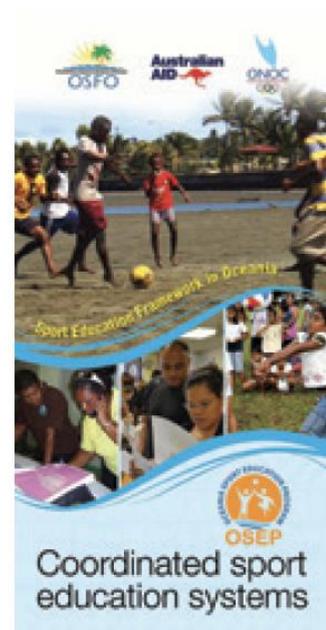
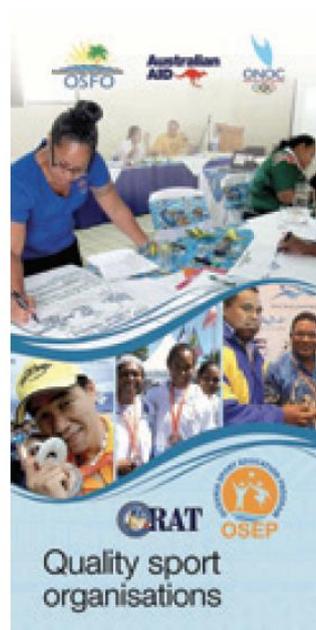
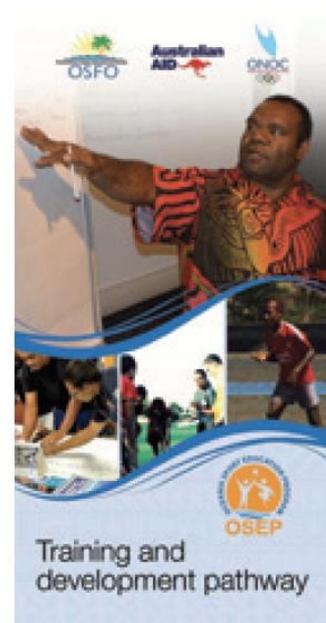




OSEP is about change, OSEP is about making a difference, OSEP is about challenging the status quo, OSEP is about raising the bar



Evaluation of the Oceania Sport Education Program

Terms of Reference

Introduction and Background

A Pacific Sporting Needs Assessment research program conducted in 2004 by the Australian Sport Commission found that sport education was amongst the greatest need across the 22 countries surveyed. The Australian Sport Commission (ASC), partnered with the Oceania National Olympic Committees (ONOC) and Organisations of Sport Federations in Oceania (OSFO) to develop the Oceania Sport Education Program (OSEP).

In 2007, the OSEP initiative shifted organizationally from within the ASC in Canberra Australia to ONOC in Suva, Fiji. It became known as its “flagship programme” to build the capacity of volunteers and paid staff of national federations and 15 National Olympic Committees in the Pacific Islands.

The goal was to build the capacity of a team of Pacific island-based trainers using a *regional based approach of collaboration*.

Courses were delivered across 15 Pacific island member NOC's with the goal to:

1. Improve the governance and management of sport organization operations
2. Improve coaching expertise to assist athletes qualify on merit for the Olympics
3. Improve games preparation of athletes and officials
4. Create training pathways for administrators, coaches, team managers and trainers
5. Improve the coordination of the sport education system

The program delivers its courses under 5 education streams: (1) Administration; (2) Coaching; (3) Strength and Conditioning (4) Team management (5) Trainers courses.

Current Situation

The ONOC Executive has requested an evaluation of the OSEP initiative to assist in preparing a proposal for the next round of funding and to guide the future of the program.

OSEP has been running since 2008 without a full evaluation of the processes, outcomes or impact. There have been annual reports, audits and tracer studies conducted (see list of documents in Annex 1). The findings from these reports have not been brought together into a consolidated report to map a way forward for the next phase of the program.

The most recent Strategic Plan was produced for the period 2018-2021 has the aim of being the best performing Continental Association by:

1. Building and Strengthening NOC Capacity
2. Cultivating regional and global partnerships
3. Contributing towards sporting excellence
4. Leading by example

Previous strategic plans have been produced for the periods 2008-2012 and 2013-2016.

To date a total of \$US5.75 million has been allocated to the program. This evaluation needs to evaluate the performance of the program to inform the next Olympic cycle.

Purpose and Scope of the Evaluation

The purpose of the evaluation is to assess the performance of the program to date and to make recommendations for the next phase. The evaluation will provide an overview of progress since 2008 with a particular focus on the last 4 years of the program in terms of processes and achievement of intended outcomes. The evaluation will document and describe the overall progress and inform the next submission for funding.

The scope of the evaluation will cover all 15 countries through a review of documentation, however it is expected that up to 8 countries will be visited as part of the field work. The countries to be selected will be determined during the inception phase and captured in the Evaluation Plan.

Key Evaluation Questions

The Evaluation will address the following key evaluation questions:

1. To what extent has the program achieved its objectives? Was the program effective? To what extent did the program achieve positive outcomes for individuals and organisations?
2. Does the program represent value for money? To what extent can the program be delivered more efficiently and effectively to achieve greater value for money? What are the constraints to achieving this?
3. What were the major challenges and barriers to implementation? Did this lead to innovative practices?
4. To what extent has there been a significant increase in sport participation. Has there been an increase in the identification of potentially elite athletes and sports people?
5. Has participation and performance at the Pacific and Olympic Games improved compared to previous events? Have world standings improved for the Pacific Islands? Have team rankings improved over the implementation period and to what extent can this be attributed to the program?
6. To what extent have there been improvements in delivery and support systems for sport participants?
7. What are the recommendations for the next phase of the program? Is the current OSEP strategy appropriate and relevant? How can it be refined?

Evaluation Approach

The evaluation will be implemented using an evaluation 2 of two specialists – Evaluation Specialist as the Team Leader and a Sports Training and Development Specialist. Both positions will be contracted directly to OSEP. It is expected that the Evaluation Specialist will be contracted for up to 55 days and the Sports Training and Development Specialist for 45 days. OSEP will provide management oversight but will not influence the outcomes of the evaluation. The Evaluation Team will report findings directly to the ONOC Education Commission.

The Evaluation Team will be expected to develop an **Evaluation Plan** based on available resources and the timetable outlined in these terms of reference. The Evaluation Plan will include an analytical framework which demonstrates how the evaluation questions will be addressed through sources of evidence and information, and the analysis processes to arrive at key findings and recommendations.

Documentation and a list of key informants will be provided to the Evaluation Team by OSEP after awarding of the contract.

The general evaluation approach will be based on:

1. Discussions with ONOC and OSEP management.
2. A review of available documentation including strategic plans, annual reports, audits and tracer studies (see Annex 1)
3. Undertake a stakeholder analysis to understand stakeholder expectations, their stake in the program and areas of interest. (see Annex 2)
4. Field visits and interviews with key informants, stakeholder groups and trained participants.
5. Analysis and synthesis of results into a draft evaluation report for comment by OSEP and ONOC management.

The Evaluation Team may choose to implement survey tools to capture information about general perceptions and outcomes from the program. This will be documented in the Evaluation Plan.

Up to 8 countries will be visited during the field work. The selection of countries will be determined during the inception phase. Four to five weeks will be allocated for field visits.

The organisation of key informant interviews and meetings in each of the targeted Pacific Island countries will be organised through OSEP. OSEP will prepare an introductory letter and organise all logistics, such as flights, accommodation and per diems.

Timelines and Deliverables

It is expected the Evaluation will commence by the end of November 2019 with an inception meeting with OSEP. This will outline OSEP expectations and the proposed timetable. It will allow the Evaluation Team to ask questions about the process, logistical arrangements and objectives of the evaluation.

Timelines	Duration	Completion date
Evaluation Team recruitment	15 days (OSEP)	November 25
Mobilisation of the team	5 days (OSEP)	November 30
Inception meeting (in Suva, Fiji) and preparation of the Evaluation Plan	5 days (Team)	December 31
Document review, stakeholder analysis	5 days (Team)	January 15
Field mission (8 countries)	25 days (Team)	March 15
Report preparation and presentation to the board (in Suva)	15 days (Team 5 days STD specialist and 15 days TL)	April 3rd
Amendments based on feedback	5 days (TL)	April 17

Deliverables	Due Date
Evaluation Plan – Outlining the plan for undertaking the evaluation based on the terms of reference - 3 weeks after commencement	December 31 st 2019
Document Review Report and Stakeholder analysis	January 15 th 2020
Field Report	March 15 th 2020
Draft Evaluation Report and Presentation to the Board (Suva)	April 3 rd 2020
Final Report and OSEP management response (attached)	April 17 th 2020

Evaluation Team Requirements

It is expected that the team will consist of (1) **Team Leader - Evaluation Specialist** with experience working in the Pacific and experience undertaking strategic independent evaluations and (2) A **Sports Training and Development Specialist**, with Pacific Island experience. It is expected that the Evaluation Team will have logistical and administrative support to organise flights and accommodation, and support for managing data and report production.

The required experience for the Evaluation Team members are:

Team Leader - Evaluation Specialist (up to 55 days inputs):

Responsibilities

- Producing the Evaluation Plan
- Leading the team and producing the final evaluation report
- Preparing the evaluation plan in consultation with OSEP and the Sports Training and Development Specialist
- Presenting to the ONOC Education Commission i.e. the OSEP Board

Requirements

- Experience undertaking strategic evaluations and preparing concise and clear evaluation plans and reports.
- Experience working in the Pacific and an understanding of Pacific Island culture
- Ability to analyse qualitative and quantitative data to address key evaluation questions
- Ability to write concisely and clearly in English
- Knowledge of the sports industry
- Ability to communicate with a range of stakeholders with different levels of understanding
- Experience undertaking interviews in a multi-cultural setting
- Experience writing clear recommendations for implementation by a Board.

Sports Training and Development Specialist (up to 45 days inputs):

Responsibilities

- Assisting in developing the Evaluation Plan
- Conducting the stakeholder analysis
- Contributing to field work and preparing the field report
- Contributing to the Evaluation Report

Requirements

- Experience designing and undertaking sport training and development programs
- Practical experience with sports curriculum development
- Understanding of sport accreditation processes
- Good facilitation and interviewing skills
- Good understanding of human resource development practices and principles
- Understanding of training and development in relation to sports administration, community development, coaching, strengthening and conditioning, team management and trainers' courses.
- Pacific Island experience and a good understanding of Pacific Island sports and culture
- Knowledge of the Olympic movement and global governance structure from the International Olympic Committee to the national Olympic committees.

Budget and Resources

The total budget for the evaluation is \$US100,000. This will cover the fees of the specialists (100 days) and travel and accommodation expenses. All additional support services will be provided by OSEP, this includes organising meetings, flights, accommodation and information management.

OSEP will provide documents for review and identify and contact key informants.

Governance structure

The Evaluation will be managed by the OSEP management team who will provide logistical and administrative support and ensure the Evaluation Team comply with the Terms of Reference. The Evaluation Team will maintain independence from the OSEP management team other than receiving logistical and administrative support for the evaluation.

The Evaluation Team will report directly to the ONOC Education Commission which acts as the OSEP Board. The initial results of the evaluation will be presented to the ONOC Education Commission on the 3rd April 2020. The final report, following feedback from the ONOC Education Commission will be completed by 17th April 2020.

A selection committee, as a subset of the ONOC Education Commission, will be established to select the specialists, provide oversight and quality assurance to ensure the Evaluation Team meets basic reporting standards for the Commission (board).

The Management Team in OSEP will provide a management response to the recommendations in the report. The Management response will be an annex to the final report which is submitted to the ONOC Executive through the ONOC Education Commission. The ONOC Education Commission will endorse the final report to the ONOC Executive and ONOC Executive will approve the final report and recommendations, and allocate appropriate resources for implementation.

Due date for submission of interest

5pm Friday November 15, 2019 to osep@onoc.org.fj

Enquiries to:

Email - osep@onoc.org.fj

Phone/Viber/WhatsApp - +679 999 7880

Skype - OceaniaSportEducation

Annex 1. Documents for Review

1. Sport Education Framework in Oceania
2. OSEP strategic plan 2008-2012 and 2013-2016
3. ONOC strategic plan 2018-2021
4. ONOC Annual reports 2008-2018
5. NOC annual reports
6. ONOC Education Commission meeting minutes 2008-to date
7. MOUs with Training providers
8. OSEP Quality management system (QMS)
9. ONOC Trip reports - OSEP
10. OSEP Tracer study reports
11. Course coordination audits
12. Other documents

Annex 2. Key informants to be interviewed

1. **ONOC Administration** – President, Vice President and Secretary General
2. **ONOC Education Commission** – Past chairperson, Current chairperson and selected members
3. **FASANOC Education Commission** - Chairperson
4. **NOC** - President and/or Secretary Generals or Chief Executive Officers, Performance coordinator, Development managers, Sport education officer and Sport Development Officers, **Olympic Solidarity (Lausanne)** - Oceania manager
5. **OSEP Trainers** – Mentor, Regional Master Educators, OSEP Educators, Master Educators, Educators, Presenters and Assessors
6. **OSEP Consultants**
7. **OSEP Training providers** – training institutes, Government ministries and regional sport federations Directors, Sport development managers or Officers
8. **OSEP trained participants** – NF and NOC coaches, administrators, event planners, board members and trainers