



# RESOURCE ALLOCATION POLICY

| Version | Date Reviewed        | Date Endorsed | Content reviewed/purpose   |
|---------|----------------------|---------------|--|
| One     | Created January 2021 | TBC           | Version 1 ( <i>Merged with Sport Funding Support Policy 2017</i> ) |

## 1. INTRODUCTION AND PURPOSE

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The PNG Olympic Committee (PNGOC) is the recognised National Olympic Committee (NOC), Commonwealth Games Association (CGA) and Pacific Games Association (PGA) for Papua New Guinea; as such, we are responsible for sending Team PNG to the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, Pacific Games and Pacific Mini-Games (Games). We are a non-government not-for-profit organisation with membership from the National Sports Federations (NFs) of Papua New Guinea.

The main funding sources made available to the PNGOC to support sports with are Olympic Solidarity funding, Performance Reserve, Government grants, corporate sponsorship, Commonwealth Games Federation grants and other grants.

The purpose of this Resource Allocation Policy ('Policy') is to provide a set of fundamental guidelines, which the PNGOC will apply to efficiently and effectively allocate and disburse to athletes or to Members or Affiliates in order to optimize performance outcomes at major Games.

It is aligned with the Mission, Vision and Values of the PNGOC, as well as the overall performance objectives of the PNGOC to consistently be the best performing Pacific NOC in major international competitions.

This Policy is also aligned with the '*NF and Athlete Tiering system policy (2021)*' and has been merged with the PNGOC '*Sport Funding Support Policy*' (2017).

Note that the PNGOC recognizes that performance is one of several core functional areas of NF operations, which includes:

- Sport (High) performance management and operations,
- Sport development operations, and
- Governance and management operations.

The other core functional areas of NF management are addressed by other programs delivered by the PNGOC, National Federations (NFs) and the PNG Sports Foundation.

## 2. DEFINITIONS

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- a. The Resource Allocation Policy is referred to as the "*Policy*"
- b. For the purposes of this policy "*Resources*" include, but may not necessarily be limited to the following:
  - i. Direct allocation of funds from PNGOC
  - ii. Direct allocation of funds from, or on behalf of other agencies or sources
  - iii. Provision of, or access to professional Sport Sciences, Sports Medicine or related services

- iv. Access to other in-kind services
  - v. Access to grants
- c. “Games” being considered under this Policy are:
- i. 2021 Olympic Games (Tokyo2020)
  - ii. 2022 Pacific Mini Games
  - iii. 2022 Commonwealth Games
  - iv. 2022 Asian Games
  - v. 2023 Pacific Games
  - vi. 2023 Commonwealth Youth Games
  - vii. 2024 Olympic Games

### 3. PHILOSOPHY AND PRINCIPLES

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The Policy adheres to the Values of the PNGOC as per the following:

- **Honesty** - this policy aims to allocate resources HONESTLY as per the ranking of NFs and individual athletes as per the guidelines identified below
- **Excellence** – this policy is designed to facilitate the development of sport excellence through the efficient allocation and application of resources
- **Respect** - this policy is based on respecting the best efforts of NFs and individual efforts to performance and operate to the best of their ability
- **Openness** - this policy is open about the basis of decisions and outcomes

As such, the Resource Allocation Policy (combined with the NF and individual athlete ranking system) is designed to achieve Team PNG’s Games Performance Strategy vision as well as respective major Games targets and certain primary and secondary objectives.

The primary objective is to ensure that PNGOC and other related resources are allocated to NFs and individual athletes in a fair, equitable, transparent and standardized manner. As per the PNGOC NF and Individual Athlete ranking system, NFs and athletes will know how, where and why they are ranked in specific tiers according to published criteria. Additionally, as per this RAP, NFs and individual athletes will know what funds and/or services and/or other resources they might be eligible to receive (according to availability of resources).

The secondary objective is to provide a means to enable NFs and individual athletes to understand what they need to do to improve in areas of performance and/or other areas of operation according to the NF and individual athlete ranking criteria

## 4. SCOPE

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This Policy applies to all directors, staff and committee members of PNGOC.

This Policy applies to all funding provided to sports by PNGOC regardless of the source of the funding.

## 5. ALLOCATION OF RESOURCES

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Allocation of resources will be done according to the ranking of NFs and/or individual athletes (see "*NF and Athlete tiering system policy*" document)

The Policy implementation process is shown in Diagram 1 below.

As shown in the diagram, the Policy is based on a ranking or tiering of athlete(s) and teams within NFs and/or certain individual athletes.

National Federations will submit a high performance plan to the PNGOC Performance Committee in writing as per the guidelines and criteria set out by the PNGOC, following which a joint PNGOC-NF high performance plan review meeting will be scheduled. Following the joint plan review meeting the PNGOC will determine whether to support all or some of the high performance plan according to the availability of resources and the rank of the respective athletes and teams.

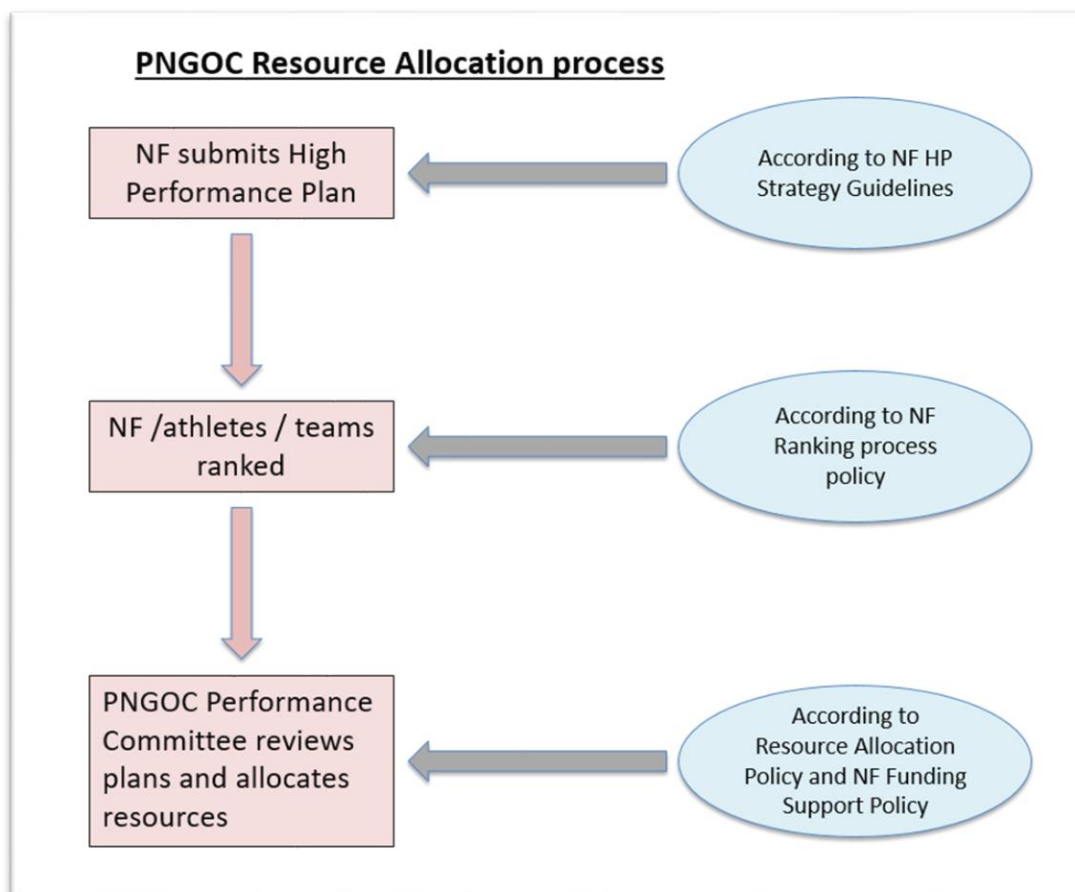
In principle, available resources will be allocated based on

- More resources will be allocated to athletes/teams in higher tiers
- Resources will be allocated according to needs as per an athlete's/team's approved and agreed high performance plan

It may be possible that a Tier 1 athlete/team does not always (by virtue of their Tier) receive more resources than a Tier 2 athlete/team and so on. The PNGOC will endeavour to meet as many needs of Tier 1 athletes/teams before addressing Tier 2 athlete/team needs, and then Tier 3 and 4 needs; however, certain resources will be "earmarked" for each Tier in order that athletes/teams receive some level of support.

However, there is no guarantee that all NFs/athletes/teams will receive support. Resource allocation is dependent on (but not limited to) the following factors:

- Availability and supply of resources,
- Quality of high performance program,
- Relevance to performance outcomes,
- Perceived and/or proven ability to implement programs and achieve stated KPOs



*Diagram 1 – PNGOC Resource Allocation Process*

As per the “*NF and Athlete Tiering system Policy*”, there are four (4) tiers. Funds will be allocated according to the following guidelines. Note that the items identified in Table 1 below are indicative of the range of funds and/or services available in different categories. They are not prescriptive in the sense that ALL sports or qualifying athletes in a specific Tier will receive exactly the same thing, to the maximum level. It is meant to indicate the range of potential funding or other resources possible. Actual allocation of resources will be guided by the:

- Criteria identified in Table 1 below,
- The actual need of the NF and/or athlete (as identified in their relevant high performance plan) – i.e. needs based funding,
- Funds and other resources available to the NF from other non PNGOC sources,
- The potential of the funds or resources to be effective and impactful,
- The perceived potential for the NF, athlete or team to effectively apply and use the resources to make a positive difference.

Final decisions on the actual allocation of resources will be a negotiated agreement between the PNGOC and the respective NFs/athlete groups, with input from other key stakeholders in the PNG sport system.

Allocation of resources will be documented in a formalized Letter of Agreement between the PNGOC and the respective recipients as per Section 6 below.

**TABLE 1** – Guidelines for allocation of resources in different categories per Tier

| <b>TIER 1</b>   |   |   |  |
|---|---|---|--|
| <b>Team 2024 – Paris2024 Support: Top ranked athlete(s) / Team(s)</b>   |   |   |  |
| <b>Team 2023 – Solomon Islands 2023 Pacific Games Support: Predicted Gold Medallists</b>  |   |   |  |
| <b>Competition and Training Camp support</b>  | <b>Coaching</b>   | <b>Athlete Support</b>  | <b>Sport Sciences/Sports Medicine (SS/SM) (primarily through NSF)</b>  |
| <ul style="list-style-type: none"> <li>Up to 3 international or domestic competitions including mandatory qualification competition</li> <li>Domestic competition support.</li> <li>Up to 2 domestic training camps and 1 international training camp (in conjunction with an international competition event)</li> </ul> | <ul style="list-style-type: none"> <li>Coaching support – ranging from international consultant coach advisor to full time coaching support</li> <li>Support to attend competition</li> </ul> | <p>Monthly stipend for qualifying targeted athletes (Note: this may be limited to the highest ranked teams or athletes in conjunction with other PNGOC programs and highly dependent on available funds and/or sponsorship)</p> <p>Support to attend training camps. Attend domestic competitions</p> | <p>Access to core SS/SM services (e.g. pre-season medical, testing, injury prevention and management, services, massage, other services)</p> <p>Medical support and relevant Sport Sciences support at domestic camp or competition and/or up to 2 international competitions.</p> |
| <b>Tier 2</b>   |   |   |  |
| <b>Team 2023 - Solomon Islands 2023 Pacific Games Support: Possible Podium Finish</b>   |   |   |  |
| <b>Competition and Training Camp support</b>  | <b>Coaching</b>   | <b>Athlete Support</b>  | <b>Sport Sciences/Sports Medicine</b>  |
| <ul style="list-style-type: none"> <li>Up to 2 international and domestic competitions</li> </ul>   | Limited coaching support  | No monthly stipend  | <ul style="list-style-type: none"> <li>Basic Sports Medicine support – e.g. injury management, pre-</li> </ul>   |

|  |   |  |  |
|--|---|--|--|
| including mandatory qualification competitions <ul style="list-style-type: none"> <li>• Domestic competition support.</li> <li>• 1 domestic training camps and 1 international training camp (in conjunction with an international competition event)</li> </ul> | e.g. small stipend, funds to attend limited competition |  | season screening (primarily through HP Sport) <ul style="list-style-type: none"> <li>• Medical support and relevant Sport Sciences support at domestic camp or competition and 1 international competition.</li> </ul> |
|--|---|--|--|

**Tier 3****Team 2023 – Solomon Island Pacific Games support: No podium finish**

| <b>Competition and Training Camp support</b>  | <b>Coaching</b>   | <b>Athlete Support</b>   | <b>Sport Sciences/Sports Medicine</b>  |
|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Only mandatory international qualification competitions</li> <li>• Domestic competition support</li> </ul> | <ul style="list-style-type: none"> <li>• No coaching support (i.e. direct funding to pay for coaching)</li> </ul> | <ul style="list-style-type: none"> <li>• No monthly stipend.</li> <li>• Limited support for domestic training camps or programs</li> </ul> | <ul style="list-style-type: none"> <li>• No SS/SM support</li> <li>• Basic screening and fitness testing. FMS</li> </ul> |

**TIER 4****Development Sport / Newly established sport**

| <b>Competition and Training Camp support</b>  | <b>Coaching</b>   | <b>Athlete Support</b>   | <b>Sport Sciences/Sports Medicine</b>  |
|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Domestic competition support only</li> </ul> | <ul style="list-style-type: none"> <li>• No direct financial coaching support</li> <li>• Support and priority for coach development through OSEP and other relevant coach development programs</li> </ul> | <ul style="list-style-type: none"> <li>• No monthly stipend</li> </ul> | <ul style="list-style-type: none"> <li>• No SS/SM support</li> <li>• Basic screening and fitness testing. FMS</li> </ul> |

## 6. ELIGIBILITY

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### a. National Federations

- i. To be eligible for funding from the PNGOC, a National Federation must:
  - a) Be a recognised Member or Affiliate of the PNGOC and have paid its annual membership fee to PNGOC;
  - b) Be affiliated to an International Federation recognised by the International Olympic Committee, Commonwealth Games Federation or Pacific Games Council;
  - c) Be in compliance with the constitutional requirements imposed by the PNGOC on its members and affiliates;
  - d) Not have any outstanding monies or reports owed to PNGOC;
  - e) Have signed Team PNG Athlete Selection Policy;
  - f) Have submitted high performance Games Preparation Plan to PNGOC;
  - g) Satisfy any other requirements as requested by the PNGOC
- ii. When making its decision to provide funding to a National Federation, the PNGOC may take into consideration any other factors it considers relevant.
- iii. The satisfaction of the criteria outlined in paragraph 6(a) does not necessarily mean that funding will be granted to a National Federation and the PNGOC maintains at all times, the authority to provide or not provide funding to a National Federation.

### b. Athletes

- i. To be eligible for funding from the PNGOC, an athlete must:
  - a) Be able to meet the eligibility criteria as set out by the respective Games attended by Team PNG and be eligible to represent Papua New Guinea under the rules of their sport's International Federation;
  - b) Be a targeted athlete for the respective Games attended by Team PNG;
  - c) Satisfy all requirements of any relevant Team PNG Athlete Selection Policy;
  - d) Not have any outstanding monies or reports owed to PNGOC;
  - e) Agree to maintain a preparation and competition program, developed in consultation with and endorsed by their NF, that is of sufficient standard to perform to the expected standard or higher at the next targeted event of international significance in their sport (this program should link directly to the high performance plans of their NF);
  - f) Agree to behave in a manner so as to not to bring themselves, the PNGOC, their sport or their NF into disrepute



- ii. When making its decision to provide funding to support an athlete, the PNGOC may take into consideration any other factors it considers relevant in addition to those outlined above.
- iii. The satisfaction of the criteria outlined in paragraph 6(b) does not necessarily mean that funding will be granted to an athlete and the PNGOC maintains at all times, the authority to provide or not provide funding to support an athlete.

## **7. APPLICATIONS**

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- a. Applications for funding must be made on the NF Funding Request Form and received at least thirty (30) days prior to actual event.
- b. Applications must be accompanied by all relevant documentation related to the funding request. These may include but are not limited to:
  - i. A detailed budget;
  - ii. Schedule or program for the activity(s) related to the application;
  - iii. List of individuals involved
- c. Applications may be received via mail, fax or email

## **8. EXPENDITURE**

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- a. Subject to the approval of funding, PNGOC will employ the following guidelines related to expenditure:
  - i. Payment to be made based on the provision of an invoice from the creditor;
  - ii. Where the cost is above PGK 5,000, three invoices are required. Should it not be possible to provide three invoices, a suitable justification as to the circumstances should be provided.
  - iii. PNGOC preference is to have payments made directly to creditors where possible;
  - iv. Where direct payment to creditors is not possible and funds are provided to the NF (or athlete), an acquittal from the recipient of the funds is compulsory. The acquittal with supporting documentation along with any unspent funds is to be provided to PNGOC no later than two (2) weeks after the completion of the funded activity;
  - v. PNGOC will determine the most appropriate means of completing a transaction, whether through cheque, direct deposit, credit card, purchase order or cash.

- vi. In exceptional cases, PNGOC may agree to the reimbursement of funding to an NF (or athlete). This will only be done in cases where approval for reimbursement has been sought and granted by PNGOC prior to the expenditure taking place.
- vii. When payment is related to travel overseas, the NF is required to show proof of the appropriate visas being granted before payment is made.

## 9. CONDITIONS

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- a. The PNGOC may set any conditions upon the provision of funding it considers appropriate. These may include but are not limited to:
  - i. Reporting in the format approved by the PNGOC as and when required;
  - ii. Timely submission of acquittals for any funding grant released to a NF or athlete;
  - iii. Any requirements and conditions imposed by the original source of funding as applicable;
  - iv. Recipients of funding are required to provide public acknowledgement of the PNGOC contributions in programs, publications, and at events where appropriate.
  - v. NFs/individual athletes/teams agree to provide the most current and accurate data to help determine ranking.
  - vi. NFs/individual athletes/teams agree to execute their high performance plan to the best of their ability and as close as possible to the programs outlined in the approved high performance plan.
  - vii. Significant deviations to an NF's or individual athlete's/team's high performance plan must be communicated to the PNGOC as soon possible.
  - viii. Any other conditions it deems appropriate based on the circumstances.
- b. Any conditions set in accordance with this paragraph shall be communicated in writing to the athlete or the National Federation, as the case may be.

NFs and/or individual athletes/teams receiving resources will be required to sign a Letter of Agreement outlining the purpose of the funds received, listed under the key categories of high performance planning.

## **10. SUSPENSIONS AND DISCONTINUANCE OF FUNDING**

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- a. The PNGOC may suspend or discontinue funding at any time if the athlete or the National Federation fails to satisfy any of the conditions set by the PNGOC in accordance with paragraph 6.
- b. Any decision by the PNGOC to suspend or discontinue funding to an athlete or a Member or Affiliate shall be communicated in writing.
- c. Suspension or discontinuance of funding does not prevent an athlete or a National Federation from submitting future applications for funding to the PNGOC however; this can be taken into consideration by the PNGOC when considering future applications.

## **11. AVAILABILITY AND CONSISTENCY OF RESOURCES / GUARANTEE OF SUPPORT**

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PNGOC support to NFs and/or individual athletes/teams is not guaranteed and will be based on, and limited by, the availability of financial and other resources. In the situation where an individual athlete(s) or team(s) full high performance plan cannot be supported, NF's will be required to work with the relevant athlete/team and the PNGOC to prioritize their plan elements. The PNGOC may provide advice and guidance as to what areas should be prioritized if limited resources are available.

In this case, the NF or individual athlete/team will provide a revised program showing priorities and what elements of the respective plans will be supported by this Policy and what elements will be funded by other sources or unfunded.

## **12. OTHER AREAS OF PNGOC OPERATIONS**

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This policy covers allocation of finances as well as access to other services and resources. As such, as well as applying the allocation criteria in Table 1 above to NFs/individual athletes/teams in the respective tiers, the PNGOC will also make other decisions from time to time concerning services or entitlements, or execution of other PNGOC programs in line with the tiering levels outlined in the PNGOC NF/athlete tiering guidelines. These programs may not necessarily be directly related to high performance.

In these situations, priority access will be given to higher ranked NFs (based on the number and level of different tiered athletes/teams) for other PNGOC programs or support. This may include (but not necessarily be limited to) access to or support for programs such as:

- OSEP
- Olympic Solidarity programs, e.g. as ICECP
- Athlete career and education services
- Access to specialized external expert/consultant services
- Access to facilitated workshops
- Other similar programs

Please note that prioritization and access to programs and services external to direct PNGOC control may sometimes be limited or subject to other external agency criteria or restrictions. As such, PNGOC tiering levels may not always apply.

### **13. APPEALS / SPECIAL REQUESTS**

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Appeals for reconsideration of either tiering level of resource allocation can be made to the PNGOC Performance Committee based on new evidence e.g. updated international ranking lists, change in Olympic or IF qualification criteria or other relevant information related to tiering criteria.

The PNGOC understands the different challenges each NF faces and will be open to feedback and appeals should a NF feel that ranking of specific athlete/teams is not justified.

The appeal can be sent to the PNGOC Performance Committee chairperson and should outline clearly the reason that their ranking should be higher than what has been decided based on the criteria outlined above.

When making an appeal and NF/individual athlete/team will need to provide evidence for the following:

- Performances and results from sanctioned NF or IF events,
- Improvement of performances from previous competitions or tournaments,
- Performance and results against benchmark performances in the region,
- Other information and data relevant to the appeal

The Performance Committee may reconsider its decision based on the newly presented information, or if there is a significant change in the Olympic or IF qualification criteria.

### **14. LIMITATIONS**

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It should be noted that the Policy is not designed to, nor cannot cover all needs for all sports, athletes and teams.

It should be noted that different sports have higher or lower expenses and as such some NFs/athletes/teams may be ranked higher than another but receive less than a lower tier. The objective is to cover as many legitimate needs of NFs/athletes/teams as possible.

## **15. REVIEW AND AMENDMENT**

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- (a) The Executive Board of the PNGOC may, in its absolute discretion, review and amend this Policy document at any time.
- (b) A copy of this Policy will be available to an interested party upon written request to Secretary General of the PNGOC.

*Adopted by the Executive Board of the PNGOC on: 7 April 2021*

*Amended: Version 1*