



Summary Strategic Plan Results Framework: PNG Olympic Committee 2016-2020

*We are guided by our **VISION** to Inspire and Unite Papua New Guineans through Sporting Excellence and Success*

The PNG Olympic Committee (PNGOC) is the recognised National Olympic Committee (NOC), Commonwealth Games Association (CGA) and Pacific Games Association (PGC) 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. We are a non-government not-for-profit organisation with membership from the National Sports Federations (NFs) of Papua New Guinea.

We are a values-based organisation that maintains its integrity by showing *our commitment to our **VALUES***:

HONESTY – EXCELLENCE – RESPECT – OPENNESS

*We are driven by our **MISSION*** to be the Best Performing Pacific National Olympic Committee and achieve Team PNG Games Success by Partnering with Government, our Sponsors and the Olympic Movement and Enhancing the Capacity and Capability of our members National Federations.

The focus of the PNGOC's work reflects our strategic objectives and priorities, which are encapsulated in the following Key Result Areas (KRAs):

KRA 1 – Best Performing Pacific NOC

KRA 2 – Team PNG Games Success

KRA 3 – Partnering with Stakeholders

KRA 4 – Enhancing our National Federations

KRA 5 – Providing Athletes with Opportunities to Inspire

These 5 KRAs are further detailed in the following results framework, which outlines the respective result outputs, key performance indicators and their annual targets and the key activities along with overall estimated budget.

KEY RESULT AREA 1: Best Performing Pacific NOC - The PNGOC is recognised as the best performing NOC in the Pacific with a focus on management, governance, sustainability, brand awareness, gender equality, learning development, knowledge capture, anti-doping and recognition.

IOC: The IOC’s working principles of “Autonomy and Governance” and “Sustainability” and the emphasis in Agenda 2020 on good governance in the sports movement. The ONOC also identifies building NOC capacity as a core function.

CGF: The CGF’s Strategic Priority Two related to Good Governance and Management “We nurture and develop the best-governed and well-managed sports movements in the world”.

PGC: The PGC objectives related to ensuring the highest possible standards are met by member associations and member associations aligning their rules and procedures to the WADA Code.

GoPNG: The Government’s Vision 2050 document states “By 2020, PNG’s sporting and recreation infrastructure and **management** are to be improved to world class standards.”

Output	Key Performance Indicators	Annual Targets	Activities	Indicative Source(s) of Funding
PNGOC is compliant with the Basic Universal Principles of Good Governance of the Olympic and Sport Movement	<ul style="list-style-type: none"> • Number of Board meetings held annually • Percentage of Board decisions actioned • PNGOC UMAP Governance ranking • PNGOC code of conduct adopted • Percentage of Basic Universal Principles elements included in revised Constitution 	<ul style="list-style-type: none"> - 6 per year - 80% decisions actioned - “Embedded” every year - Yes – 2016 - TBD 	<ul style="list-style-type: none"> - Risk Management Plan developed - Governance audit - UMAP conducted annually - Code of Conduct developed and adopted - Constitutional Review 	<ul style="list-style-type: none"> - Core PNGOC funding
PNGOC financial management is done in an accountable and transparent manner	<ul style="list-style-type: none"> • Audit finding on annual audit reports • Audit reports and financial reports published in annual report • Percentage of audit report recommendations are implemented by following audit • Number of cases of financial mismanagement 	<ul style="list-style-type: none"> - No issues/Good findings - Yes - 100% - 0 	<ul style="list-style-type: none"> - Annual Audit completed by independent and qualified firm - Annual budgets prepared and approved by Board Financial updates provided to Board at every meeting - Finance Policy developed and adopted - Appropriate financial management system implemented - Timely reporting and acquitting of external funding 	<ul style="list-style-type: none"> - Core PNGOC funding - Olympic Solidarity World Programme funding
PNGOC is financially sustainable through its commercial activities	<ul style="list-style-type: none"> • Amount of commercial VIK revenue increase annually • Amount of commercial Cash revenue increase annually 	<ul style="list-style-type: none"> - K50,000 per annum VIK - K85,000 per annum Cash - 10 suppliers 	<ul style="list-style-type: none"> - Implementation of Commercial Plan - Sales Prospecting - Multi year deals and variable pricing - Build PNGOC control 	<ul style="list-style-type: none"> - Core PNGOC funding - PNGOC Sponsorship - PNGOC Fundraising



	<ul style="list-style-type: none"> • Number of commercial suppliers • Number of commercial partners • Percentage increase of funding from fundraising activities • Number of different sources of commercial revenue 	<p>(2016), 11 (2017), 12 (2018), 13 – (2019), 14 (2020)</p> <ul style="list-style-type: none"> - 5 Partners (2016); 6 (2017), 8 (2018), 9 (2019), 11 (2020) - 5% increase annually - 5 (2016, 2017), 6 (2018, 2019), 8 (2020) 	<ul style="list-style-type: none"> - over branding and develop new cash sponsor opportunities linked to events - Team PNG Merchandise programme established - Sponsorship programme established - Olympic Licensing programme established - PM's Corporate Golf event held annually - Trukai Fun Run held annually - PNGOC property maintained - Capital funds investment 	
Public and stakeholders are aware of PNGOC's brand and activities	<ul style="list-style-type: none"> • Percentage increase of visits to PNGOC website • Number of followers on PNGOC Twitter account • Number of followers on PNGOC Instagram account • Number of likes on PNGOC/Team PNG Facebook page • Number of press releases 	<ul style="list-style-type: none"> - 10% annually - 100 (2016), 150 (2017), 200 (2018), 250 (2019), 300 (2020) - 100 (2016), 150 (2017), 200 (2018), 250 (2019), 300 (2020) - 1,000 annually - 24 annually 	<ul style="list-style-type: none"> - Communication strategy developed - Regular updating of PNGOC online and social media pages - Brand guidelines developed 	<ul style="list-style-type: none"> - Core PNGOC funding - PNGOC Sponsorship - PNGOC Fundraising
PNGOC has a permanent headquarters (PNG Olympic Haus)	<ul style="list-style-type: none"> • PNG Olympic Haus built 	<ul style="list-style-type: none"> - 2019 	<ul style="list-style-type: none"> - Secure land - Secure funding - Design for Olympic Haus - Construction of Olympic Haus - Opening of Olympic Haus 	<ul style="list-style-type: none"> - Core PNGOC funding - IOC funding
Clean athletes are protected by PNGOC being compliant with NOC anti-doping requirements as per the WADA Anti-Doping Code	<ul style="list-style-type: none"> • Number of Team PNG athletes who receive an anti-doping violation • PNGOC compliant with Code requirements 	<ul style="list-style-type: none"> - 0 per annum - Yes per annum 	<ul style="list-style-type: none"> - Support to PNGSADO - Complete TUE forms - Ascertain NOC specific Code requirements 	<ul style="list-style-type: none"> - Olympic Solidarity World Programme funding - Other funding

			- Annual Prohibited List circulated to NFs, athletes and coaches	
Women and Men are treated equally in PNGOC commissions and activities	<ul style="list-style-type: none"> Ratio of men to women on PNGOC executive board Ratio of men to women on PNGOC commissions 	- 50% - 50%	<ul style="list-style-type: none"> Gender inclusive policies developed and enforced Equity Commission established 	<ul style="list-style-type: none"> Core PNGOC funding Olympic Solidarity World Programme funding
PNGOC and Team PNG members are recognised for their achievements	<ul style="list-style-type: none"> Number of PNGOC and Team PNG members recognised internationally and nationally Number of PNGOC and Team PNG members finalists and winners Pacific Awards and ANOC Awards Number of Team PNG member finalists and winners at SP Sports Awards 	- 4 per annum - 2 per awards presentation - 4 per awards	<ul style="list-style-type: none"> Nominate PNGOC and Team PNG members for international awards Staging of the Annual Hall of Fame Induction Support to the staging of the SP Sports Awards 	<ul style="list-style-type: none"> Sponsorship funding
Staff and Board members are provided with learning opportunities to develop their capacity	<ul style="list-style-type: none"> Number of staff and board members that undertake a learning opportunity each year Number of staff learning sessions held annually 	- 3 per annum - 12 per annum	<ul style="list-style-type: none"> Staff learning sessions Learning needs assessment carried out Induction for staff and Board members 	<ul style="list-style-type: none"> Core PNGOC funding Olympic Solidarity World Programme Funding Other funding opportunities
Information is captured and stored through timely and organised data management system	<ul style="list-style-type: none"> Audit finding on record keeping Number of Team PNG members records updated in SportingPulse/Access 	- Satisfactory - Dependent on size of Games Team	<ul style="list-style-type: none"> Archive and filing policy developed Centralised filing system established Team PNG members data updated 	<ul style="list-style-type: none"> Core PNGOC funding Olympic Solidarity World Programme Funding

KEY RESULT AREA 2: Team PNG Games Success

Team PNG has achieved its respective targets set for of the 2016 Rio Olympic Games, 2017 Vanuatu Pacific Mini-Games, 2018 Gold Coast Commonwealth Games, 2018 Buenos Aires Youth Olympic Games, 2019 Tonga Pacific Games and 2020 Tokyo Olympic Games.

IOC: The IOC's mission to ensure the uniqueness and the regular celebration of the Olympic Games.

CGF: The CGF's Strategic Priority One related to delivering "inspirational and innovative Commonwealth Games and Commonwealth Youth Games"

PGC: The PGC's objective "To promote and deliver competition of the highest possible standards, venues and Games organisation

GoPNG: The Government's MTDP states "The international sporting events such as the Mini-South Pacific Games, the South Pacific Games, the Olympics and the Para-Olympics, sees the nation converge in support of PNG's athletes" and " PNG's participation in international ... sporting events promotes national unity, national identity and national pride and raises the international profile of PNG."

Output	Key Performance Indicators	Annual Targets	Activities	Indicative Source(s) of Funding
--------	----------------------------	----------------	------------	---------------------------------

Success at Rio 2016 Olympic Games	<ul style="list-style-type: none"> • Number of athletes that qualify on merit • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 3 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - Olympic Solidarity World Programme Funding - Olympic Solidarity ONOC Funding - Sponsorship
Success at Bahamas 2017 Commonwealth Youth Games	<ul style="list-style-type: none"> • Number of athletes that attend the Games • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 12 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - G4G funding - Sponsorship
Success at Ashgabat 2017 Asian Indoor and Martial Arts Games	<ul style="list-style-type: none"> • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - G4G funding - Sponsorship
Success at Vanuatu 2017 Pacific Mini-Games	<ul style="list-style-type: none"> • Team PNG placing on final medal tally • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 1 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - G4G funding - Sponsorship
Success at Gold Coast 2018 Commonwealth Games	<ul style="list-style-type: none"> • Number of medals won at Games • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 3 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - Commonwealth Games Federation Programme Funding - Sponsorship
Success at Buenos Aires 2018 Youth Olympic Games	<ul style="list-style-type: none"> • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - Olympic Solidarity World Programme Funding - Olympic Solidarity ONOC Funding - Sponsorship
Success at Tonga 2019 Pacific Games	<ul style="list-style-type: none"> • Team PNG placing on the final medal tally • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 1 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - G4G funding - Sponsorship
Success at Tokyo 2020 Olympic Games	<ul style="list-style-type: none"> • Number of medals won at Games • Number of individual athletes that qualify on merit • Number of team sports that qualify • Percentage of sports that achieve their individual Games targets 	<ul style="list-style-type: none"> - 1 - 5 - 1 - 80% 	<ul style="list-style-type: none"> - Accreditation completed - Appointment of CdM and GMT 	<ul style="list-style-type: none"> - Core PNGOC funding - Olympic Solidarity World Programme Funding - Olympic Solidarity ONOC Funding - Sponsorship

High Performance planning and monitoring support provided to Games sports	<ul style="list-style-type: none"> Percentage of sports with High Performance Plans Percentage of sports achieving HP targets 	<ul style="list-style-type: none"> 50% (2016), 75% (2017), 100% (2018), 100% (2019), 100% (2020) 40% (2016), 60% (2017), 70% (2018), 80% (2019), 90% (2020) 	<ul style="list-style-type: none"> PNGOC High Performance Strategy developed NF HP Plans developed NF HP Plans monitored 	<ul style="list-style-type: none"> Core PNGOC funding G4G funding Sponsorship Olympic Solidarity World Programme Funding
Games sports receive preparation support in line with Team PNG targets	<ul style="list-style-type: none"> Number of elite athletes receiving elite scholarship support Number of coaches receiving dedicated support 	<ul style="list-style-type: none"> 10 per annum 5 per annum 	<ul style="list-style-type: none"> Funding secured and provided in line with HP Plans Olympic Solidarity applications and reports completed for Athlete and Coaches programmes CGF application completed 	<ul style="list-style-type: none"> G4G funding Olympic Solidarity World Programme Funding Olympic Solidarity ONOC Funding Commonwealth Games Federation Programme Funding
Management of Games Team is done in line with best practice protocols	<ul style="list-style-type: none"> Percentage of respondents who are satisfied with Games experience Percentage of management reports produced from respective Games Number of discipline issues at each Games 	<ul style="list-style-type: none"> 80% per annum 100% per annum 0 (2016), 5 (2017), 5 (2018), 5 (2019), 0 (2020) 	<ul style="list-style-type: none"> Team Manual reviewed and produced for each Games Team Selection Policies reviewed and produced for each Games Team Management training and workshop held with Sports Officials 	<ul style="list-style-type: none"> Core PNGOC funding Sponsorship

KEY RESULT AREA 3: Partnering with Stakeholders

PNGOC has an active, complimentary and value-adding partnership with Government, sponsors, the IOC, the CGF and the PGC while exploring other potential opportunities to expand our stakeholder base.

IOC: The IOC's working principle of "Universality and Solidarity" and the emphasis placed on promoting the Olympic Movement beyond the Olympic Games.

CGF: The CGF's Strategic Priority three related to Strong Partnerships "We attract and build on public, private and social partnerships that widely benefit Commonwealth athletes, sports and communities"

PGC: The PGC's objective "To create bonds of kindred, friendship, and brotherhood amongst people of the countries and territories of the Pacific Region through sporting exchange..."

GoPNG: The Government's MTDP states " PNG's participation in international ... sporting events promotes national unity, national identity and national pride and raises the international profile of PNG." The Government through various initiatives has also recognised the ability of sport to be used to build partnerships and foster diplomacy.

Output	Key Performance Indicators	Annual Targets	Activities	Indicative Source(s) of Funding
Complimentary and value-adding relationship with Government	<ul style="list-style-type: none"> Number of collaborative initiatives with PNG Sports Foundation Satisfaction ranking received from PNGSF Percentage of Government requests responded to 	<ul style="list-style-type: none"> 2 (per annum) Satisfied (per annum) 90% (per annum) 	Annual Joint planning workshop Satisfaction survey completed	- PNGOC Core funding
Sponsors receive value from their relationship with PNGOC	<ul style="list-style-type: none"> Percentage of sponsors that report satisfactory rating from their sponsorship Percentage of sponsors that renew their sponsorship 	<ul style="list-style-type: none"> 80% (per annum) 100% (per annum) 	Sponsorship proposals and agreements produced and shared with sponsors Satisfaction survey completed	- PNGOC Core funding
Active involvement with Olympic, Commonwealth and Pacific Games sporting movements	<ul style="list-style-type: none"> Number of PNGOC members in Olympic Movement positions Number of PNGOC members in Commonwealth Games Movement positions Number of PNGOC members in Pacific Games Movement positions 	<ul style="list-style-type: none"> 2 (per annum) 2 (per annum) 2 (per annum) 	Nominate/apply for Olympic, Commonwealth and Pacific Games positions Attendance at ANOC, ONOC, CGF and PGC meetings	- PNGOC Core funding
Opportunities to expand stakeholder base explored	<ul style="list-style-type: none"> Number of new stakeholder opportunities explored 	<ul style="list-style-type: none"> 2 (per annum) 	Meetings with development partners and NGOs	- PNGOC Core funding

KEY RESULT AREA 4: Enhancing our National Federations

National Federations are able to achieve their high performance targets while complying with PNGOC governance requirements

IOC: The IOC's working principles of "Autonomy and Governance" and "Sustainability" and the emphasis in Agenda 2020 on good governance in the sports movement

CGF: The CGF's Strategic Priority Two related to Good Governance and Management "We Nurture and develop the best-governed and well-managed sports movements in the world".

PGC: To encourage and assist sport and sport development and physical recreation throughout all member Nations of the Pacific Islands...

GoPNG: The Government's Vision 2050 document states "By 2020, PNG's sporting and recreation infrastructure and **management** are to be improved to world class standards."

Output	Key Performance Indicators	Annual Targets	Activities	Indicative Source(s) of Funding
NFs governance at level needed to comply with PNGOC Constitutional requirements	<ul style="list-style-type: none"> Percentage of member NFs who comply with PNGOC constitutional requirements by submitting AGM minutes, Annual Report, Financial statements Number of NFs who have annual audited statement done by independent auditor 	<ul style="list-style-type: none"> 50% (2016), 75% (2017), 80% (2018), 90% (2019), 100% (2020) 8 (2016), 10 (2017), 15 (2018), 	Implement AGM subsidy support to NFs Complete constitutional requirement audit annually Governance workshop Leadership workshop MOSO PNG training	<ul style="list-style-type: none"> G4G funding Olympic Solidarity World Programme Funding Olympic Solidarity ONOC Funding Commonwealth Games Federation Programme

		20 (2019), 25 (2020)		Funding
NFs administration at a level needed to support their athletes training and competition plans	<ul style="list-style-type: none"> Percentage of NFs who have an overall “high” ranking from their annual RAT Percentage of NFs that have current Strategic Plan that is being implemented 	<ul style="list-style-type: none"> 50% (2016), 65% (2017), 70% (2018), 75% (2019), 80% (2020) 50% (2016), 65% (2017), 70% (2018), 75% (2019), 80% (2020) 	NFs complete RAT annually Administration workshop Strategic Planning subsidy and technical support to NFs MOSO PNG Training PNGOC Resource centre functioning	<ul style="list-style-type: none"> Olympic Solidarity World Programme Funding Olympic Solidarity ONOC Funding Commonwealth Games Federation Programme Funding
NFs carry-out anti-doping requirements	<ul style="list-style-type: none"> Percentage of NFs that comply with anti-doping requirements Number of NFs attend Anti-doping seminar 	<ul style="list-style-type: none"> 100% per annum 30 per annum 	Annual NF Anti-doping Seminar	<ul style="list-style-type: none"> Olympic Solidarity World Programme funding Other funding
NFs attract sponsorship needed to fulfil their strategic plan objectives	<ul style="list-style-type: none"> Percentage of member NFs who receive over 50% of their sports funding from sponsorship 	<ul style="list-style-type: none"> 10% (2016), 15% (2017), 25% (2018), 30% (2019), 40% (2020) 	Marketing and sponsorship seminar Sponsorship templates for NFs	<ul style="list-style-type: none"> Olympic Solidarity World Programme Funding Olympic Solidarity ONOC Funding Commonwealth Games Federation Programme Funding

KEY RESULT AREA 5: Providing Athletes with Opportunities to Inspire

Team PNG athletes are involved in activities that inspire the public and promote the Olympic and other positive values while exposing themselves to education and employment opportunities

IOC: Two of the IOC’s Missions are to “Put Athletes at the hear of the Olympic Movement” and “Promote sport and the Olympic Values in society, with a focus on young people”

CGF: The CGF’s Transformation 2022 plan is athlete focused with the Vision stating “Building peaceful, sustainable and prosperous communities globally by inspiring Commonwealth Athlete to drive the impact and ambition of all...”, the Mission stating “To be an athlete-centred, sport-focused Commonwealth Sports Movement...” and Strategic Priority Four being “We champion, through our brand, Commonwealth athlete, citizen and community engagement in everything we do.”

PGC: To encourage and assist sport and sport development and physical recreation throughout all member Nations of the Pacific Islands and to promote the shared values of integrity, fair play, competence, commitment to excellence, respect for gender equality and tolerance including the fight against the use in sports of drugs and of unhealthy or performance enhancing substances.

GoPNG: The Government’s MTDP sets out the goal “to harness the power of sport for personal development, community development and national development” and “ PNG’s participation in international ... sporting events promotes national unity, national identity and national pride and raises the international profile of PNG.”

Output	Key Performance Indicators	Annual Targets	Activities	Indicative Source(s) of Funding
Athletes develop life skills	<ul style="list-style-type: none"> Number of athletes who complete Excellence 4 Life sessions 	- 50 (2016), 50 (2017), 60 (2018), 70 (2019), 80 (2020)	- Excellence 4 Life programme	- IOC funding
Athletes are presented with education and job opportunities	<ul style="list-style-type: none"> Number of athletes who are accepted to the IBS Athlete Excellence Programme Number of athletes who find employment opportunities through PNGOC 	- 5 (2016), 5 (2017), 10 (2018), 10 (2019), 10 (2020) - 2 (2016), 5 (2017), 10 (2018), 10 (2019), 10 (2020)	- IBS Athlete Excellence Programme - Database of suitable job opportunities maintained and circulated to athletes	- Sponsorship
Athletes promote the Olympic Values	<ul style="list-style-type: none"> Number of athletes involved in Olympic Values Education Programme Number of schools visited by OVEP 	- 20 (2016), 30 (2017), 30 (2018), 40 (2019), 40 (2020) - 5 (2016), 10 (2017), 15 (2018), 20 (2019), 25 (2020)	- OVEP programme - Olympic Week activities	- Olympic Solidarity World Programme funding - Sponsorship
Team PNG seen as role models in the community	<ul style="list-style-type: none"> Number of initiatives held in communities with involvement of Team PNG athletes. Number of national initiatives involving Team PNG athletes 	- 3 per annum - 2 per annum	- Love Your Coast - Active Cities Programme	- Olympic Solidarity World Programme funding - Sponsorship - Other funding
Athlete Brand Ambassadors	<ul style="list-style-type: none"> Number of Athletes who are part of the Athlete Brand Ambassador program (Team PNG HERO program) 	- 3 per annum	- Athlete Brand Ambassadors programme established - Train and Pay	- Sponsorship

The operationalization of the Strategic Plan will be done through **annual Operational Plans** detailing budgetary requirements and timelines for the completion of activities. A High Performance Strategy will also be developed to provide further detail on how PNGOC will provide High Performance support to NFs to achieve Team PNG Games success.

Monitoring and evaluation (M&E) of the Strategic Plan will be carried out in line with the M&E plan. This plan details the activities that will be used to regularly monitor the progress of PNGOC in achieving our targets.

Monitoring and Evaluation Plan

Activity	Purpose	Frequency	Tools	Prepared by
Activity Updates	Provide Executive Board with update of activities	Monthly in conjunction with Executive Board meetings	Activity Update template	Senior Management
Progress Reports	Provide Executive Board with update of activities and progress against annual targets	Quarterly to be presented at Executive Board meetings	Progress Report template	Respective Divisions and Senior Management
Annual Review	Provide Executive Board with result of activities and status of achievement against annual targets	Annually at last Executive Board meeting of the year	Annual Review Report template	Senior Management
Annual General Assembly Update	Provide membership and other stakeholders with update of Strategic Plan	Annually at Annual General Assembly		Senior Management
Mid-term Review & Evaluation	Provide PNGOC with an assessment of progress towards Strategic Plan objectives and allow for decisions to be made on areas in need of attention	To be conducted in 2018	Report and presentation	Independent assessor
Final Review & Evaluation	Provide PNGOC with an evaluation of the Strategic Plan implementation and achievement against targets; and allow for decisions to be made in terms of development of next Strategic Plan	To be conducted in 2020	Report and presentation	Independent assessor



The PNGOC acknowledges the importance of **risk management** in order to contribute to the success of this Strategic Plan. The following risk log has been developed to identify, assess and prioritize possible risks and mitigating actions. The risk log will be updated quarterly and presented to the Executive Board along with the Quarterly Progress Report.

Risk Log

(Scale of Impact and Probability 1 – very low, 2 - low , 3 - medium, 4 – high, 5- very high)

#	Description	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Status
1	Lack of required financial resources	Financial Resources-Funding	PNGOC does not secure enough funding to cover costs of activities Probability = 2 Impact = 5	<ul style="list-style-type: none"> - Appropriate budgeting and resource management - Monitoring of funding - Active resource mobilisation 	Treasurer, Secretary General, Finance Officer	<i>To be monitored</i>
2	PNGOC Internal Capacity	Organizational – Human Resource	PNGOC does not have the human resource capacity to achieve all targets set out in the Strategic Plan Probability = 3 Impact = 3	<ul style="list-style-type: none"> - Appropriate staffing structure identified and implemented - Recruitment of appropriately skilled staff for positions - Up-skilling of staff to required skill set - Realistic and strategic planning of activities 	Senior Management	<i>To be monitored</i>
3	Loss of staff	Organizational – Human Resources	PNGOC lose staff, affecting implementation of programmes and/or key office functions Probability = 2 Impact = 3	<ul style="list-style-type: none"> - Attractive and appropriate remuneration packages offered - Succession Planning conducted for all positions - Quick turnaround in recruitment process 	Administration Committee, Secretary General	<i>To be monitored</i>
4	New Executive Board members voted in at election	Organizational	New Executive Board members are voted in at 2016 AGA which sees a shift in direction for the organization Probability = 3 Impact = 4	<ul style="list-style-type: none"> - Constitutional change to have alternating terms for various positions on board - Comprehensive induction for new Executive Board Members 	Legal Advisor, Secretary General	<i>To be monitored</i>
5	Relationship with Government	Political	Relationship with Ministry of Sport and PNG Sports Foundation negatively impacts on PNGOC Probability = 2 Impact = 3	<ul style="list-style-type: none"> - MOU with PNGSF - Regular dialogue with PNGSF and Ministry 	Executive Board, Secretary General, Senior Management	<i>To be monitored</i>
6	Economic downturn	Financial	PNG Economic climate impacts on	- Prioritise strategic use of	Treasurer, Secretary	<i>To be monitored</i>

			<p>sponsorship and Government financial support to PNGOC</p> <p>Probability = 3 Impact = 4</p>	<p>funding</p> <ul style="list-style-type: none"> - Strategic investment of resources - Prudent expenditure of funding 	General, Finance Officer	
7	Internal and External Fraud	Financial/ Operational	<p>Cases of fraud which result in loss of financial resources and possible damage to reputation</p> <p>Probability = 2 Impact = 3</p>	<ul style="list-style-type: none"> - Financial processes reviewed - Financial control measures reviewed - Strict adherence to Internal Controls - Acquittals completed 	Treasurer, Secretary General, Finance Officer	<i>To be monitored</i>
8	Partnerships failing to deliver	Strategic	<p>Partners key to the delivery of programmes do not deliver on their responsibilities (funding)</p> <p>Probability = 2 Impact = 4</p>	<ul style="list-style-type: none"> - Clear and realistic agreements in place for all partnerships 	Secretary General, Senior Management	<i>To be monitored</i>
9	Reputation	Strategic	<p>PNGOC reputation damaged by negative cases related corruption, disciplinary issues, administration failure, etc.</p> <p>Probability = 1 Impact = 4</p>	<ul style="list-style-type: none"> - Enforcing Code of Conduct - Enforcing Probity policy - Establish Policy and guidelines on how to respond crisis situation involving damage of reputation 	Executive Board, Secretary General, Senior Management	<i>To be monitored</i>
10	Government support for sport	Political	<p>Possible change of Government after elections results in reduced focus on sports</p> <p>Probability =3 Impact = 3</p>	<ul style="list-style-type: none"> - Orientation with new Minister responsible for Sports 	Executive Board, Secretary General	<i>To be monitored</i>
11	<i>Additional risks to be added as identified</i>					

