea, and led on preparing key deliverables and overall review report

#### **Thematic expert – inclusive sport:** Dr Emma Sherry

- Dean, School of Management, RMIT
- MEL partner with Netball Australia, National Rugby League, Tennis Australia under PSP2
- Expert in inclusive sport
- Leading researcher in gender equality, disability and social inclusion; and intersectionality; access and equity in sport participation
- Researcher with national and regional sports organisations in Australia and globally, and for the mid-term review
- Was extensively involved in face-to-face Canberra and Papua New Guinea interviews, describing the domains of sport for development; reviewing safe, inclusive and accessible sport organisations and understanding benefits for participants; and overall strategic advice.

#### **Thematic expert – disability inclusive sport:** Dr Hannah Macdougall, PLY

- Independent consultant, motivational speaker
- Design and implementation of well-being and behaviour change programs
- Paralympian
- Advocate for sports inclusion
- Specialist, adviser, and volunteer with various inclusive sports organisations, and for the mid-term review
- Was extensively involved in online stakeholder consultation and reviewing and recommending approaches for safe, inclusive and accessible sport organisations and understanding benefits for participants.

#### **Evaluation coordinator:** Mr Qudratullah Jahid

- Senior OPM monitoring, evaluation and learning consultant

- MEL of complex programs
- End-of-program evaluation of the Papua New Guinea – Australia Governance partnership
- Monitoring expert for World Bank Afghanistan monitoring agent, and for the mid-term review
- Was involved in face-to-face stakeholder interviews in Fiji and some online, provided overall coordination, document management, and OPM quality assurance.

## Overall approach

Our planned approach was documented in *Team Up mid-term review 2023–24 review implementation plan*, 4 December 2023. Our actual approach was consistent with the planned approach and addressed DFAT’s Terms of Reference.

We applied a simple and pragmatic ‘evaluation research’ design for the mid-term review, aiming to appropriately answer the evaluation questions and address the purposes of the review, and to provide timely information and judgements for DFAT and the program management team. Our design drew on the principles of both appreciative inquiry<sup>19</sup> and realist evaluation<sup>20</sup>. We simply asked throughout our inquiry: *What is working well for whom, in what context, and why? And what can we do better?* We had limited time and resources for a complex evaluation design. We also had limited time for in-depth primary data analysis.

## Documents

The list of program and other documents that we reviewed is provided in Appendix D. While we completed a sufficiently robust document review it would have been valuable to have more time allocated for an in-depth review before stakeholder interviews commenced.

## Sampling

Our sampling was purposeful. An extensive list of potential interviewees was identified by DFAT and the GHD Team Up program management team after the inception meeting – far more than those identified in the terms of reference. We assumed that we would not be interviewing every person named on the original list. In practice there were fewer than 10 people originally named who were not interviewed. The response rate to our invitation to be interviewed was high, perhaps indicative of the high level of interest in Team Up. Our sampling was high because we needed to ensure sufficient representation of 16 stakeholder types, up to 15 sporting codes, and seven nations.

The MTR team interviewed key informants/stakeholders who had robust knowledge and experience of what was happening across the extensive Team Up program and large suite of partnerships.

We identified two countries for the MTR team to visit. These were Papua New Guinea, because it is the country with the largest total investment and most sports operating, and Fiji, which has many of the sports, and many of the strategic partners, as well as the Suva office of the Team Up program management team. Both countries also had regular, mostly reliable

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<sup>19</sup> Whitney D & Trosten-Bloom A 2003, *The power of appreciative inquiry, a practical guide to positive change*, Berrett Koehler Publishers San Francisco.

<sup>20</sup> Pawson R & Tilley N 2008, *Realistic evaluation*, SAGE publications

travel options available. In hindsight these two visits were appropriate, while it would possibly have been beneficial to also, or alternatively, visit Vanuatu.

## Engagement of stakeholders and scheduling of interviews

Engagement of stakeholders was conducted through multiple steps and was followed by scheduling of interviews. In combination these two steps took a considerable amount of time. Our engagement and scheduling approach is documented in Table 1 and builds on what we proposed in our review plan. The MTR team provided draft content for various communication steps.

**Table 1. Stakeholder engagement and interview scheduling approach**

#	Date	Form of engagement	Done by	Communication product
1	Approx 24 November 23	<b>DFAT</b> contacted internal DFAT stakeholders of interviews for W/C 27/11 face to face in Canberra (30 November & 1 December)	Juan Zhang	Email / Direct advice
2	Approx 24 November 23	<b>Team Up</b> program management team advised their internal team of interviews for W/C 27/11 face to face in Canberra (1 December)	Ben Howard / Andrew Lepani	Email / Direct advice
3	Approx W/C 4 December 23	<b>DFAT</b> to email DFAT posts about the MTR and likely interviews with Jo online 12 and 14 December 2023 and for in-country visits to PNG and Fiji in February.	Juan Zhang	Email
4	From 11 December 23	<b>DFAT</b> drafted advice for all other stakeholders on the list alerting them to the upcoming MTR and that the MTR team will be reaching out to schedule interviews. This was published in the Team Up December newsletter W/C 18 December.	Juan Zhang (Juan was on leave in first two + weeks of January)	Team Up December newsletter
5	4 January 2024	<b>Team Up team leader</b> followed up to the newsletter and emailed all stakeholders on the list just in case they had missed the pre-Christmas newsletter.	Andrew Lepani	Email – MTR team leader prepared a draft email for Andrew to save time.
6	After this email: From early January 2024	<b>MTR team allocated interviews across the team</b> individual team members emailed stakeholders according to allocation. Invitations were sent out with a Calendly link for self-scheduling. This worked very well in most cases.	MTR team members according to allocated interviews.	Email Individual Calendly schedules with Zoom details generated automatically.
7	From mid-January 2024	<b>Scheduling for in-country visits:</b> DFAT Canberra and post and Team up team and MTR team met	Team Up program management team and DFAT post supported scheduling in each country,	Following an initial advisory email from the Team Up Team leader, Jo prepared a schedule with allocated timeslots and

#	Date	Form of engagement	Done by	Communication product
		to discuss PNG scheduling – Thursday 18 January 2024  DFAT Canberra and post and Team up team and MTR team met to discuss Fiji scheduling – Tuesday 23 January 2024.	particularly with engagement of national government institutions and follow up by phone.	emailed the schedule to all groups and individuals to be interviewed.
8	Early April 2024	<b>Issue thank you</b> for participation and sharing views from MTR team to all interviewees and (agreed with DFAT) next steps	MTR team to draft, approved by DFAT for Team Up program management team to include in next monthly newsletter, including next steps	Team Up Newsletter
9	After end March 2024 and final report submitted	<b>Close the MTR circle:</b> Summary of findings and DFAT's management response to recommendations made.	DFAT to draft and send to all Team up stakeholders – particularly those that participated OR present at Team Up knowledge share	One-page summary on MTR findings and recommendations and DFAT's management response.

## Stakeholder interviews

Interviews were conducted drawing from a 'standard' interview guide, which was flexibly applied to suit the specific stakeholders being interviewed. All the interviews conducted were informative. There was a high level of consistency of experience expressed by most in-country sports partners both on what was working, and challenges being experienced.

Interviews were recorded using Otter.AI, which also generated a transcription of each interview. We were able to link Otter.AI to Calendly and Zoom, resulting in a reasonably smooth workflow from scheduling to interview to access of data. However, interview transcriptions needed substantial editing to ensure accuracy for reading by other team members. We had insufficient time available to do this for 100 per cent of interviews so encouraged colleagues to listen to interviews that were particularly relevant for their consideration. Otter.AI also generated useful summaries of each interview.

We now have a substantial qualitative dataset held within an Otter.AI account that could be further explored if needed, but only with appropriate permissions in place.

Our interviews are summarised below along with the travel periods.

### Canberra: Wednesday 29 November – Friday 1 December 2023:

Jo Oddie and Emma Sherry conducted seven interviews in Canberra with DFAT and the GHD Canberra office team (Emma Sherry participated in three of these interviews) on Thursday 30 November and Friday 4 December 2023. Four of the interviews with DFAT Canberra informants were conducted online from the DFAT office.

### Suva, Fiji: Wednesday 7 – Sunday 11 February 2024:

Jo Oddie and Qudratullah Jahid conducted 10 interviews in Fiji with in-country sports partners and the Fiji National Sports Commission on Thursday 8 and Friday 9 February 2024. Three other interviews of Fiji-based stakeholders were conducted online prior to the



visit as these stakeholders were not available during the scheduled visit. We did not interview DFAT post for Fiji as the main contact was on leave and the secondary contact was unwell during our visit. We would like to thank Songhie Tatipata and Scott Robertson from DFAT post and Aaron Ballekom from the Team Up program management team for their support in arranging and confirming interviews in Fiji.

#### **Port Moresby: Papua New Guinea – Monday 12 – Saturday 17 February 2024:**

Jo Oddie and Emma Sherry conducted 13 interviews in Papua New Guinea with in-country sports partners and the PNG Sports Foundation on Wednesday 14 and Thursday 15 February 2024. Juan Zhang from DFAT's Office of the Pacific Sports Section and Chris Amini from the Australian High Commission (AHC) participated in these interviews as observers. We had a valuable background discussion with Maegan Clarkson and Chris Amini from the AHC at the commencement of this visit, and a briefing at the conclusion of the visit. We would like to thank Chris Amini from AHC and Andrew Lepani and Milton Kisapai from the Team Up program management team for their support in arranging and confirming interviews in Papua New Guinea.

**Online:** We divided online interviews across the team and conducted these through December 2023, January and February 2024. Where possible interviews about inclusive sport were conducted by Hannah Macdougall.

<b>Online interviewer</b>	<b># of interviews</b>
Jo Oddie	27
Hannah Macdougall	17
Qudratullah Jahid	4
<b>Total</b>	<b>48</b>

**Table 2** provides a summary of the number of women and men interviewed by category of stakeholders across 78 interviews. Of the 78 interviews conducted, 16 were with individuals or teams specifically focused on design and delivery of sports programs for people with all abilities. Most interviewees were asked questions about delivery of inclusive sport for people of all abilities. The full list of stakeholders is in Appendix C.

**Table 2. Summary of stakeholder interviews completed by stakeholder group and sex**

<b>Stakeholder category</b>	<b>Women</b>	<b>Men</b>	<b>Total</b>
DFAT Public Diplomacy	2	1	3
DFAT Pacific Sports Section	3	2	5
DFAT post	4	5	9
DFAT <i>PacAus Sports Hub Samoa</i>	1	2	3
DFAT Gender in the Pacific Team	1	0	1
GHD Team Up team	7	5	12
GHD Team Up team – Women Win	2	0	2
Sports diplomacy	0	1	1
Regional / international sports partners	5	6	11

Stakeholder category	Women	Men	Total
Program design	2	0	2
Key regional organisations	3	2	5
International community of practice (sportanddev, IOC)	0	2	2
Australian partners	5	7	12
Vanuatu – in-country lead sports partners	4	1	5
Fiji – in-country sports partners	5	5	10
Fiji – strategic and regional partners	2	3	5
Papua New Guinea sports partners – in country	13	13	26
Papua New Guinea – strategic partners	0	2	2
Samoa sports partners – in country (online interviews)	9	4	13
Tonga sports partners – in country (online interviews)	9	6	15
<b>Total</b>	<b>78</b>	<b>66</b>	<b>144</b>

## Document review and report drafting

Fifty-seven documents were reviewed as relevant and needed throughout MTR implementation and in more-depth during the report drafting period from Tuesday 20 February through to Friday 1 March. Thanks to the Team Up program management team for providing access to a significant set of documents relevant to this MTR. Thanks to DFAT for providing the *PacAus Sports* design. The list of documents reviewed is provided at Appendix D.

The MTR team met regularly throughout the review period: to prepare content for the review plan, to agree on the sampling and scheduling approach, and for periodic updates and reflections on what we were hearing through our interviews. We held a workshop on Tuesday 20 February to consolidate and contest our individual findings in response to the evaluation questions and priority areas of inquiry. We met on Wednesday 3 April to collectively review DFAT's feedback.

The report includes two research context pieces prepared by the mid-term review team's expert thematic advisors. The notes have been included for the report reader to contextualise and deepen their understanding of the review findings, suggestions and recommendations.

## Limitations

While our extensive program of interviews and review of documents was very illuminating and informative, we still consider that we missed some possibly valuable evidence:

- We did not see any Team Up-funded sports programs in action or inspect any sports facilities in detail, therefore we did not observe how the programs were implemented generally, or for people of all abilities.
- We did not conduct interviews with Team Up-funded sports program participants.

Both these data collection opportunities were probably not essential for the mid-term review but would be important to build into an end-of-program evaluation.

The timing of the mid-term review from October 2023 to end March 2024 was not ideal. This period included the Pacific Games, the conclusion of some programs, the end-of-year break

– in practice from mid-December to mid-January – and designing for new programs to commence in 2024. The DFAT team and Team Up program management teams were busy and dealing with staff change-overs. This timing contributed to us missing program implementation season and therefore not being able to observe programs in action. However, all parties were flexible and agile in scheduling, and we were able to meet many informative stakeholders.

The large number of interviews that we conducted resulted in the collection of a significant body of qualitative data. We were therefore only able to do light data analysis of this body of evidence in the time available. We also had limited time for in-depth review of program documents.

The total days worked by each team member is recorded as follows:

<b>Name</b>	<b>No of days</b>
Jo Oddie	47
Emma Sherry	12
Hannah Macdougall	11
Qudratullah Jahid	12
<b>Total</b>	<b>82</b>

## Appendix C Stakeholder list

Stakeholder group	Name	Position / Organisation	#W	#M
Australian partners	Tom McDonald	Australian Football League (AFL) (Melbourne)	0	1
Australian partners	Ben Drew	Australian Football League (AFL) (Melbourne)	0	1
Australian partners	Sally Eeles	ABC International Development (ABCID) (Sydney or Melb)	1	0
Australian partners	Aaron Kearney	ABC International Development (ABCID) (Sydney or Melb)	0	1
Australian partners	Jo Eslom	ABC International Development (ABCID) (Sydney or Melb)	1	0
Australian partners	Kate Donnellan (Head of Health)	Kokoda Track Foundation (Sydney)	1	0
Australian partners	Mike Ascencio	National Rugby League (NRL) (Sydney)	0	1
Australian partners	Frank Puletua (GM) – Sydney based	Oceania Rugby	0	1
Australian partners	Daniel Millis	Rugby Australia (Sydney)	0	1
Australian partners	Ellie Seckold	Netball Australia (Melbourne)	1	0
Australian partners	Sallee Caldwell	Netball Australia (Melbourne)	1	0
Australian partners	Rob Gomm	Cricket Australia (Melbourne)	0	1
DFAT Gender in the Pacific team	Jane Bastin-Sikimeti	DFAT	1	0
DFAT Pacific Sports Section	Kirsty McNeil	Assistant Secretary, Polynesia and Partnerships Branch	1	0
DFAT Pacific Sports Section	Catherine Grawich	A/g Director, Pacific Sports Section	1	0
DFAT Pacific Sports Section	Juan Zhang,	Assistant Director, <i>Team Up</i>	1	0
DFAT Pacific Sports Section	Jeremy Stringer,	Assistant Director, PacificAus Sports	0	1
DFAT Pacific Sports Section	Stephen Deklin,	Assistant Director, PacificAus Sports	0	1
DFAT PacificAusSports Hub Samoa	Lae	Program Officer, PacAus Sports	0	1
DFAT PacificAusSports Hub Samoa	Eka	Media and Comms, PacAus Sports	1	0
DFAT PacificAusSports Hub Samoa	Alex Mikaele	Regional Hub Manager, PacAus Sports	0	1
DFAT Post	Patrick Lawson	Apia Post - Second secretary	0	1
DFAT Post	Rosemary Tone	Apia Post - Program Manager – Direct Aid Program, Volunteers & Sport	1	0
DFAT Post	Hannah McKnight	Nuku'alofa Post - Second Secretary and Vice Consul	1	0
DFAT Post	Ian Cooper	Nuku'alofa Post - A-based	0	1
DFAT Post	Ria Bhagat	Port Vila Post (A-based) -	1	0
DFAT Post	Mike Masauvakalo	Senior Policy and Program Manager	0	1
DFAT Post	Songhie Tatipata	Suva Post - Second Secretary Political	0	1
DFAT Post	Chris Amini	Port Moresby Post	0	1
DFAT Post	Maegan Clarkson	Port Moresby Post - First Secretary   Program Strategy & Gender	1	0
DFAT Public Diplomacy	Lisa Wright	former Assistant Secretary, Public Diplomacy Branch	1	0

Stakeholder group	Name	Position / Organisation	#W	#M
DFAT Public Diplomacy	Jay Young	Public Diplomacy Programs Section	0	1
DFAT Public Diplomacy	Kristy Brown	Former PSP DFAT Manager and wrote investment concept note AND PNG AHC Sports manager (+budget!)	1	0
Fiji - in country - sports partners	Laisiasa Puamau,	Basketball Fiji	0	1
Fiji - in country - sports partners	William Peter	Basketball Fiji	0	1
Fiji - in country - sports partners	Sitiveni Rokoro,	Cricket Fiji	0	1
Fiji - in country - sports partners	Makelesi Bulikiobo	Cricket Fiji	1	0
Fiji - in country - sports partners	Filomena Liku	Fiji Football Association	1	0
Fiji - in country - sports partners	Oripa Lee - interview included CEO Sale and National Development Manager Lionel	Fiji Rugby Union	1	2
Fiji - in country - sports partners	Ema Levaci	NRL in Fiji	1	0
Fiji - in country - sports partners	Harvi Yee	Fiji Table Tennis Federation	1	0
Fiji - in country -Strategic partner	Peter Mazey (Executive Chairman)	Fiji National Sports Commission (+ 2 colleagues)	1	2
Fiji - in country -Strategic partner	Ruci Senikula	Pacific Disability Forum	1	0
Fiji - in country -Strategic partner	Inoke Bainimarama (ED),	Oceania National Olympic Committees	0	1
GHD Team Up team	Will Jamieson	Casual, New Colombo Plan/Australia Awards	0	1
GHD Team Up team	Melissa Velvel Fare	Casual, New Colombo Plan/Australia Awards	1	0
GHD Team Up team	Joanna Lester	Media and Strategic Communications Adviser	1	0
GHD Team Up team	Valda Hoerder-Howard	Monitoring, Evaluation, Reporting and Learning Specialist	1	0
GHD Team Up team	Ben Howard	Program Manager	0	1
GHD Team Up team	Andrew Lepani	Partnership Manager, Incoming Team Leader	0	1
GHD Team Up team	Cheyenne Girvan	Program Administrator	1	0
GHD Team Up team	Sam Benton	(former) Finance and Contracts Manager	1	0
GHD Team Up team	Aaron Ballekom, (Fiji)	Communications Specialist	0	1
GHD Team Up team	Roshika Deo, (Fiji)	Social Inclusion Specialist	1	0
GHD Team Up team	Melissa Palombi, (Suva, Fiji)	Monitoring, Evaluation, Reporting and Learning Adviser	1	0
GHD Team Up team	Paul Oliver, Canberra Sydney	Social Inclusion Adviser	0	1
GHD Team Up team -Women Win	Marije Holman, The Hague, Netherlands	Manager Equity and Inclusion in Sport	1	0
GHD Team Up team -Women Win	Mia Weiland, Cape Town, South Africa		1	0
International Community of practice	Dr Ben Sanders (Cape Town, South Africa)	International Platform on Sport and Development (sportanddev)	0	1
International Community of practice	Ollie Dudfield (Lausanne, Switzerland)	Olympism 365 under International Olympic Committee	0	1

Stakeholder group	Name	Position / Organisation	#W	#M
Key regional organisation	Shabina Khan (Programme Coordinator, Primary Prevention EVAW)	UN Women Multi-Country Office	1	0
Key regional organisations	Paul Bird (President)	Oceania Paralympic Committee (OPC)	0	1
Key regional organisations	Fiona Allan (Board Member and former CEO of New Zealand Paralympic Committee)	Oceania Paralympic Committee (OPC)	1	0
Key regional organisations	Andrew Minogue (CEO)	Pacific Games Council (PGC)	0	1
Key regional organisations	Liz Dawson – Wellington, New Zealand	Oceania National Olympic Committee (ONOC) (Chair of ONOC Equity Commission and also President of New Zealand Olympic Committee)	1	0
PNG sports partners - in country	Freda Keene	AFL PNG	1	0
PNG sports partners - in country	Melissa James	AFL PNG	1	0
PNG sports partners - in country	Tieba Mufi Zurenuoc	Tribal Foundation	0	1
PNG sports partners - in country	Kinivanagi Karo (President),	Badminton PNG	0	1
PNG sports partners - in country	Laurel Vagi (Program Officer),	Badminton PNG	1	0
PNG sports partners - in country	Joyce Koiari (M&E)	Badminton PNG	1	0
PNG sports partners - in country	Miskus Lapan (EO),	Basketball PNG	0	1
PNG sports partners - in country	Allan - Business development	Cricket PNG	0	1
PNG sports partners - in country	Margaret Sibona (Program Manager)	Cricket PNG	1	0
PNG sports partners - in country	Christine Wamala (Social Responsibility Manager),	PNG Football Association	1	0
PNG sports partners - in country	Sonia	PNG Football Association	1	0
PNG sports partners - in country	Mickey Tamarua (M&E)	PNG Football Association	0	1
PNG sports partners - in country	Basil Jofari (Program Manager)	Kokoda Track Foundation	0	1
PNG sports partners - in country	Desmond Kaviagu	PNG Olympic Committee	0	1
PNG sports partners - in country	Asiani Vagi (Head of Programs)	PNG Olympic Committee	0	1
PNG sports partners - in country	Ray Lapun (President),	PNG Hockey Federation	0	1
PNG sports partners - in country	Hussein	PNG Hockey Federation	0	1
PNG sports partners - in country	Miriam Lola Ilumpui (Program coordinator)	PNG Hockey Federation	1	0
PNG sports partners - in country	Kori Toua-Navaru (program oversight),	Netball PNG	1	0
PNG sports partners - in country	Navara Kiene (Program oversight),	WaterAid	1	0
PNG sports partners - in country	Donald (administrator)	WaterAid	0	1

Stakeholder group	Name	Position / Organisation	#W	#M
PNG sports partners - in country	Imelda Kachau (program coordinator)	WaterAid	1	0
PNG sports partners - in country	Sailosi Druma (CEO)	PNG Rugby Union	0	1
PNG sports partners - in country	Della Audama	Black Pearl Rugby League Club	1	0
PNG sports partners - in country	Cathy Neap (program manager)	NRL in PNG	1	0
PNG sports partners - in country	Martin Ingiri (program coordinator)	NRL in PNG	0	1
PNG sports partners - in country	John L. Susuve	PNG Sports Foundation - Director Major Events & Marketing	0	1
PNG strategic sports partners - in country	Ako Maniana	PNG Sports Foundation - Strategic Advisor, Special projects	0	1
Program design	Donna Holden	Partnership Broker, Program design and evaluation consultant	1	0
Program design	Kylie Bates	Led design for Team Up for GHD, UN Women	1	0
Regional / International sports partners	Julie Carrel	Badminton Oceania Confederation	1	0
Regional / International sports partners	Gill Gemming	Oceania Hockey Federation	1	0
Regional / International sports partners	Chris Mastaglio (Director)	ChildFund Sport 4 Development (United Kingdom)	0	1
Regional / International sports partners	Megan Knight (Program Manager)	ChildFund Sport 4 Development (United Kingdom)	1	0
Regional / International sports partners	Mike Armstrong	Oceania Football Confederation (OFC)	0	1
Regional / International sports partners	Barry Griffiths,	International Table Tennis Federation	0	1
Regional / International sports partners	Anthony Moore	International Table Tennis Federation	0	1
Regional / International sports partners	Cherry Harvey	International Table Tennis Federation	1	0
Regional / International sports partners	Peter Topp	FIBA in Oceania – Basketball (Gold Coast)	0	1
Regional / International sports partners	Amanda Jenkins	FIBA in Oceania – Basketball (Gold Coast)	1	0
Regional / International sports partners	Siale	Coordinator located in Fiji	0	1
Samoa sports partners - in country	Pelenatete Taei	Social responsibility programme manager – Football Federation Samoa	1	0
Samoa sports partners - in country	Laumata Lafoga	Women's development officer - FFS	1	0
Samoa sports partners - in country	Mike Felise	NRL Samoa - Country Manager	0	1
Samoa sports partners - in country	Frances Gaufa	NRL Samoa - Development Officer	0	1
Samoa sports partners - in country	Namu Franzisko	NRL Samoa - Voice against Violence Coordinator	0	1
Samoa sports partners - in country	Lepa Faaiuso	NRL Samoa - Development Officer	1	0
Samoa sports partners - in country	Toluiva Keneti	Lakapi Samoa - GIR Plus Lifeskills Coordinator	0	1
Samoa sports partners - in country	Rosemarie Lome	CEO - Netball Samoa	1	0
Samoa sports partners - in country	Justine Samu	Sports Development Manager - Netball Samoa	1	0

<b>Stakeholder group</b>	<b>Name</b>	<b>Position / Organisation</b>	<b>#W</b>	<b>#M</b>
Samoa sports partners - in country	Alna Pavitt	Media and Comms - Netball Samoa	1	0
Samoa sports partners - in country	Stella Siale-Vaea	CEO - Samoa International Cricket Association	1	0
Samoa sports partners - in country	Perelini Mulitalo	Development & Project Coordinator - Samoa International Cricket Association	1	0
Samoa sports partners - in country	Tapai Talaifono	Media and Communication - Samoa International Cricket Association	1	0
Sports Diplomacy	Dr Stuart Murray	Sports Diplomacy Alliance	1	0
Tonga sports partners - in country	Palu Tuamoheloa	Social responsibility programme manager – Tonga Football Association	1	0
Tonga sports partners - in country	Lafaele Moala	Master Instructor – Tonga Football Association	0	1
Tonga sports partners - in country	Meleseini Tufui	Media Officer – Tonga Football Association	1	0
Tonga sports partners - in country	Tangitangi Moala	Data Entry Officer – Tonga Football Association	0	1
Tonga sports partners - in country	Tavake Fangupo	NRL Tonga - Country Manager	0	1
Tonga sports partners - in country	Leone Vi	NRL Tonga - Game Development Officer	1	0
Tonga sports partners - in country	Kiko Penitani	NRL Tonga - Voice Against Violence Co-ordinator	1	0
Tonga sports partners - in country	Holly Coulter	NRL Tonga - VAV M&E Officer	1	0
Tonga sports partners - in country	Lupe Feao	NRL Tonga - Game Development Officer	0	1
Tonga sports partners - in country	Salote Sisifa	CEO - Tonga Netball Association	1	0
Tonga sports partners - in country	Lavelua Taulahi	Assistant Development Officer - Tonga Netball Association	1	0
Tonga sports partners - in country	Uinita Tauhalaliku	Sports Development Manager - Tonga Netball Association	1	0
Tonga sports partners - in country	Salote Fungavai	CEO - Tonga Table Tennis Federation	1	0
Tonga sports partners - in country	Siaosi Vaka	Development Officer - Tonga Table Tennis Federation	0	1
Tonga sports partners - in country	David Frot	AV - Tonga Table Tennis Federation	0	1
Vanuatu - in country lead sports partner	Nancy Miyake	Vanuatu Aquatics Federation	1	0
Vanuatu - in country lead sports partner	Debbie Masauvakalo	Vanuatu Volleyball Federation	1	0
Vanuatu - in country lead sports partner	Jill Scanlon	Vanuatu Volleyball Federation	1	0
Vanuatu - in country sports partner	Tim Cutler (CEO)	Vanuatu Cricket Association	0	1
Vanuatu - in country sports partner	Mary Mahuk (Program Manager)	Vanuatu Cricket Association	1	0
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## Appendix D Program and other documents reviewed

No	Date published	Document
1	2017	Independent evaluation Pacific Sports Partnerships (PSP) and Asia Sport Partnerships (ASP)
2	April 2018	Final investment concept note: Development through Sport
3	January 2020	DFAT: Australian Sports Partnerships Program (design document)
4	September 2018	Implementation plan schedule
5	January 2020	Program logic
6	2019	Sports Diplomacy 2030
7	August 2023	DFAT: Australia's International Development Policy summary
8	August 2023	DFAT: Australia's International Development Policy for a peaceful, stable and prosperous Indo-Pacific
9	August 2022	PIDS 205 Strategy Blue Pacific Continent
10	April 2019	ASPP six-month report 1 July – 31 December 2018
11	October 2019	ASPP annual report 1 July 2018 – 30 June 2019
12	March 2020	ASPP six-month report 1 July – 31 December 2019 Transition Phase
13	October 2020	ASPP annual report 1 July 2019 – 30 June 2020 Transition Phase
14	March 2021	ASPP six-month report 1 July – 31 December 2020 Transition Phase
15	September 2021	Team Up ASPP six-month progress report 1 January to 30 June 2021
16	March 2022	Team Up ASPP annual report 1 January to 31 December 2021
17	September 2022	Team Up ASPP six-month progress report 1 January to 30 June 2022
18	March 2023	Team Up ASPP annual report 1 January to 31 December 2022

<b>No</b>	<b>Date published</b>	<b>Document</b>
19	September 2023	Team Up ASPP six-month progress report 1 January to 30 June 2023
20	2019	DESIGN: PacAus Sports
21	2020	Women in News and Sport (WINS) program design document 2020–28_final
22	2020	WINS six monthly report 1 July – 31 December 2020
23	2022	WINS annual report Jan – Dec 2021
24	2023	WINS annual report Jan – Dec 2022
25	2023	WINS six monthly report 1 January – 30 June 2023
26	Ongoing	Teamup.gov.au
27	Unknown	Women in Sports Leadership concept note (Victoria University)
28	2022	Terms of reference calling for Team Up Strategic Research Partnership for the period 1 January 2021 to 30 June 2025
29	19 May 2023	UTS Project Implementation Plan Team Up Sport for Development Program – Project implementation plan for the evaluation of the Team Up program being undertaken by the Centre for Sport, Business and Society (CSBS) at the University of Technology Sydney (UTS)
30	2023	Concept note – Sport, Equality & Inclusive Communities Impact Network
31	6 October 2023	International Olympic Committee co-investment proposal for DFAT – Team Up briefing paper
32	October 2021	ASPP monitoring, evaluation, reporting and learning implementation strategy – draft
33	2022	Team Up six-month report template (FINAL)v4 updated (for sports partnerships)
34	2021	Staff coach volunteer profile template
35	2021	Story of change template
36	2022	International safeguards for children in sport self-audit (updated 2022).pdf
37	2021	Partnership profile template

<b>No</b>	<b>Date published</b>	<b>Document</b>
38	December 2022	Team Up program impact summary (updated December 2022).xlsx  (Contains worksheets for Human resources / Partnership record / Media table / Content Production / Photo log / Folktale log)
39	2022/23	Team Up reporting requirements (list of reporting requirements – six month and annual
40	March 2023	Social media toolkits (March 2023) Fiji, Nauru, PNG, Samoa, Tonga, Vanuatu
41	July 2023	Social media toolkits (July 2023) Fiji, Nauru, PNG, Samoa, Tonga, Vanuatu
42	28 August 23	2021_08_28 – 5- Team Up Funding ALL (Updated 28 Aug 23).xlsx
43	End 2022	Team Up Phase 2_ACQUITTAL Template_FINAL.xlsx
44	December 2022	Team Up Phase 2_BUDGET Template_final_2022_12_12 (1).xlsx
45	Unknown	Women Win Safeguarding Policy
46	1 July 2020	2020_2021 annual plan_FINAL_2020_06_30.PDF
47	1 July 2021	2021_2022 annual plan_FINAL_2021_06_30
48	31 December 2022	2023 annual plan_FINAL_2023_01_01
49	April 2020	Australian Sports Partnerships Program (ASPP) Environmental and Social Safeguarding Plan (ESPP)
50	February 2019	Australian Sports Partnerships Program Communications Protocols
51	17 March 2021	Team Up – Communication Protocols – DRAFT REV C (CG edits 20210317)
52	21 April 2020	ASPP – Operations Manual_FINAL_2020_04_21.pdf
53	1 November 2023	Team Up_Operations Manual_DRAFT 1_November 2023
54	16 March 2020	Australian Sports Partnerships Program (ASPP) Child Protection and Safeguarding Plan
55	12 March 2021	ASPP Funding Agreement_Low risk

<b>No</b>	<b>Date published</b>	<b>Document</b>
56	22 April 2022	ASPP Funding Agreement_Medium risk
57	20 December 2022	ASPP Funding Agreement FINAL (For Phase 2)