

A joint initiative between ONOC and OSFO



## Oceania Sport Volunteers and Professionals Workshop *"S'porting Partnerships"*

17-19 May 2012

Novotel Convention Center, Lami Bay, Suva



## Table of Contents

1	Executive Summary.....	4
2	Introduction.....	5
3	Summary of Sessions .....	6
3.1	KEYNOTE ADDRESS.....	6
3.2	PROFESSIONAL DEVELOPMENT .....	6
3.2.1	Leadership In Sport.....	6
3.2.2	Regional Media.....	7
3.2.3	Regional Information Center.....	7
3.2.4	Regional Conference .....	8
3.3	REGIONAL PROGRAM .....	8
3.3.1	The Readiness Assessment Tool.....	8
3.3.2	Regional Funding.....	10
3.3.3	Regional Health And Sport Programs.....	10
3.3.4	National And Regional Projects - Case Studies.....	11
3.3.5	Regional Sport Education .....	12
4	FUTURE DIRECTIONS.....	13
4.1	Regional Sport Stakeholders.....	13
4.2	Reasons For Collaboration.....	13
4.3	Regional Priorities for Development and Education.....	14
5	LESSONS.....	17
6	RECOMMENDATIONS.....	18
7	ANNEXES.....	19
7.1	Annex 1: Sessions 1 & 2 - Welcome and Keynote Address .....	19
7.2	Annex 2 : Sessions 3 and 4 - Leadership in Sport .....	20
7.3	Annex 3: Session 5 and 6 - National Federation Capacity Building .....	22
7.4	Annex 4: Session 7 – Regional Health Initiatives .....	23
7.5	Annex 5 - Session 8 – Regional Funding (Olympic Solidarity) .....	24
7.6	Annex 6: Session 9 – the Fiji STOP HIV program .....	25
7.7	Annex 7 - Session 10 – Australian Sport Commission regional initiatives ....	25
7.8	Annex 8: Session 11 – Regional Sport Education.....	27
7.9	Annex 9: Session 12 - Case Studies .....	28
7.9.1	SKK community project.....	28
7.9.2	“Aorok in Lojet” .....	29
7.9.3	Jail House Rock.....	29
7.9.4	Weightlifting Fiji – Coaching scholarship .....	30
7.9.5	BWF ShuttleTime School Badminton Project - Tonga.....	31
7.9.6	Voices of the Athletes (VOA) .....	31
7.9.7	Regional Training Provider (USP) and Sport Federation (Fiji Hockey) .	32
7.9.8	Baseball’s regional sport development program – building capacity .....	32
7.9.9	Just Play.....	33
7.10	Annex 10: Session 13 – Professional Development - Oceania Sport Media	34
7.11	Annex 11: Session 14 - Regional Information Center.....	35
7.12	Annex 12: Session 15 – Regional Conference .....	36
7.13	Annex 13: Session 16 – Future Directions and Action Planning.....	37

7.14	Annex 14 - List of Delegates .....	38
7.15	Annex 15 – Workshop Agenda .....	39
7.16	Annex 16: Evaluation Feedback.....	43

# 1 Executive Summary

- i. A regional workshop was held for national Olympic committees and national sport federations from the 17-19 May 2012 in Suva Fiji. Sixty five (65) delegates from 14 countries under the ONOC membership attended the workshop.
- ii. Professional development opportunities centered on Leadership in sport, modern media and communication platforms and national sport federation management.
- iii. Key regional initiatives to strengthen the national sport federations were the *Readiness Assessment Tool* and *Oceania Sport Education Program* (OSEP). It was endorsed and supported by delegates with calls for investment in its further development and implementation. Delegates supported the direction of the Sport Volunteers and Professionals Competency Framework for a regional approach to accreditation of coaches, administrators and technical officials.
- iv. Funding opportunities are available through ONOC and IOC's Olympic Solidarity program and Australian Sport Commission (ASC's) Country Programs, Sport Development Grants, Pacific Sport Partnerships, Pacific Sport Fellowships and Healthy Islands through Sports (HITS) initiatives.
- v. Sport organisations have a social call to support the prevention of the growing epidemic of non-communicable diseases (NCDs) and increase in STI's and HIV in the Pacific. Regional initiatives like the World Health Organisation's (WHO) South Pacific Office and ONOCs Sport Training Outreach Program (STOP) HIV are opportunities to translate from international/regional to local level implementation.
- vi. Good practice projects exist throughout the region in the areas for *Sport 4 Development* and *Sport 4 Excellence*. The message of forging and rejuvenating partnerships between sport and non-sport organisations to achieve mutually beneficial outcomes was clearly evident.
- vii. A regional approach to sport education – recruitment, training, development and support for sport volunteers and professionals – as presented in the *Sport Education Framework in Oceania* requires a pooling of resources and expertise amongst the key regional sport stakeholders (ONOC, ASC and OSFO) with organisations involved in education and health to build stronger connected systems within each Pacific Island country.
- viii. Advocacy, communication and resource sharing were identified as key reasons for collaboration amongst Oceania sport stakeholders at the international, regional, national and local levels.
- ix. Regional priorities for development include governance, situational analysis of sport in each country, education and the readiness assessment tool, effective and efficient communication, regional strategic plan, bottom up approach to sport development, a well educated group of sport volunteers and professionals and coordinated and close collaboration with regional partners for *Sport 4 Development* initiatives

## 2 Introduction

The ONOC-OSFO workshops were initiated and funded by ONOC as an avenue to bring together national and regional development officers of the NOC and Regional Sport Federations. They were held from the 17-19 May 2012 at the Novotel Convention Center, Lami Bay, Suva, Fiji

The objectives of the workshops were:

1. To provide direction on an approach for coordinated and collaborative partnerships amongst regional and national sport partners
2. To provide professional development opportunities for sport professionals in Oceania
3. To provide input into the ONOC 2013-2016 education (training and development) plans

The outcomes were:

1. Agreement in direction for sport accreditation pathways in coaching, officiating and administration streams
2. Recommendations for a national strategy for country implementation by NOC and IF
3. A “how to guide” for building effective strategic partnerships
4. Up skilled sport professionals on sport initiatives

An organizing committee comprising of ONOC staff and OSFO volunteers was formed to plan and prepare for the workshop (refer to Annex 15 for workshop agenda).

About 75 delegates were registered to attend the workshops with about 80% actually participated in all the sessions (refer Annex 7.14 for list of delegates).

Prior to the ONOC-OSFO workshops, an OSEP Community Educators Training was held from the 10-16 May 2012 (excluding 12-13 May) targeting national and regional sport development officers and OSEP Training Providers. 24 volunteers and professionals representing NOC, NF, Regional Sport Federations and OSEP Training Providers attended the training. Two (2) regional sport federations and thirteen (13) National Olympic Committees were represented. A separate report for this training is available.

Presentations from the workshop have been made available at the [www.oceaniasport.com/osep](http://www.oceaniasport.com/osep) website under “Reports”



This report captures the overall presentations, discussions and recommendations from the 2½ days of workshops.



## 3 Summary of Sessions

### 3.1 KEYNOTE ADDRESS

ONOC President Dr. Robin Mitchell, OSFO President Steve Smith delivered a brief welcome address before inviting Vidhya Lakhan to deliver the keynote address. Lakhan provided an overview of his experiences from being an athlete to an administrator. A brief on this is provided in Annex 7.1.



### 3.2 PROFESSIONAL DEVELOPMENT

#### 3.2.1 Leadership In Sport

A team of three experts facilitated the Professional Development on Leadership in Sport. These were Allan Mua and Mereani Rokotuibau of the Pacific Leadership Program and Margaret Eastgate of ONOC (pictured).



It was delivered into two parts:

1. The first session aimed at giving insights into 'Leadership' and providing diagnostic tools for leadership. Delegates identified a range of traits expected of a leader (summary in Annex 7.2) and used these to workshop case studies.
2. The second session focused on delegates discussing any challenges they had relating to ONOC. The delegates were broken up into four key stakeholder groups. Individuals were identified as liaison persons who would follow up on the issues raised namely Rota Onorio of Kiribati for NOCs, Steve Smith & Chet Gray (Executive members of OSFO) for OSFO, Tai Smith (Fiji Hockey) for NF's and IFs and Peter Chalapan (PNG Sport Foundation) for partners. A summary of the responses are shown in the table below:



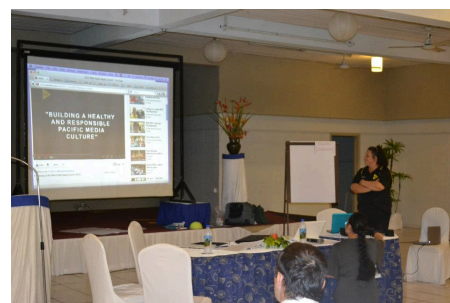
**Table 1 – Partners Views on relationship with ONOC**

Stakeholder Groups	Key issues highlighted
NOCs	<ol style="list-style-type: none"><li>1. Consideration for funding for grassroots programs</li><li>2. More exchange/attachments between NOCs e.g. reporting</li><li>3. More workshops in specific areas</li><li>4. More partnership opportunities</li><li>5. A real discussion and strategic approaches to help raise standards of sport in the Pacific</li><li>6. Increase IOC scholarships terms from 2 to 3 years</li><li>7. The administration subsidy was not enough</li><li>8. Incentives for SDO's e.g. orientation in the OS office Lausanne</li><li>9. Workshops (specific e.g. IT) for SDO's, finance etc.</li><li>10. More capacity support</li></ol>
Partners	<ol style="list-style-type: none"><li>1. Involve and communicate with partners to expand the reach of sport initiatives</li><li>2. Sharing of current information of ONOC programs (e.g. annual schedules)</li><li>3. Awareness of ONOC programs and the roles and responsibilities of partners</li></ol>

	<ol style="list-style-type: none"> <li>4. What are the possibilities of direct links with ONOC by partners?</li> <li>5. Better coordination of ONOC programs within before reaching out to the NOCs and partners</li> <li>6. Sharing of resources to support each other as partners (2 way communication)</li> <li>7. ONOC is too protective of NOCs</li> </ol>
NF's and IFs	<ol style="list-style-type: none"> <li>1. Channel of communication from ONOC and NOC then to NF's (sometimes information passed down is distorted, incomplete or does not reach intended audience)</li> <li>2. Accountability of funds in terms of distribution</li> <li>3. Understanding the roles of ONOC and NOC</li> <li>4. Need more funding</li> <li>5. More networking opportunity</li> </ol>
OSFO	<ol style="list-style-type: none"> <li>1. Partner with ONOC to make OSFO a better resourced, more attractive organization for funding and capacity building of its sport organisations</li> <li>2. Youth Development – don't know about Olympic solidarity, what are the funds for programs, not sure how to access OS funds</li> <li>3. Employ a full time person to apply for funding in OSFO to spread to countries</li> <li>4. Minimum standards for NOCs (monitoring NOCs)</li> <li>5. Regional training programs for technology</li> <li>6. ONOC to go to OS to broaden what funding can be used for</li> <li>7. Looking after (retention) of volunteers, listen to the sports</li> <li>8. Opportunity to access returned or unused OS funds (greater flexibility)</li> <li>9. Great staff! Thanks ONOC!</li> </ol>

### 3.2.2 Regional Media

Pacific sport organisation's were informed of the existing partnership between ONOC and Pacific Islands News Media (PINA) and the available communication platforms available to NOC and NF's by PINA's Training Manager Matai Akaoula and OSFO's Edwina Ricci.



Key points raised were the need for:

1. NOCs and NF's to create news items that can compete with other regional news for greater reach in regional and national media platforms.
2. NOCs to identify in country links as the liaison to the Edwina Ricci initiated Pacific based Reporters Academy. The Reporters Academy current focus is telling the story of Oceania athletes to the Olympic Games. The long-term plans are to provide support to National Olympic Committees and NF's to create content through partnerships with students in schools throughout the region (refer to Annex 7.10).

### 3.2.3 Regional Information Center

New Oceania Sport Information Center (OSIC) Coordinator, Patricia Frantangelo, presented the University of the South Pacific's Oceania Sport Information Center (OSIC). It is a database of historical and contemporary pacific and international sports and sport education resources (refer to Annex 7.11).

The center requested sport organisations and individuals involved in Pacific sport to provide information, reports and books to contribute to a central collection base.









- Suggestions for RAT 2.0 and beyond
  - ☺ The inclusion of an action plan template
  - ☺ A compulsory requirement that assessment must be completed by a group of NF administrators OR alternatively the NOC and regional sport federation should have the ability to conduct a separate and independent assessment. These should be able to be compared for similarities and differences.
  - ☺ There is a need for endorsement by the NOC or regional sport federation before final results are released
  - ☺ Ensure the tool is fully functional before it is released publicly
  - ☺ Consideration for other benchmarks such as “participation” or “grassroots sport for development” initiatives
  - ☺ Commitment from ONOC leadership of continued investment in the further development of the RAT

The access to the online RAT provided regional and national sport federations to utilize a unique tool that is available to all sport organisations under the 15 Pacific Islands NOC banner. National sport federations have access to the RAT (via their NOC) to complete their assessment, develop their long-term plans, objectively identify their training needs and better target education programs and funding proposals.

The RAT 2.0 is due for launching in July 2012.



### 3.3.2 Regional Funding

The delegates were provided with a comprehensive overview of the ONOC administered Olympic Solidarity program and the ASC funding initiatives. Key areas covered were:

1. Funding opportunities for NF's and IFs through the NOCs are categorized under the Olympic Solidarity World and Continental Programs (Annex 7.5)
2. Information from the ASC highlighted the sport for development initiatives in their 7 countries of Vanuatu, Tonga, Samoa, Fiji, Solomon Islands, Nauru and Kiribati.
3. ASC provided delegates with an opportunity to feedback on sport for development initiatives it hopes to invest in, in future (Feedback provided in Annex 7.7).
4. Sporting bodies have an opportunity to access Olympic Solidarity through their National Olympic Committees and the Australian Sport Commission through their Country Programs, Sport Development Grants, Pacific Sport Partnerships, Pacific Sport Fellowships and Healthy Islands Through Sports (HITS) initiatives.

Questions were also raised on the absence of regional sport organisations in the HITS meeting in March 2012. ASC responded with an invitation to attend the strategy meeting in July 2012.

There was a clear message for regional organisations to better coordinate sport for development and sport for excellence initiatives for successful outcomes. One of the suggestions is for ASC, OSFO and ONOC combining to create a coordinated approach in receiving and assessing funding applications from organisations engaged in sport in the Pacific.

### 3.3.3 Regional Health And Sport Programs



Two regional community sport projects were presented to delegates – the regional Sports for health initiatives coordinated by Dr. Temo Waqanivalu (pictured) of World Health Organisation (WHO) South Pacific Office. The Sport Training & Outreach Program (STOP) HIV administered by the ONOC office was presented by Margaret Eastgate (ONOC) and Lorraine Mar (FASANOC). Key points were:

1. A real crisis exists in the Pacific with NCD's amongst the leading cause of deaths. Delegates had an opportunity to access facts and become aware of the importance physical activity and regular community sport plays in addressing this epidemic (Annex 7.4)
2. The WHO community programs are coordinated through the national health government bodies. It is an opportunity for sport bodies to engage with health partners in joint partnerships to increase sport activities in communities.
3. The STOP HIV highlighted the strengths in engaging sport bodies with partners with expertise in health related issues such as STI's, HIV and AIDS. Regionally, ONOC engages with the Secretariat of the Pacific Communities (SPC), Oceania RADO, Forum Secretariat, UNAIDS, Pacific Islands AIDS Foundation and OSFO for resource sharing.
4. At a national level, STOP HIV is fully functional in Fiji through the coordination of the Fiji Association of Sports and National Olympic Committee (FASANOC). A full time coordinator, funded by SPC, leads the initiative. Successful partnerships have been the message in the successful implementation of the program. The partners include health organisations, SPC, non-government organisations, UN agencies, IFs, NF's, sport athletes, volunteers and FASANOC commissions.
5. The sport platform has been the successful conduit to increase awareness on HIV and AIDS as well as extending the social responsibility of FASANOC to the community and the profiles of elite athletes. It was also noted that a number of challenges exist.

### 3.3.4 National And Regional Projects - Case Studies

Nine (9) case studies, mostly community-based projects, from the Pacific were presented and discussed (refer to Annex 7.9). The presentations outlined the partnerships created between the Olympic movement and partner organisations at regional and national level.

These ranged from regional and national partnerships of between 3 to 13 years to community based projects of a smaller scale over one month to a year duration. The message of partnerships in sport was clear throughout the presentations. Listed below are some of the messages that came out from the case studies:

1. Know what you have available (strengths and core competencies), what you lack and identify organisations that could strengthen your cause and help achieve mutually beneficial organizational goals
2. Knowing and having skills to access funding from sport and non-sport organisations
3. Strategic partnerships between leaders at regional and national level through joint projects
4. The appropriateness of having skilled and competent coaches, technical officials and administrators to carry out activities as per project plans
5. Creativity in linking sport goals to national development issues to share financial and human resource
6. Translation of predominately English resources into the local language
7. Partnerships created at national level required further translation to the local level to meet their needs and resource

The above list is not exhaustive but designed as a starting point to help pacific sport organizations identify, forge and rejuvenate partnerships. Further areas can be built upon, based on the 9 case studies and other presentations presented throughout the workshops. These can be accessed on the [www.oceaniasport.com/osep](http://www.oceaniasport.com/osep) website under “Reports”





### 3.3.5 Regional Sport Education

Presentation by OSEP Coordinator, Sainimili Talatoka, on the Sport Education Framework in Oceania and how it is important in creating a sustainable structure to support the recruitment, training, development and support of coaches, administrators, technical officials and sport science and medical specialists in the Pacific (refer to Annex 7.8).

The highlights from the session include:

1. Endorsement and feedback from IFs and NF's on developing a Pacific relevant sport accreditation pathway using the *Sport volunteers and professionals competency framework*.
2. This need is further supported by findings from a survey on regional sport federations on their sport education framework:
  - a. 50% used their sport specific education framework, 25% an Oceania framework and 25% had no framework
  - b. 25% of those surveyed had their general principles delivered by OSEP, 25% by Australian and 50% by their IFs or other bodies
  - c. The OSEP was desirable in that it gave an opportunity to network with other sports, made links with national sport development officers, use of face to face and other delivery methods
  - d. Of those that did not engage with OSEP, most were due to lack of understanding and knowledge.
3. A workshop session generated feedback on the roles and responsibilities identified for coaches, administrators, sport science and medical specialist, team managers, technical officials, board and governance, sport management and community sport. Information received is being input into the current Competency project team being put together under OSEP to develop the *Sport Volunteers and Professionals Competency Framework*.
4. With the need to better coordinate between NOCs, IFs, NF's and partners in country, an opportunity exists for funding through OSEP's "systems development grant." For more information, visit the [www.oceaniaport.com/osep](http://www.oceaniaport.com/osep) website





## 4 FUTURE DIRECTIONS

The final session had delegates formed into groups to provide their input based on guided questions.

### 4.1 Regional Sport Stakeholders

A summary of group activities is presented in the table below:

**Table 2 – Oceania Sport Stakeholders**

Type	Description
International	IOC, IF and UN
Regional	ONOC, Australian Sport Commission (ASC), Pacific Islands News Association (PINA), Secretariat of the Pacific Communities (SPC), Pacific Games Council (PGC), World Health Organisation (WHO), Organisation of Sport Federations in Oceania (OSFO), Sport NZ, AUSAID, USP, Secretariat of the Pacific Board for Educational Assessment (SPBEA), Pacific Islands Forum Secretariat (PIFS)
National	National Sport Federations (NF), National Olympic Committees (NOC), Media organisations, Non-government and civil society agencies, Government Health, Education, Justice and Sport Departments/ Ministries, Higher Education Institutes, Teacher Training institutes, Sport Academies, Sport Councils/Commission, National Qualifications Authority
Local	Organisations Sport clubs, private sector, communities (villages, hamlets, municipalities), City and Local councils, schools, sport facilities providers, churches, sport equipment providers
	Individuals Athletes, players, delegates, parents, officials, volunteers, coaches, teachers, sport scientists and medical experts, traditional chiefs



### 4.2 Reasons For Collaboration

A summary of the reasons for collaboration are listed:

#### ADVOCACY

- Advocacy strategy for political engagement and recognition
- A partnership plan with regional/national strategies and clear responsibility map

#### COMMUNICATION

- Strengthen the shared communication platform and improve inter agency communication through liaison officers and regular meetings between partners
- Build relationships based on respect, inclusion, trust, honesty and transparency
- Honest and open discussion about human and financial resources
- Increased workshops that include key stakeholders

#### RESOURCE SHARING

- Improved strategies for sharing sport education between OSEP, OSIC and IF/NF's
- Share resources and knowledge e.g. information and sport activity/tools on best practices
- Consult for joint programs through the identification of areas of mutual benefits/common goals and to fill gap

### 4.3 Regional Priorities for Development and Education

Key areas that were suggested to be coordinated by ONOC with its partners are outlined below:

1. Governance
  - a. Request continuation of IOC and ONOC Olympic solidarity support and publicise widely those resources that are available
  - b. ONOC to prioritise the delivery of OSEP's governance module at all levels of sport – community, competition and national
  - c. Formalise and provide further resources to support a mentorship program between IFs/NFs, ONOC/NOC and ASC.
2. Situational analysis of sport in the region to identify gaps
  - a. Formalise and make readily available the country situational analysis conducted by ONOC/OSFO with assistance from NOC, NF and other partners
  - b. Consider all Olympic and non-olympic sports
  - c. Based on gaps, set action plans and implement with partners
3. Education and the Readiness Assessment Tool (RAT)
  - a. A commitment to implementing change on gaps with NOCs and NFs
  - b. OSEP and the RAT as a top priority to be fully operational and online
  - c. Develop other benchmarks with partners
  - d. OSEP linked to existing education system i.e. delivery through recognised training providers. A key component is to train teachers to deliver OSEP
  - e. Regional colleges/universities consider taking on OSEP as an accredited course
  - f. Develop a quality assurance framework for OSEP certification and accreditation
  - g. Implement RAT across IFs, NFs and NOCs
  - h. Setting benchmarks and standards that “raise the bar”
  - i. ONOC and OSFO to focus on investment and support for further development,



- workshops with partners for familiarity and user-friendly usage and support to make the action items possible
  - j. Deadlines for RAT 2.0 fully activated by June 2012, all NF's to complete RAT by December 2012 and by June 2013 an action plan that is communicated regionally for implementation
  - k. ONOC to develop a RAT for NOCs with consideration also for Clubs and schools and Athletes (to qualify for regional and international games)
4. Effective and efficient communication
- a. Develop a communication framework network with partners/stakeholders between Jan-Jun 2013
  - b. Build capacity within national and member sport organizations in the period Jan-June 2013
  - c. Make sure priority messages are communicated vertically and horizontally
  - d. ONOC and OSFO to organize more workshops for practitioners, ONOC, OSFO, NOC decision makers, Government reps (Health, sport, education, justice), media
    - i. Confirm date, location, agenda to determine calendar clash bookings, etc



5. Develop a regional strategic plan
- a. Consultation and appoint working committee to develop plan
  - b. Conduct initial meetings from Jan-June 2013 to identify KRA's, Goals and Objectives
6. A bottom up approach to sports development
- Grassroots, talent ID and elite (using the pyramid diagram)
  - Refocus development at grassroots level (NF)





- a. Align resources to widen participation with assistance from partners, NOC and IFs through a collaborative approach
  - b. Encourage sport leaders to prioritise “a” by utilizing OSEP
  - c. Use the RAT results to convince Olympic Solidarity to increase investment in the sport participation category
  - d. To be standardized within the 2013-2016 quadrennial
7. A well educated group of coaches, officials and administrators across zone
  - a. To recognize and build on the involvement of Australia and NZ organisations in Pacific Sport
  - b. Gender equity
8. Coordinated and close collaboration with regional partners for *Sport 4 Development*
  - a. Greater collaboration between OSFO and its members
  - b. ONOC through OSEP with its members
  - c. How sport can assist to deliver a healthier Pacific e.g. reduction in NCD's, promote positive healthy lifestyles?
  - d. How can sport contribute to community cohesion and nation building?
  - e. Greater attention to mass participation
  - f. Youth focus – they are the future, demographics, capture them young!
  - g. Identify role models/better citizens



The above strategies were provided with suggested time frames to begin from January 2013. With the Olympic quadrennial coming to and end, this is an opportune time to begin the process of using these suggestions as a basis for the 2013-2016 plan. It is suggested that the major regional sport bodies form a working group to coordinate and implement in the most appropriate way.

Delegates also provided feedback on “strong leader qualities”, and “why sport is important”, please refer to Annex 13 for details.





## 5 LESSONS

1. There are many opportunities available for sport for development and sport for excellence initiatives but there is an urgent need to better coordinate between regional organisation's in terms of resource allocation and communication.
2. There was a general agreement that the greatest need is in developing sport at the grassroots or community level. However, the perceived allocation of resources did not reflect this. The results of the national sport federation assessment, through the readiness assessment tool, provides an opportunity to re-align Olympic Solidarity funding to reflect areas of greatest need.
3. Strong urgency to build the competencies and capacity of sport volunteers and professionals and the reciprocal call for emphasis on quality assurance of training and development systems adopted by sport organisations and a more inclusive approach of coordination with national and regional partners.
4. The *Readiness Assessment Tool* (RAT) was clearly the sport development tool endorsed and supported by the delegates.
5. There are great sport stories delivered by NF, IF and NOCs, sport departments in the region that need to be advocated and marketed to all stakeholders to encourage good practice.
6. Wide support that sport plays a key role in national development from improving healthy lifestyles and sporting outcomes to improving the social lives of the people in the Pacific.
7. A need for partnership between mainstream sport organisations and other sector organisations nationally and regionally to strengthen delivery and better achieve organisational outcomes.
8. There is a perception of duplication of activities and often-unclear or uncoordinated projects and funding opportunities offered by regional partners, which has created confusion and additional project management responsibilities for national sport federations and partners.



## 6 RECOMMENDATIONS

1. Engage an Independent consultant before the end of 2012 to assist in the development of the 2013-2016 strategic plan for ONOC with the key partners of OSFO, PGC and ASC.
2. Reflect on the role of regional organisations like ONOC, OSFO and ASC and identify strategies for better coordination of resources across the Pacific. A need to re-convene the tripartite meetings between ASC, OSFO and ONOC with clear terms of reference, resource contribution and outcomes outlined and it become the forum to further deliberate on issues raised from this workshop.
3. Conduct a number of joint sessions and/or workshops between NOC and IF Board and management delegates to review the current process and systems used to develop sport in the region based on valuable issues highlighted from this workshop (suggested within the next year).
4. Representatives of ONOC and OSFO (representing NOCs and IFs) to coordinate the way forward for the further development of the RAT and its most appropriate implementation with all registered NF's under NOC and IF jurisdiction by September 2012.
5. NOCs and IFs to demarcate its operations under the *Sport 4 Development* and *Sport 4 Excellence*. This provides a means of differentiating but at the same time connecting sport projects as per the *Sport Education Framework in Oceania* and the growing initiatives outside of mainstream sport in the region.
6. A team comprising of representatives from the regional sport organisations, to meet before the end of the year, to determine terms of reference and an action plan on the “how to progress” the above recommendations.



## 7 ANNEXES

### 7.1 Annex 1: Sessions 1 & 2 - Welcome and Keynote Address

- Oceania National Olympic Committee (ONOC) President Dr Robin Mitcheall and Organisations of Sport Federations in Oceania (OSFO) President Steve Smith provided introductory brief remarks. This was followed by the ONOC President introducing the Key Note Speaker and FASANOC President, Mr. Vidya Lakhan. An overview of Lakhan's experiences from being an athlete to an administrator was shared.
- Historical overview provided based on personal experiences
  - Athletes responsible for transportation to and from training/ competition, accommodation and sporting equipment.
  - Inadequate infrastructure and public amenities meant bus services ceasing at dusk – 6pm – this meant sporting communities had to walk home in the dark of the night.
  - Athletes played multiple sports
  - Sporting competitions played according to ethnicity; Segregation based on ethnicity – Indian, Fijian sports associations
  - Predominantly local sporting competitions held
  - Sporting associations just being formed in the 50's & 60's and a few more recently
  - Only uniforms provided but returned after competition matches
- 60's onwards - Local, national and regional sporting events
  - PG best initiative of the region! Saw the development of sports grow
  - What sport is today in comparison with the past and perhaps the future?
  - Uniforms were provided and returned at the end of each match
- Other points and challenges to the audience were:
  - Roles and responsibilities of sporting leaders come from respective terms of reference
  - Focus on Elite coaching as opposed to developmental foci
  - Whose responsibility is it to develop sports in a country – is it the IF, OF, NF or the NOC?
  - What are IFs doing to develop their respective sports? Is the sport growing?
  - Sporting strategies need to be reviewed in the region!
  - The development of sports requires the development of athletes, officials and administrators – equipment, venues- sport holistically
  - Capitalize on partnerships with the many players
  - Urgent need to form strategic partnerships – International Federations, National Federations, Oceania Federations, ONOC, educational institutes
  - Need for dialogue and harmonization of sports related programs – academic and vocational
  - The role of government in the development of sport – do we work together? How can partnerships be grown with this part of the community?
  - 2015 Pacific Games (PG): An overview was provided with the PGC stating their confidence in PNG's ability to host the PG

## 7.2 Annex 2 : Sessions 3 and 4 - Leadership in Sport

Professional Development on Leadership in Sport was facilitated by Allan Mua and Mereani Rokotuibau of the Pacific Leadership Program based at the Forum Secretariat in Suva, Fiji

The focus of the session was to give some insights into 'Leadership' and to provide some tools for delegates in diagnosing their leadership challenges and working out options to address these.

The group was divided into groups of 6 to 8 and were given time to introduce themselves. After setting the scene, the discussion began with the question "What is leadership." This was followed by watching part of the movie "Invictus"

Delegates response to the question "What is leadership?"

- |                                  |                 |
|----------------------------------|-----------------|
| ▪ Taking charge of direction     | ▪ Listener      |
| ▪ Role Model                     | ▪ Enabler       |
| ▪ Having a vision for the future | ▪ Well informed |
| ▪ Motivator                      | ▪ Flexible      |
| ▪ Provide Guidance               | ▪ Guidance      |
| ▪ Responsibility                 | ▪ Power         |
| ▪ Decision Making                | ▪ Authority     |
| ▪ Delegator                      | ▪ Well-informed |
| ▪ Team Leader                    | ▪ Inspiring     |
| ▪ Consults with their team       |                 |
| ▪ Recognise and reward           |                 |
| ▪ Trustworthy                    |                 |
| ▪ Good Communicator              |                 |
| ▪ Dependable                     |                 |
| ▪ Accountable                    |                 |



Based on the Movie Segment – Invictus, delegates had the opportunity to verbalize their observations on leadership as shown by Mandela and whether it resonated with the earlier definitions.

Groups provided a summary of the key points as follows:

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| • Made a decision for the people      | • Courageous                         |
| • Took a risk                         | • Responsibility of educating others |
| • Understood opponents                | • Passionate                         |
| • Approachable                        | • Lead from the front                |
| • Understood context of the situation | • Delegator                          |
| • Strategised                         | • Prioritise                         |
| • Lived by principles                 | • Vision – moving forward            |
| • Made an informed decision           | • No self-interest                   |
| • Rise above the revenge              | • Country's interest at heart        |
| • His presence                        | • Respect for people                 |
| • Open                                | • Manipulator                        |
| • Stood by his convictions            |                                      |

The facilitators highlighted the distinction between the Technical and adaptive challenges. The former were simple as one could get a consultant while the adaptive challenges were messy which often involved people. People aren't against change – they are against LOSS!

After the afternoon session break, a case study approach to addressing issues in an organization was held.



**Challenge in your role**

In groups, all delegates were asked to identify a challenge in their role! As a group, they chose one of the group members' challenge to be used as the case study. The 'challenged' person then had to prepare their case and the group discussed ways of assessing the challenge and how they could assist the 'challenged' participant. The final approach was to provide direction for collaborative approaches based on the feedback received throughout the process.

### 7.3 Annex 3: Session 5 and 6 - National Federation Capacity Building

#### **The Readiness Assessment Tool**

The aim of the session was to introduce delegates to the online organisational development tool for national sport federations – the “what & how to use it” and how it helps in identifying sport organisation training needs. It was facilitated by Sainimili Talatoka (ONOC) and Edwina Ricci and Gill Gemming both of OSFO.

An ice-breaker activity was used to gauge the awareness of the RAT by the delegates. The Group question was “What is the RAT?” Whilst there were a good number of delegates that did not know what the RAT was, there were others in the groups that provided the following responses:

- A self-assessment
- It assesses the readiness of an organization to do an activity
- Audit of an organization
- It identifies strengths and weaknesses of an organization
- It measures the performance of an organization
- It develops planning for an organization
- A monitoring and evaluation tool

A number of questions were raised as follows:

- Confidentiality in the treatment by ONOC, regional sport federations and NOCs of the information
- Its on-and off-line usage capabilities
- The importance of being honest in completing the assessment
- The response of sport federations in receiving feedback after completing the RAT

In this ice-breaker event, it was noted that a good number of delegates were not aware of the RAT as they were mostly first time attendees at an ONOC initiated meeting.

OSEP Coordinator, Sainimili Talatoka, provided a brief overview of the Readiness Assessment Tool before breaking the delegates into groups. The delegates were advised that RAT 2.0 would be launched in July 2012.

The session had the following aims:

- To run an assessment on a national sport federation
- To run a comparison against a benchmark sport activity
- To interpret the results to get the national sport federation from current status to the aspiring benchmark
- To address needs of the national sport organization by prioritising resources and appropriate partners

The delegates were split into groups to assess a national sport federation as a case study. The process included the these four steps of assessment - Conduct self assessment, Compare to benchmark of “Attending Pacific Games” and in their groups, use the RAT results to prioritize their resources, identify partners to engage with develop an action plan.

## 7.4 Annex 4: Session 7 – Regional Health Initiatives

Dr Temo Waqanivalu, Technical Officer with the World Health Organisation (WHO) South Pacific Office delivered a presentation on the Regional Sports for Health Initiatives NCD a CRISIS IN PARADISE!

- Introductory remarks focused on the crisis situation in the Pacific:
  - Pacific weight has increased since 1990
  - Type 2 Diabetes is now starting to be diagnosed in children as young as 11 years old
  - 75 - 80% of admission to general wards, surgery, Renal in hospitals is because of non communicable disease (NCD)
  - NCD is a disease of poor countries.
- NCD causes
  - Behaviour (Diet, Tobacco, Physical activity, Alcohol)
  - Environment (Socio-cultural, Government Policy, Economic, Physical)
  - Non Modifiable Age, Sex, high Blood pressure, abnormal lipids.
  - Spoke about Tap Turners to stop the flow of the diseases and floor moppers that just clean up afterwards.
- Initiatives that are underway in 22 Pacific Island Countries:
  - Tobacco control
  - Physical fitness programme
  - Healthy Cities
  - Healthy villages in Samoa
  - Package of intervention in health.
- Healthy lifestyle is based on:
  - Getting an early start, children change easier
  - Activity must be exciting and enjoyable
  - Easy - Being healthy must be the easiest choice
  - Everywhere - healthy activity must be everywhere (example of the
  - Airport runway in Tuvalu being used for exercise of all kinds)
  - Governments can lead the way from the national level to the local level to the family level.
  - Challenging the ministers of health to get involved and provide role modelling.
  - Supportive policy from Government
  - Supportive environment – an example of Vanuatu Fitness Centre and the public sector getting Wednesday afternoons off to go to organised fitness sessions at the fitness center built for them.
  - Sidewalks on all new streets built
  - Supportive programmes
  - Communication and Campaigns like “Move for Health”



Health and Sport collaboration is a great opportunity as "The pacific is sinking under it's own weight"

## 7.5 Annex 5 - Session 8 – Regional Funding (Olympic Solidarity)

An information session, on the Olympic Solidarity funding program, was delivered by ONOCs Executive Director, Dennis Miller.

- An explanation of ONOC Governance Structure, Management and Programs, short Case Studies, world and continental programs, evaluation process for 2009 - 2012 and planning for 2013 – 2016
- Key issues - timely reporting, accountability for funds
- Examples of successful applications was provided in the end
- World programmes
  - Athletes - Olympic Scholarships, Team support grants, Athlete preparation - Regional and Continental Games, Youth Olympics - Athlete preparation
  - Coaches scholarship - Coaches can come to regional centres or programmes to gain experience and attend courses, and example would be a tennis coach coming to the ITF Tennis Regional Training Centre in Fiji funded through OS funding. NOC can apply.
  - National Sport Structure development - Could bring experts to your nations for up to 9 months to look at assess the national structure, there is funding for the region of \$20 - 30,000 pa. NOCs can leverage more than one program to gain funding.
  - NOC Management
    - Sport Admin Courses - run through OSEP
    - Post graduate degree in sports management.
  - Olympic Values:
    - Women in sport programs
    - Sport for all
    - Olympic Week
- Continental Programmes - ONOC is unique as it has control over where the funding goes to for these programs.
  - NOC can access up to US\$65,000 per annum for national activities
  - US\$5,000 for equipment grants
  - US\$15,000 towards a development officer in a multi sport capacity, and DO for sport specific can be applied for if it is supported by the NOC
  - Regional development Fund for special initiatives - this is flexible and should be applied for by the NOC for their own programs.
  - Oceania Sports Information Center

All sports and NOC must contact ONOC before the end of this year with proposals for the next four-year cycle



## 7.6 Annex 6: Session 9 – the Fiji STOP HIV program

Explanation of the program and objectives

Lorraine Mar CEO FASANOC explained how her organisation had forged new partnerships through its involvement with STOP HIV

## 7.7 Annex 7 - Session 10 – Australian Sport Commission regional initiatives

### What is the program?

It is a partnership between AUSAID and ASC. There were 3 programs - country, pacific sports, sport development with the original premise to support sport for inherent benefits.

**Purpose** is to help people overcome poverty and make a difference most effectively and efficiently

**The goal** – use sport as a tool to contribute to Australia’s aid program –

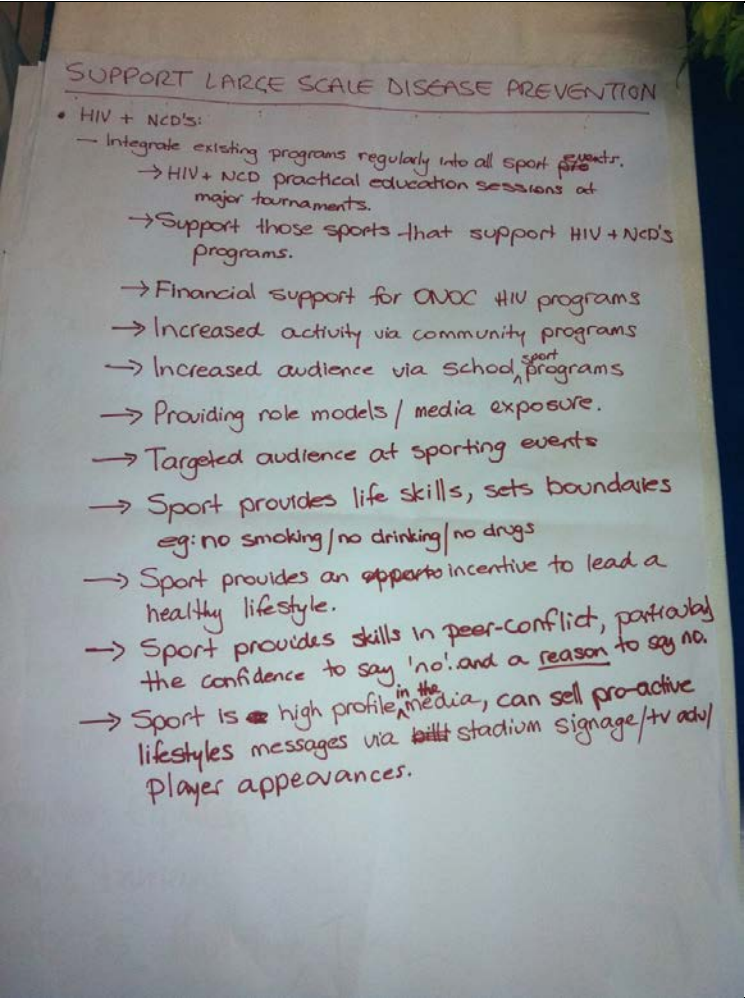
There are four objectives: Saving lives – Opportunities for all – Effective governance – Sustainable economic development

### How funding can be received from this program?

Develop a program that will fit into one of the 4 objectives, must be Australian based or have a contact in an island country. There are also sport development grants up to \$10,000. Visit the [www.dfat.gov.au](http://www.dfat.gov.au) website for more information

Table 3 – ASC Workshop Feedback

Question	Feedback
Help to give more children access to school	Scholarships Sport attract children to schools of excellence Better facilities Programs to train teachers (curriculum integrated with PE) Motivation for participation Allocated time for sports in school e.g. 5 hours a week Reward scheme Inter-school competition Increases confidence and self esteem Gender equality Breaks barrier Sport as a marketing tool
Improve incomes, employment and enterprise opportunities	Sport employs athletes, administrators and coaches/technical officials Merchandising Hosting events (tourism, revenue, infrastructure development) Partnerships/programs Reduction in health bill – healthier nation Sport as a business Capacity building/accreditation Life skills – role model Mobilise communities

Support large scale disease prevention	 <p><u>SUPPORT LARGE SCALE DISEASE PREVENTION</u></p> <ul style="list-style-type: none"> <li>• HIV + NCD's:       <ul style="list-style-type: none"> <li>→ Integrate existing programs regularly into all sport <del>events</del> <sup>events</sup>.</li> <li>→ HIV + NCD practical education sessions at major tournaments.</li> <li>→ Support those sports that support HIV + NCD's programs.</li> <li>→ Financial support for ONOC HIV programs</li> <li>→ Increased activity via community programs</li> <li>→ Increased audience via school <sup>sport</sup> programs</li> <li>→ Providing role models / media exposure.</li> <li>→ Targeted audience at sporting events</li> <li>→ Sport provides life skills, sets boundaries eg: no smoking / no drinking / no drugs</li> <li>→ Sport provides an opportunity to lead a healthy lifestyle.</li> <li>→ Sport provides skills in peer-conflict, particularly the confidence to say 'no' and a <u>reason</u> to say no.</li> <li>→ Sport is a high profile <sup>in the</sup> media, can sell pro-active lifestyles messages via <del>stadium</del> stadium signage / tv ads / player appearances.</li> </ul> </li> </ul>
Enhance the lives of people with disabilities	<p>Fundraising to fund programs that can improve lives</p> <p>De-stigmatise and empower</p> <p>Facilitate participation of athletes with disabilities</p> <p>Sports conduct audit on obstacles in the way of AWD participating in their sport</p> <p>Promoting role models</p> <p>Creating opportunities for AWD in sports, administration and technical and all areas of sport</p> <p>Parallel events with able bodied events in the same program</p>
Help improve governance to deliver better services, improve security and enhance justice and human rights	<p>Healthy lifestyle</p> <p>Assess, evaluation and action</p> <p>Women in sport</p> <p>Use our champions</p> <p>Break down barriers</p> <p>Leadership</p> <p>Indigenous programs (Aust and the Pacific)</p> <p>Promotes good citizenship</p> <p>"A kid in sport is not in court"</p> <p>Provides a basis for life skills (self esteem, confidence/friend)</p>
Empower women to participate in the economy, leadership and education	<p>Female specific training to allow opportunity to have a voice</p> <p>Sports policy for gender equality</p> <p>Use education system to develop women in sport through raining programs</p> <p>Sport as a tool/forum for developing leaders</p> <p>Use sport to educate on life skills (business leadership)</p> <p>Transferable skills to benefit economy</p>

## 7.8 Annex 8: Session 11 – Regional Sport Education

The session provided an overview of the Sport Education Framework in Oceania, launched the “systems development grant” and undertook workshops for the sport volunteers and professionals competency framework project.

An excellent OSEP video was presented.

Recommendations and Challenges:

1. Challenge from Millie to delegates – “Can each participant at the conference can help in getting 8 million people to choose sport” – as per her presentation.
2. Training must be outcomes based. People can go to courses and get certificates but how many are actually coaching or officiating and/or administrating. Organisations should place more emphasis on the follow-up from courses to ensure the delegates are actively involved.
3. Systems Development Grant – Funding is available through OSEP to support NOCs develop the “*Sport Education Framework in Oceania*” in their countries with partners
4. Presentation on the “sport participant profile” project in Cook Islands showed a great need in grassroots or community sport development as a small portion of the population represent elite (national and international) sport.
5. Update on the competency project team led by OSFO’s Gill Gemming. All regional sport federations were requested to return the sport education framework survey.
6. Gill and Anna Walker led a workshop session focused on getting feedback on the roles and responsibilities of sport volunteers and professionals - community sport, administrators, coaches, technical officials, team managers, sport science and medical support

## 7.9 Annex 9: Session 12 - Case Studies

A rich resource of case studies from the Pacific Islands sports community was presented.

1. SKK community project (Peter Chalapan-Director Sport & Operations, PNG Sport Foundation)
2. “Aorok in Lojet” (Amy Sasser-MINOC)
3. Jail House Rock – Palau prison basketball program (FIBA Oceania)
4. Weightlifting Fiji – Coaching scholarship (Lyndall Fisher)
5. BWF Shuttle Time School Badminton Project (pilot Tonga) Nadia Bleaken
6. Voices of the Athletes – ONOC (Natanya Potoi)
7. Community partnerships – Regional training provider and Sport Federation (USP Community Sport Coordinator Albert Miller and Fiji Hockey Development Officer Tai Smith)
8. Baseball’s regional sport development program –building capacity (Ray Brown)
9. Just Play (Ms Delvyn Emmie Sope: Technical Coordinator - Just Play)

### 7.9.1 SKK community project

- SKK refers to PNG’s community program called the Strongim Komuniti Klab
- Commenced discussions in 2006 with meetings with rugby greats (Meninga/Lewis), AusAID and DFAT using a focus on sport for development
- An adoption of the Active Community Club concept in East London and Sth Africa
- Established at the National Sports Institute
- 5 community centres and 20 clubs
- Outcomes:
  - Established the concept of sports clubs in communities
  - Built capacity of volunteers in communities
  - Identify/address community challenges through sport (chiefly high risk/need communities)
  - Sustainable structures (of the program)
- Key partners were DFAT, AusAID, Schools, communities, ONOC, OSEP, ASC
- HR: positions were created within the PNG Sports Foundation Org Strutcure
  - 1 national coordinator
  - 1 assistant national coordinator
  - 1 women and children coordinator
  - 1 office manager
  - Regional sports development officers
  - District volunteers
- Funding:
  - AusAID (design and implementation)
  - PNGSF (HR and office space)
  - Community income generation (through project initiatives)
- Successes:
  - Financial support
  - Change in community behaviour
  - Leadership roles established in communities
  - Specific and life skills developed for the youth
  - Capacity of volunteers
- Challenges:
  - Geographical
  - Dependence on SKK Program office
  - Costs (travel etc)



- Sustainability
- Customary land issues
- Cultural norms – very diverse culture

Questions – how did you get around the cultural issues: we needed to understand the differences in culture and did so by asking questions prior to making decisions

### 7.9.2 “Aorok in Lojet”

- Sport Environment Program – through Olympic Solidarity and John Michelle Cousteux (sp?) and the British Embassy in Manilla.
- Treasures of the reef is the translation of Aorok in Lojet
- Media campaign – interactive based with a comic, video and youth ambassadors. The most enthusiastic ambassadors come to a summer camp to continue learning.
- Challenges are the comprehension of English – therefore it needed to be in Marshallese also.
- Youth ambassadors are from the sport sector – e.g. the youth Olympics athletes
- The resources are now used in education and the ambassadors assist in promoting the message by doing class presentations with the premise of peer education
- Gaining support by government via the president and cabinet.
- Science camp for the kids – many of which it is their first time off the island where they can experience all things
- Received award for the program for their contribution to environment
- British Embassy is helping to link the program with schools in the UK – using the same resources (translated to English)
- Facebook was used to promote the message with a specific page for the cause

Questions: how much did it cost for the translation: The translation isn't too costly, but it does mean printing dual resources which can be costly. The comic book cost approximately \$2,500 (US).

### 7.9.3 Jail House Rock

- A project for Palau prison basketball program (FIBA Oceania) on behalf of the Palau Basketball Association.
- Program well established – has been running since 2007
  - For the youth (which is 35 and below)
- Jubilee is now a FIBA referee and has contributed greatly to the program
- Initiated by the inmates of the jail – requested by the inmates with assistance from (Topps Sungino – the PNOC Sport Development Unit Coordinator).
- Rules developed by the inmates – e.g. if there were any fights either on the court or after the court as a result of what happened on the court, the program would be abandoned.
- Inmates learnt other skills such as program development, budgeting, math (scoring) etc which is a key driver of the program.
- Partners:
  - Ministry of justice (approval only)
  - Ministry of corrective services
  - Inmates – who completed almost all duties from construction of the court to finding supplies
  - Media
- The program has a player fee – paid by the inmates

- There is now a tournament annually for 2-3 days over the new year period
- Referees are supplied to ensure there is no issue once the game is completed
- Respect is the key to the success of the program – for example, medal presentations etc
- Challenges:
  - Ensuring inmates abided by the rules
  - Providing something similar for women
  - Program was abandoned one year due to fights (which is almost a positive as it showed how serious the program is)
  - Modifying the rules to suit the area
- Results:
  - Families can attend finals
  - Females now complete the role of scoring
  - Table tennis is now following a similar example
  - Small and low cost

Questions – is the program only for the youth: yes, table tennis is now for those beyond youth – but clarification was provided by Jubilee that youth in Palau is <35 years

#### 7.9.4 Weightlifting Fiji – Coaching scholarship

- Olympic solidarity program under FASANOC
- Scholarship for coaches program – using the elite lifter Josefa Vueti
- Sourced funding:
  - Visa fees
  - Air tickets
  - Meals
  - Incidentals
  - OWF support
- Able to train in the institute 6 days a week, twice a day
- Challenges:
  - Finding a long-term visa for a 12 month period (usually only 3 months)
  - Being away from family
  - Coaching female athletes and not being aware of specific female issues
- Weightlifting is my life and if given the chance to give back what the sport has given me would not only be an honour but a privilege” Quote from Joe
- Positive outcomes
  - Access to regional training centre
  - Knowledge centre
  - Pathway from athlete to coach
  - Legacy, construction of a gym
  - Number of athletes assisted
  - Success in 2010 (qualified athlete for SYOG at OWF Games), 2011 (most successful sport in PG), 2012 (national coach to Olympics)
- Partnerships:
  - Fiji government
  - FASANOC
  - Community of Lavuka
  - Oceania weightlifting
  - IOC
  - ONOC

Questions: no questions

### 7.9.5 BWF ShuttleTime School Badminton Project - Tonga

- Helps to teach teachers and coaches to develop the skills, knowledge and confidence to plan and deliver safe and fun badminton lessons to children and youth
- Resources:
  - Teachers guide
  - USB guide
  - 22 lesson plans
  - More than 100 video clips which demonstrate the activities
  - Ideally a badminton kit in each school (30 rackets etc)
- Badminton is the ideal sport
  - Boys and girls can play
  - Sport for life
  - Safe and low impact
  - Accessible
  - Builds fundamental motor skills
- Partners:
  - Continental federations
  - BWF members
  - Education ministries
  - Equipment providers
- Oceania pilot – TONGA
  - Badminton only been in Tonga for 3 years
  - Good supportive member of badminton
  - Govt support
  - Good relationship with TNBA and TASANOC
- Implementation:
  - Development visit
  - Tutor/teacher training
  - Curriculum trial
  - Tonga Shuttle Time Project Coordinator
- 70 teachers qualified, giving up a day of their holidays to learn. Funded through Olympic Solidarity. Many female teachers
- Success is due to the involvement of many people
- Challenges
  - Equipment
    - Potentially 5400 racquets required
    - Expense of shipping
    - Venues
    - Weather if outdoors

Questions: what process do we need to go through to get badminton in the Marshall Islands: register through the website and for it to be implemented through the BWF, there are several steps to go through, but Nadia is keen to go to the Marshall Islands to assist and will speak directly with Amy.

### 7.9.6 Voices of the Athletes (VOA)

- An initiative of ONOC targeting athletes during club, district, national and regional sport events promoting “Be a Leader, Play True, Play Safe and Go Green” slogans.

### 7.9.7 Regional Training Provider (USP) and Sport Federation (Fiji Hockey)

- Oceania sport education program in partnership with USP and Fiji Hockey Federation and Fiji Association of National Olympic Committees (FASANOC) to put in place a process for recruiting, training and developing community coaches and administrators.
- Initial discussion commenced in 2010 between RCCCE (regional centre for continued education) and FHF (Hockey).
- Program finalised in 2011.
- 5 courses planned, 3 in Suva (31 attendees inclusive of youth, teachers, coaches and athletes) and 2 in western Fiji – Lautoka (23 attendees inclusive of youth, teachers, coaches and athletes)
- Funded through Olympic Solidarity and the Fiji Hockey Federation
- Challenges:
  - Grass turf in some areas meaning it is generally unplayable
- Successes
  - There was a succession plan in place to ensure there was continuity
  - Support from some of the most senior hockey administrators who attended the course
  - Mandate from FHF that all National Coaches must complete the CC program
  - Prior planning
  - Mentoring
  - Involvement of primary and secondary school teachers
  - Majority of the 54 attendees are still involved
- Now aims to have a selection of facilitators to conduct coach education programs throughout Fiji. Hockey Associations and Club to take ownership

### 7.9.8 Baseball's regional sport development program – building capacity

- Background
  - Ray has been there for 20 years
  - Aiming to improve baseball knowledge
  - Aiming to start baseball in all nations
- Partners:
  - ONOC, NOC, BCO
- Challenges:
  - Recognising that pacific nations often work at their own pace
  - Finding people in each country
  - Getting parent involvement – community based programs have to start with the parents
- People:
  - From each country
  - Numbers varied
  - Volunteers – and quite a challenge to find them
- Financial needs:
  - Never been met, there is never enough to go round
  - BCO
  - ONOC and at times the IDF
  - MLB sponsorships etc.
- Success factors
  - Getting baseball into nations who didn't previously have it
  - Seeing kids be recognised and offered places in college
  - 2209 total players



### 7.9.9 Just Play

- Partners:
  - Australian Government
  - Football Federation Australia
  - UEFA
- Video – of what is “Just Play”
  - A sport development program across the Pacific using Football to promote physical activity and gender equality and healthy living.
  - Designed for boys/girls aged 6-12 years
  - The opportunity to build life skills and build communities through football
  - Tournaments and festivals aim to bring together nations through football
  - Guided by the UN conventions on the rights of a child
- Teachers and volunteers receive 2 days training based on fun and activities
- Women coaches also trained in an effort to achieve gender equality
- Rules adapted for safety, particularly that of girls.
- Also aims to eradicate hunger and poverty
- Process:
  - MOU’s created
  - Teachers trained
  - 6 weeks of implementation
  - Development officer visit and assessment
  - Host a festival
  - Evaluation by each project manager
- 76,000 children playing in the region
- 1,700 teachers and volunteers trained.

### **7.10 Annex 10: Session 13 – Professional Development - Oceania Sport Media Presentation from Pacific Islands Network Association (PINA) Training Manager Matai Akaoula and OSFO's Edwina Ricci.**

An overview of the importance of media to promote the benefits and activities of sport was highlighted. The media is a mechanism for social interaction through messages. To get the media involved means building relationships as it requires a two way street approach.

The question raised - is there a media plan/strategy for ONOC?

Edwina Ricci informed the delegates of the newest initiative called the North West UK based “Reporters Academy” which was primarily identified to report on the Oceania Olympic Athletes to London. It has been adopted by Oceania based on the identified need for Pacific sports reporting as it has an issue with content. The first assignment was a promotion at the Regional TVET symposium in November 2011 followed by its presence at the PINA summit in March 2012 in Pacific Harbour, Fiji.

The Reporters Academy plan is for every country to have a group of students mobilized to assist with events in the region.

The current activity is the Oceania London Project – “Dress up for the party.” Its’ aim is to create content on pacific Island athletes to the London 2012 Olympics by Oceania students.

A couple of video’s shown produced by the students were shown.

The oceantiasport communications platform was also promoted ([www.oceantiasport.com](http://www.oceantiasport.com)). This included shots of the OSFO, OSEP, STOP HIV and the Oceania London facebook page.

The gist of the presentation was that “We want to tell stories” of Pacific Sport to increase exposure of our countries and its athletes.

### 7.11 Annex 11: Session 14 - Regional Information Center

Information – enhancing sport professionals in the Pacific

Patricia Fratangelo – Coordinator OSIC, USP

Oceania Sport Information Center (OSIC) – “your source for sport information”

Purpose:

- Collect, manage and disseminate information about sport and physical education in the Pacific. There are official source of IOC manuals and archives of (South) Pacific Games

Services:

- Query responses
  - Ask sport questions
  - [OSIC@usp.ac.fj](mailto:OSIC@usp.ac.fj)
- Resource search
  - USP’s library
  - Discus database
  - OSIC collection
- Current Awareness Service
  - Email notification of new books, journals in library
  - [OSIC@usp.ac.fj](mailto:OSIC@usp.ac.fj)
- Options
  - Borrowing
    - USPL member
    - Inter Library Loan between USP campuses
    - OSIC Coordinator can facilitate loans
  - Request
    - Table of content
    - Book chapter
    - Journal
    - (within Fiji copyright laws)

How you can help OSIC:

- New resources
- Sport news from your area/organization
  - News clippings (must include name of paper, date, page number)
- Materials from your organization
  - Programs
  - Annual reports
  - Resources
  - Statistics
- Any original publications related to SPG
  - Consider donating

## 7.12 Annex 12: Session 15 – Regional Conference

Oceania Football Pacific Youth Sport Conference

Mr. Sylvian Raffard-Artigue – Director of the Ministry of Youth and Sport Cabinet of the Government of New Caledonia

Background:

- Health, education and social problems among youth
- Sport for development helps address these issues
  - Sport is more than physical activity
  - Health and social tool
  - Change the world at our level

Purpose of conference

- Develop concept of Sport for Development
- Inspire youth to step up and take control of their lives

Objectives

- Share experience and best practices
- Enable youth to express themselves

Conference Details

- Organized by Oceania Football Confederation
- Not football event, youth event
- 1000 youth (500 from Oceania)
- 5 days
  - 4 work days
  - 1 day for projects (“discovery”)
- Languages: French & English
- Youth and Sports Minister’s meeting
- Tours of NC
- Dates: Early December 2013
- Age of delegates: 16-25 years, equal numbers of male and female
- New facilities from 2011 Pacific Games
  - Accommodations: NC University campus (accommodations used for 2011 Pacific Games)
- Partners
  - Commonwealth
  - SPC
  - NC Government
  - French Ministry

Questions:

Who can participate and cost?

- Through their organization, school or government. Make request to NC organizers.
- At own expense, but a participant per diem that will be significantly less than actual cost

Including Australia? Yes



## 7.13 Annex 13: Session 16 – Future Directions and Action Planning

### A) Building Strong Sport Leaders In Oceania

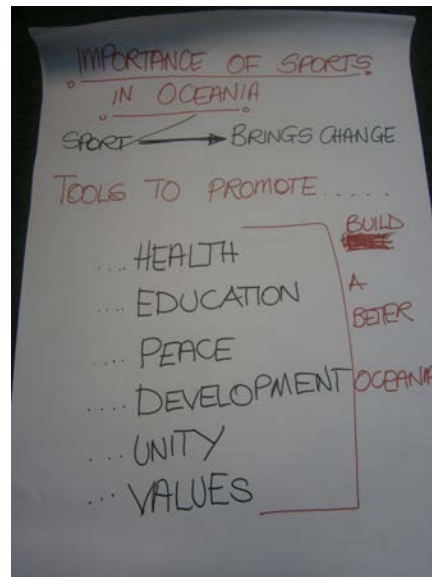
Toe the line  
 Walk the talk  
 Transparency  
 Communicators (speakers and listeners)  
 Passionate  
 Receptive to everyone's needs  
 Understanding  
 Flexible  
 Committed  
 Prioritise goals  
 Good support structure  
 People manager  
 Trustworthy – earn it  
 Sharing and networking experiences  
 Acknowledge failure and prepared to look for help



Honesty around the RAT  
 Broaden perception of what is sport – not just elite competition  
 Plan for succession and engagement of next generation  
 Retention/reward plan graduating from athlete role to others  
 Communication – engage with youth (changing role of “sport”)  
 Leaders that are role models and who CAN connect national federations with National Olympic committees through collaboration and program integration

### B) Why is sport important?

Self-esteem  
 Life skills  
 NCD's – promote healthy lifestyles  
 Break barriers  
 Employment  
 Positive outlet – prevents anti social behavior  
 To create a pathway for development  
 Income generation  
 Community cohesion  
 Representation  
 Community cohesion  
 Education  
 Leadership  
 Fosters inclusion  
 Mental health  
 Community improvement/infrastructure  
 Involvement of media  
 Education  
 Social interaction  
 Travel  
 Number 1 tool as it transcends social, economic, cultural and language divides  
 Helps build/strengthen community  
 Healthy/lifestyle/social cohesion  
 Life skill laboratory  
 Sport powerful tool to resolve health/social problems



Means of celebrations  
 health  
 national pride  
 gender equality  
 youth engagement  
 whole communities engaged – pride  
 masters or veterans level age involvement  
 values – respect, friendship and excellence

Making friends/partnership and girlfriends  
 Sport -----brings change  
 Sport is a tool to promote a better Oceania through:
 

- Healthy lifestyle

- Education
- Peace
- Development
- Unity and
- Values

Sport can assist delivery of other messages e.g. environment  
 Athletes as role models can assist in modifying behavior

## 7.14 Annex 14 - List of Delegates

	Name	Title	Organisation
<b>National Olympic Committees</b>			
1	Etisone Imo	Secretary General	American Samoa NOC
2	Cassidy Shoniber	Sport Education Development Officer	FSM NOC
3	Rota Onorio	Secretary General	Kiribati NOC
4	Jubilee Kaurtei	OSEP National and Regional Trainer	Palau NOC/Palau Community College
5	Tagifano Taosoga	Sports Administrator Officer & OS Coordinator	Samoa NOC
6	Hiko Fugavaka	Sports Development Officer	Tonga NOC
7	Okilani Tinilau	Sports Development Officer	Tuvalu NOC
8	Viliani Sekufu	Sports Development Officer	Tuvalu NOC
9	Dimitrios Tarkwon	Sport Development Officer	Marshall Islands NOC
10	Amy Howard	Office Administrator / Sport Education Officer	Marshall Islands NOC
11	James Malau	Sports Development Officer	Vanuatu NOC
12	Lyndall Fisher	Sports Development Manager	Fiji NOC
13	Lorraine Mar	Secretary General	Fiji NOC
<b>Partners</b>			
14	Kumon Tarawa	Sports Program Coordinator	Kiribati Institute of Technology
15	Mikali Loyola	Sports Coordinator	Pohnpei Sport Council
16	Ronnie Mea	Regional Development Officer	PNG Sport Foundation
17	Peter Chalapan	Director – Sport Operations & Development	PNG Sport Foundation
18	Castro Joab	Director Sports	College of Micronesia - FSM
19	Katarina Toga	OSEP Project Team	Fiji National University
20	Anna Walker	OSEP Project Team	Sport NZ
21	Denis Mowbray	OSEP Project Team	Gryphons Consultants
22	Andy Roosen	OSEP Project Team	Synergies Ltd, Solomon Islands
23	Cathy Wong	OSEP Project team	
<b>Federations - Regional</b>			
24	Steve Smith	President	OSFO
25	Chet Gray	Secretary General	OSFO
26	Andrew Cadzow	AFL Asia Pacific Development Manager	AFL
27	Ben Drew	Sports Development Officer	AFL
28	Nadia Bleaken	Regional Sport Development officer	Oceania Badminton
29	Corinne Barnard	Chief Operating Officer	Oceania Badminton
30	Anthony Sherwill	Participation Manager	World Bowls and Bowls Australia
31	Michael Brown	Regional Sport Development officer	Oceania Table Tennis
32	Delvyn Emmie	Just Play Technical Coordinator	Oceania Football Confederation
33	Chris Schacht	President	Oceania Volleyball
34	Ray Brown	Development Officer	Oceania Baseball
35	Katrina Watts	President	Sumo Australia
36	Gill Gemming	Development Officer	Oceania Hockey
37	Gene Ridgeway	Development Officer	ITF
38	Yvonne Mullins	Development Manager	Oceania Athletics
39	Bob Claxton	Secretary General	Oceania Hockey
40	David Rowson	Treasurer	Oceania Rowing
41	Peter McNeven	International Touch Federation Coaching Chairman	Oceania Touch Rugby
42	Rex Capil	President	Oceania Softball Confederation
43	Sylvian Raffard-Artique	Director of the Ministry of Youth and Sport, New Caledonia	Oceania Football
44	John Tarkong Jr	President	Oceania Wrestling
45	Makarita Lenoa	President	Oceania Karate
46	Mosese Waqavonovono	Secretary	Oceania Gold
47	Dom Samson	Executive Board Member	Oceania Cycling
<b>Federations - National</b>			
48	Inoke Niubalavu	Development Officer	Fiji Baseball
49	Tai Smith	Development Officer	Fiji Hockey
50	Roy Ravana	Secretary	Fiji Athletics
51	Matai Nabitu	Development Officer	Fiji Badminton
<b>Presenters/Facilitators</b>			
52	Albert Miller	Coordinator Community Sport	USP
53	Matai Akaoula	Training Manager	PINA
54	Edwina Ricci	Executive Board Member	OSFO
55	Allison Simons	Assistant Director, International Sport for Development	Australian Sports Commission
56	Patricia Fratengelo	Coordinator	OSIC
57	Dr Temo Waqanivalu	Technical Officer	WHO Pacific Office
<b>ONOC Secretariat</b>			
58	Robin Mitchell	President	ONOC
59	Dennis Miller	Executive Director	ONOC
60	Natanya Ulia	Administrator, ORADO	ONOC
61	Sainimili Talatoka	OSEP Co-ordinator	ONOC
62	Margaret Eastgate	STOP HIV Manager	ONOC
63	Hanisi Visanti	Administrative Services Officer	ONOC

## 7.15 Annex 15 – Workshop Agenda

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### OCEANIA SPORT VOLUNTEERS AND PROFESSIONALS WORKSHOP

SUVA

17-19 MAY 2012

Novotel Convention Center, Lami, Suva

#### AGENDA

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#### OUTLINE

The OSFO and ONOC Sport volunteers and professionals (practitioners) Workshop will be held in Suva, Fiji from 17-19 May 2012. It is designed to provide and get feedback from sports professionals on regional programs as well as to provide them with professional development programs that better enable them to carry out their work.

#### Objective

4. To provide direction on approach for coordinated and collaborative partnerships amongst regional and national sport partners
5. To provide professional development opportunities for sport professionals in Oceania
6. To provide input into the ONOC 2013-2016 education and development programs

#### Outcomes

5. Agreement in direction for sport accreditation pathways on coaching, officiating and administration streams
6. Recommendations for national strategy for country implementation by NOC and IF
7. A “how to guide” for building effective strategic partnerships
8. Upskilled sport professionals on sport initiatives

#### Regional Sport Programs

1. What is the RAT and how to use it effectively?
2. What are the practical steps to building NF capacity? How can the partners build NF capacity?
3. Briefings on Olympic Solidarity and the Australian Sports Outreach Program (ASOP) – how are they run and what opportunities are available to NFs and IFs.
4. Evaluation of Olympic Solidarity – what works and what needs to be improved. Case Studies.
5. Regional sport competency framework – How can partners coordinate its sport education training and development?
6. Good Practice Models – what are some successful sporting programs in the region and why do they work e.g. High Performance, Development, Competitions.
7. How can NFs and IFs work more collaboratively to deliver better regional outcomes?

#### Professional Development for SDOs

1. Presentations and Workshops to upskill sport volunteers and professionals in targeted areas of sports administration including project management, event management and financial reporting.
2. Discussion on Social Media and how it can be used to achieve work outcomes.
3. Networking, team building and communications
4. Leadership, communication and conflict resolution

## 5. SUMMARY AGENDA

### Day 1 Thursday 17 May Objectives

By the end of this session, delegates should be able to:

1. Identify tools to strengthen their leadership and communication skills
2. Identify key stakeholders of sport in the Pacific region and how they should work together for the best outcomes

		Thursday 17 May	
TIME	NO.	SESSION	FACILITATOR
100pm-115pm	1	Welcome and Introduction Dr Robin Mitchell and Steve Smith	Chet Gray
115pm-200pm	2	Keynote Address Vidhya Lakhan (President FASANOC)	Dr Robin Mitchell
200pm-215pm		BREAK	
215pm-415pm	3	PROFESSIONAL DEVELOPMENT  Leadership in Sport – Pacific Leadership Program (Mereani Rokotuibau and Allan Mua)	Margaret Eastgate
415pm-430pm		BREAK	
430pm-630pm	4	PROFESSIONAL DEVELOPMENT  Leadership in Sport – Pacific Leadership Program (Mereani Rokotuibau and Allan Mua)	Margaret Eastgate
		END OF DAY 1	

Cocktail at 7pm at Novotel Hotel



## Day 2 Friday 18 May Objectives

By the end of this session, delegates should be able to:

1. Identify their sport organisation training needs and provide input into their sport strategic plans
2. Identify funding opportunities and tools to develop sustainable community sport projects

		Friday 18 May	
TIME	NO.	SESSION	FACILITATOR
830am-1030am	5	<b>REGIONAL PROGRAM</b>  Readiness Assessment - An online organisational development tool for national sport federations – What & how to use it?	Sainimili Talatoka & Edwina Ricci
1030am-1045am		<b>BREAK</b>	
1045am-1245pm	6	<b>REGIONAL PROGRAM</b>  Readiness Assessment – Identifying your sport organisation training needs	Sainimili Talatoka & Edwina Ricci
1245pm-145pm		<b>LUNCH</b>	
145pm-200pm	7	<b>REGIONAL HEALTH PROJECT</b> Regional community health initiatives (Dr Temo Waqanivalu – Technical Officer, WHO South Pacific Office)	Dennis Miller
200pm-345pm	8	<b>REGIONAL FUNDING</b>  Presentation - Outline of Olympic Solidarity	Dennis Miller
345pm-400pm		<b>BREAK</b>	
400pm-430pm	9	<b>REGIONAL PROGRAM</b>  Forging and rejuvenating partnerships – The Fiji STOP HIV program	Margaret Eastgate and Lorraine Mar
430pm-600pm	10	<b>REGIONAL FUNDING</b> Presentation by ASC	Dr. Allison Simons
600pm		<b>END OF DAY 2</b>	

Dinner – ONOC Dinner

## Day 3 Saturday May 19 Objectives

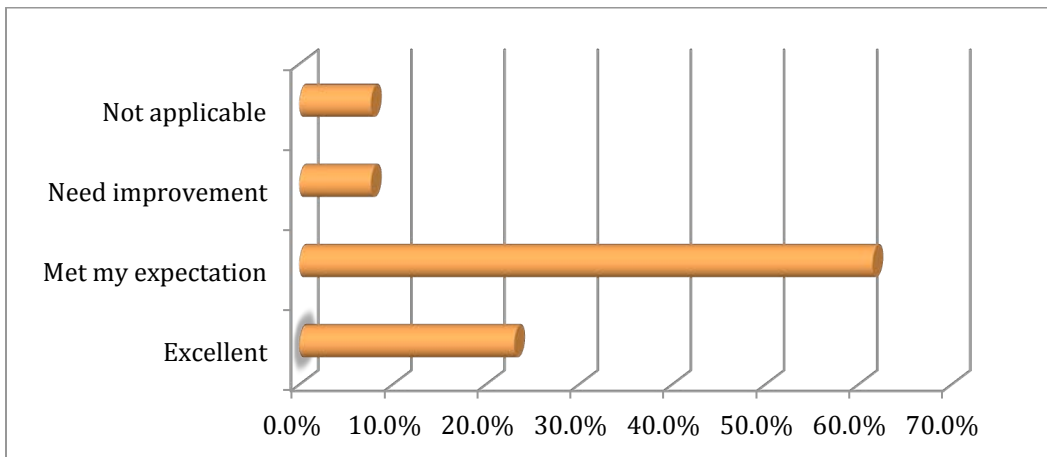
By the end of this session, delegates should be able to:

1. Create appropriate links with organisations to form strategic partnerships and
2. Develop own 2012 and 2013 action plans

		Saturday 19 May	
TIME	NO.	SESSION	FACILITATOR
830am-1030am	11	<b>REGIONAL SPORT EDUCATION</b> Presentation: The Sport Education Framework in Oceania Launch – Systems development grant  <b>Workshop</b> – Identifying the roles and responsibilities of sport practitioners as part of the Sport Volunteers and Professionals Competency Framework project	Sainimili Talatoka, Gill Gemming and Anna Walker
1030am-1045am		<b>BREAK</b>	
1045am-1245pm	12	<b>NATIONAL AND REGIONAL PROJECTS - CASE STUDIES</b>  1. SKK community project (Peter Chalapan-Director PNG Sport Foundation) 2. “Aorok in Lojet” (Amy Sasser-MINOC) 3. Jail House Rock – Palau prison basketball program (FIBA Oceania) 4. Weightlifting Fiji – Coaching scholarship (Lyndall Fisher and Joe Vueti) 5. BWF Shuttle Time School Badminton Project (pilot Tonga) Nadia Bleaken  <b>BREAK</b>  6. Voices of the Athletes (ONOCs Natanya Potoi) 7. Community partnerships – Regional training provider and Sport Federation (USP Sport Coordinator Albert Miller and Fiji Hockey Development Officer Tai Smith) 8. Baseball’s regional sport development program – building capacity (Ray Brown) 9. Just Play (Ms Delvyn Emmie Sope: Technical Coordinator for OFC)	Chet Gray and Natanya Potoi- Ulia
1245pm – 145pm		<b>LUNCH</b>	
145pm-245pm	13	<b>PROFESSIONAL DEVELOPMENT</b> Facing the Media, social networks and a look at the Reporters Academy	Matai Akaoula (PINA) & E Ricci (OSFO)
245pm-300pm	14	<b>REGIONAL INFORMATION CENTER</b> Information - enhancing sport professionals in the Pacific (Coordinator OSIC, USP - Patricia Fratangelo)	Facilitator – Chet Gray
300pm-315pm		<b>BREAK</b>	
315pm-330pm	15	<b>REGIONAL CONFERENCE</b> Presentation – Oceania Football Pacific Youth Sport Conference (Mr. Sylvian Raffard-Artigue – Director of the Ministry of Youth and Sport Cabinet of the Government of New Caledonia)	Chet Gray
330pm-430pm	16	<b>FUTURE DIRECTIONS</b> Recommendations and Action Plans for 2012 and 2013  Future – Oceania Sport, Education & Health Convention in 2014	Dennis Miller and Chet Gray

## 7.16 Annex 16: Evaluation Feedback

### 1. Pre-workshop Correspondence



About 84% of the delegates agreed that the correspondence met expectations and was excellent.

**The general comments included “so thankful for being invited”**

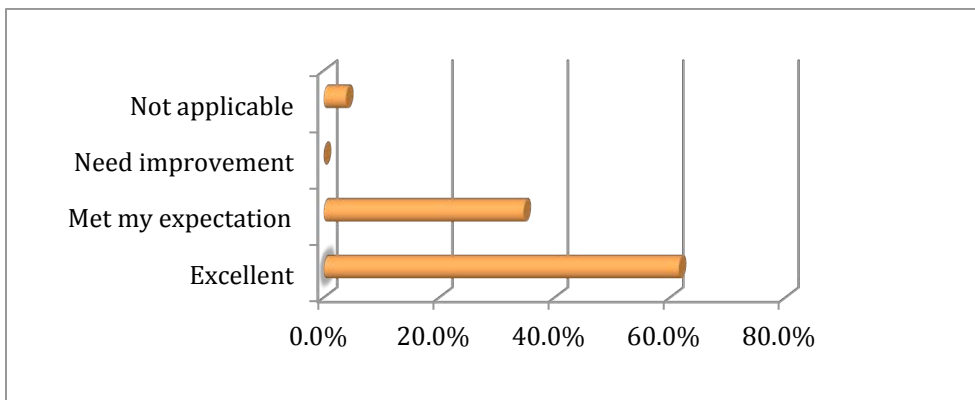
**For those that were dissatisfied, they had this to say:**

*“Was not aware of social activities until after I had made other plans!”*

*“Would have helped to get program earlier”*

*“Realised that a presentation guideline was being followed of which I had not received”*

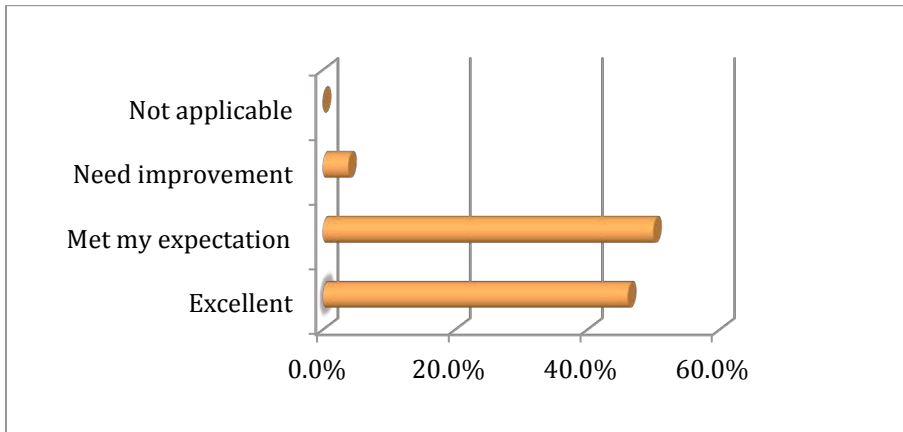
### 2. The relevance of the workshop agenda and content



61.5% of the delegates rated this excellent with about 35% saying it met their expectations.

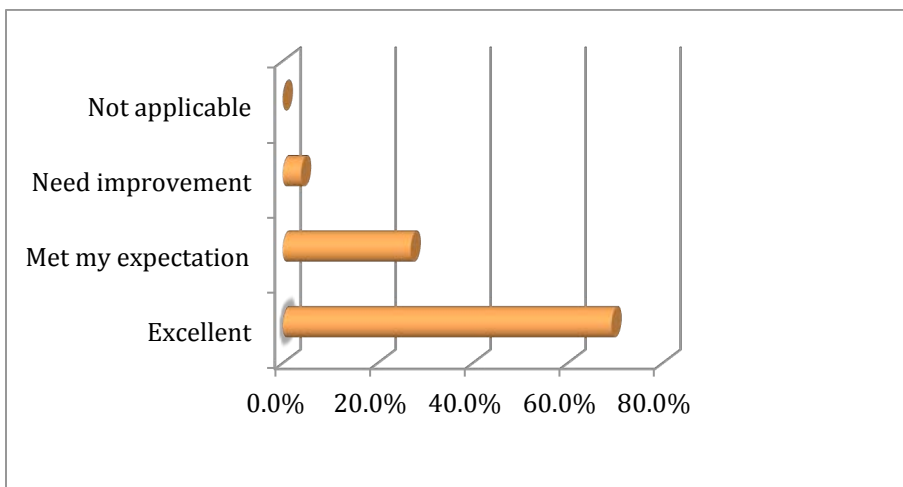
*“Message of partnerships in sports came our very clearly”*

### 3. Workshop format



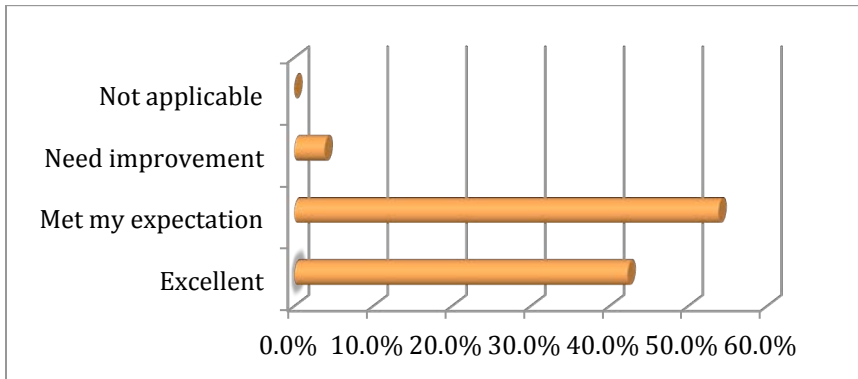
50% rated it as excellent with about 46% agreeing that it met their expectation. In cases of dissatisfaction, some felt that the “days were too long” and “some of the sessions were not clear in their outcomes and poor.”

### 4. The subject knowledge of the Presenter



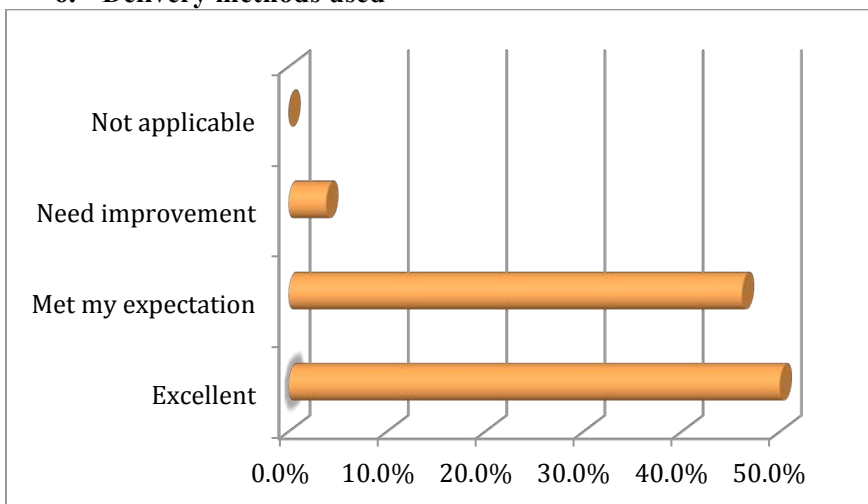
About 70% felt that the presenters were excellent whilst about 4% felt that it was a mix of “outstanding expert presenters with some not so”. There was feedback that “a couple of presentations were too lengthy”

## 5. The resources used



About 54% felt that the resources used met their expectations with “a good range of media” used

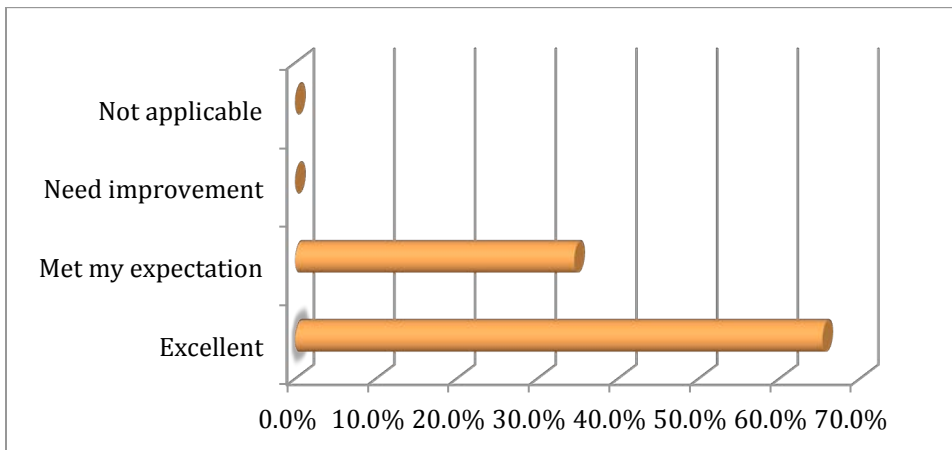
## 6. Delivery methods used



96.5% of the delegates thought that the different delivery methods met or exceeded their expectations. Areas for improvement were the need to “*have more practical, hands on learning methods rather than long presentations using powerpoint.*”

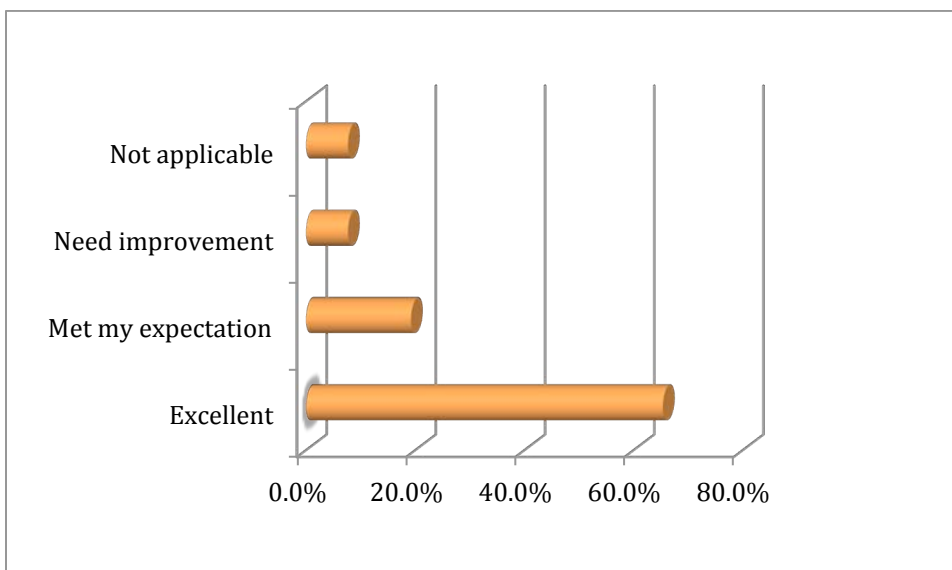


## 7. The overall value of the workshop



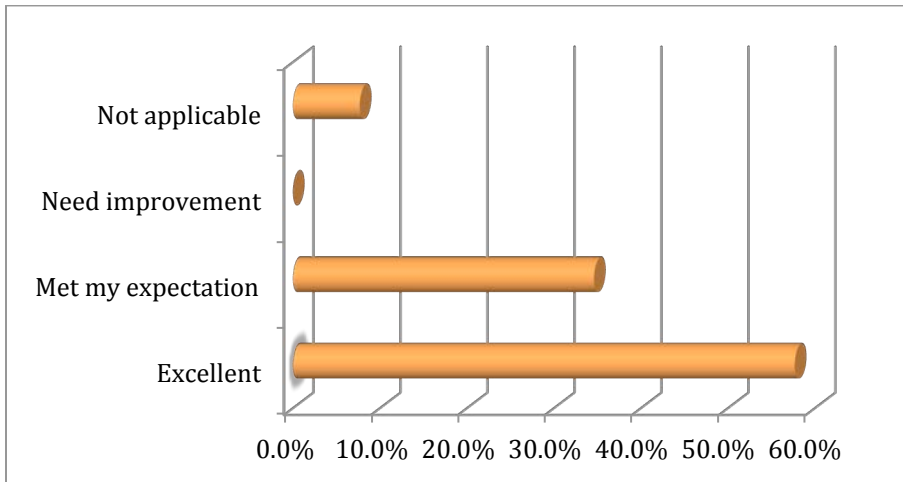
100% of the delegates felt that the workshop was valuable seen in 34.6% rating it as meeting their expectations and 65.4% rated it as excellent! A list of benefits can be seen in results for question 12.

## 8. Accommodation and hotel service



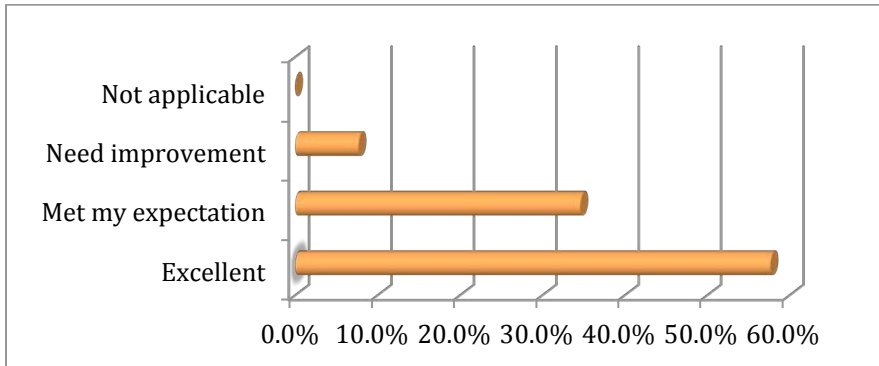
65.4% rated the service as excellent with 19% rating as met their expectation. One dissatisfied participant commented that it was “dirty, had poor internet, have cleaner rooms”

## 9. The venue



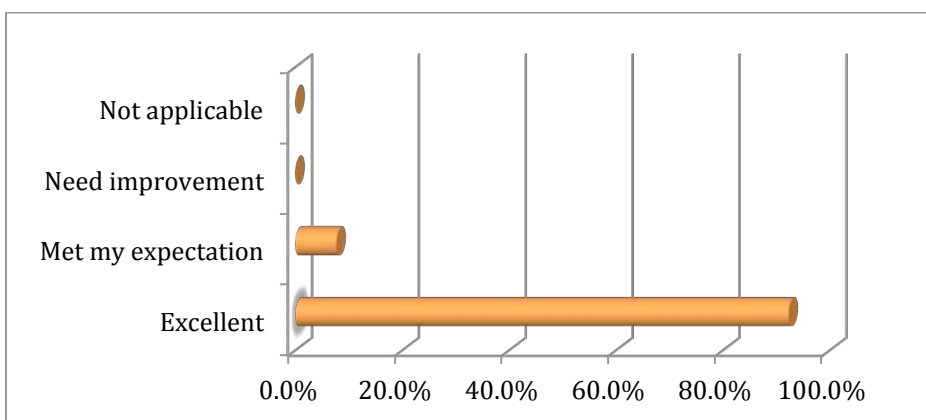
About 60% rated the venue as excellent.

## 10. The refreshments



About 35% were happy with the meals while about 60% rated it as excellent. A couple suggested that in future to have “*more variety of choices*” and choice of “*pacific food*”.

## 11. Secretariat support



Excellent satisfaction (92.3%) with the secretariat support during the workshop – “*Excellent as always, as usual, always there when needed*”

## **12. What were the best aspects of the workshop? Explain**

*[the responses listed are in its raw form, hence the repeat of some headings/points]*

### ***Networking***

- Opportunity to network, share information, see what is happening across the zones in different sports, see what OSEP is going and where it is heading and to talk to ONOC
- Interaction between the Pacific island sports people
- Finding out “who’s who” in the structure
- Meeting great people in sport
- Opportunity to meet sports professionals from the Oceania region
- Being here for the first time, I would rate it as all equally important for me
- Bring together a variety of experience and expertise, different ideas and experiences
- Networking with other volunteers and professionals to share ideas and gain knowledge and inspiration
- Networking
- Networking times
- Social events was a good time to network
- Opportunity to meet people and network
- Hearing about the various programs and best practices throughout Oceania,
- Putting faces with the names of those NOCs and IFs whom we correspond
- Provide a new network of individuals and energy into next few days, great link to IFs and RF's

### ***Session Delivery and Participant Composition***

- Engaging in practical activities rather than power point presentations
- Short and sweet and practical group work
- Energisers used
- Access to and contributing to future activities
- It was all excellent and very informative
- Energisers
- Food
- Workshop activities
- The activities, getting all the participant discussing in groups
- Variety of topic
- Relevant workshop content to assist NOCs
- Linkages for effective organisations
- Well organized
- Opportunity to present
- Wide range of presentations delivering good information
- Share experiences and problem solving techniques
- All the SDO's to be part of the workshop
- Engagement of delegates in most sessions through workshops

### ***Session Topics***

- Case study projects, RAT session – practical
- NCD presentation use of case studies which drew on the experience of people across the region
- "Actively doing" but feedback valuable especially in RAT/OSEP frameworks
- Doing the RAT online - extremely valuable to NOC/IF/NF all working together - paved the way for future positive involvement
- Case studies - practical examples of projects that work in communities
- Case studies

- RAT session enabled me to have a fair knowledge of using the tool
- Case presentation - give opportunities to see what challenges and opportunities are there in the islands as we have same issues
- OSEP presenter and assessor sessions
- RAT - hands on experience of tool, its potential
- Sports presentation - what other sports are doing
- The RAT
- Olympic Solidarity - opportunities available to NOCs/NF's/IFs
- Leadership - how outsiders can assist in resolving problems
- Regional health initiative - heads up on likely future actions
- WHO presentation
- Sport case studies
- STOP HIV and VOA was of great interest
- Having an understanding of the RAT analysis and that is its confirmed that ONOC has given full support
- Introduced to the OSEP framework in Oceania because it highlights that OSEP is committed to recognise the efforts put in by volunteer coaches and administrators in the community and this will help capacity building within NFs
- Sport case studies
- NF performance assessment
- Skills on action planning
- Engaging in partnerships
- Funding sources

### **13. What could be done to improve this workshop? Explain**

#### **Workshop Content**

- Workshop could be tailor made to the running of an NF in terms of governance, management level, board administration etc.
- More opportunities for others to present
- More presenter workshops
- Congratulations on efforts to consult with stakeholders and partners in setting the program as it is unfortunate that information was not received in timely manner
- Congratulations on pulling together the final program
- Exercise of drilling down to detail of RAT was very useful and should be considered for OSEP framework
- Olympic Solidarity - could have spent a little more time on going through samples
- Project proposal - some session on writing a 'successful program'
- Incorporate first aid or some health issues (e.g. nutrition etc.) more extensively
- More interactive workshop exercises involving NOC/IF personnel, more practical session
- Overall excellent
- Congratulations to all involved in organizing this conference

#### **Workshop management**

- Time keeping needs to be more firm (difficult on pacific time)
- Start on time even if not all present
- Push presenters to be brief
- Delivery methods - having plan B for power-point presentations as we needed notes to follow, hard copy of presentations
- Factor in overrun possibility when scheduling

- Break up some of the longer sessions
- Shorten days
- Make the days shorter, include practical networking sessions, e.g. sailing, volleyball etc.
- More specific detail and direction in some of the workshops
- Presenters documents made available to download from secure site prior to the workshop as pre-reading would have given more background to some discussions
- In conjunction with ONOC and NOCs to understand why this did not happen this year
- Break between the two courses
- Timing of each day as it was too long – going beyond 530pm was a bit too much
- Have lesser number of powerpoint presentations, some were redundant
- Having name tags will help delegates address individuals
- Time management for some of the presentations
- Reduce number of seats
- Compress size of audience and bring people to the front of the room
- Friday was great content but ASC final session wasn't done justice as too late in the day
- Presentations made available
- Provide locals with accommodation that live far away from the conference venue
- Include 2-3 varieties of refreshments
- None, great job everyone, make all presentations available electronically
- Better use of resources

#### **Partner Engagement**

- Maintaining the workshops that involve all partners in developing sport e.g. NOC, SDO, IF, NF. Momentum is very positive
- In the discussion groups where we discussed governance, it would be most beneficial to get NOC Presidents and Secretaries as part of these workshop activities
- Involve government ministries like sport and education
- Have sports present their sports and let them explain why it should be in their counterparts countries
- All board members to attend and other related staff in the NF

#### **Others**

- Challenge to be away from home during this time given London preparations



Thank you to all  
sport volunteers and professionals that have  
supported a healthier and sporty Oceania  
community.

“Each of us has much more hidden inside us than we have had a  
chance to explore. Unless we create an environment that enables us to  
discover the limits of our potential, we will never know what we have  
inside of us.”

**- Muhammad Yunus, the Grameen Bank Founder -**