



Papua New Guinea Olympic Committee

Strategic Plan 2016 - 2020

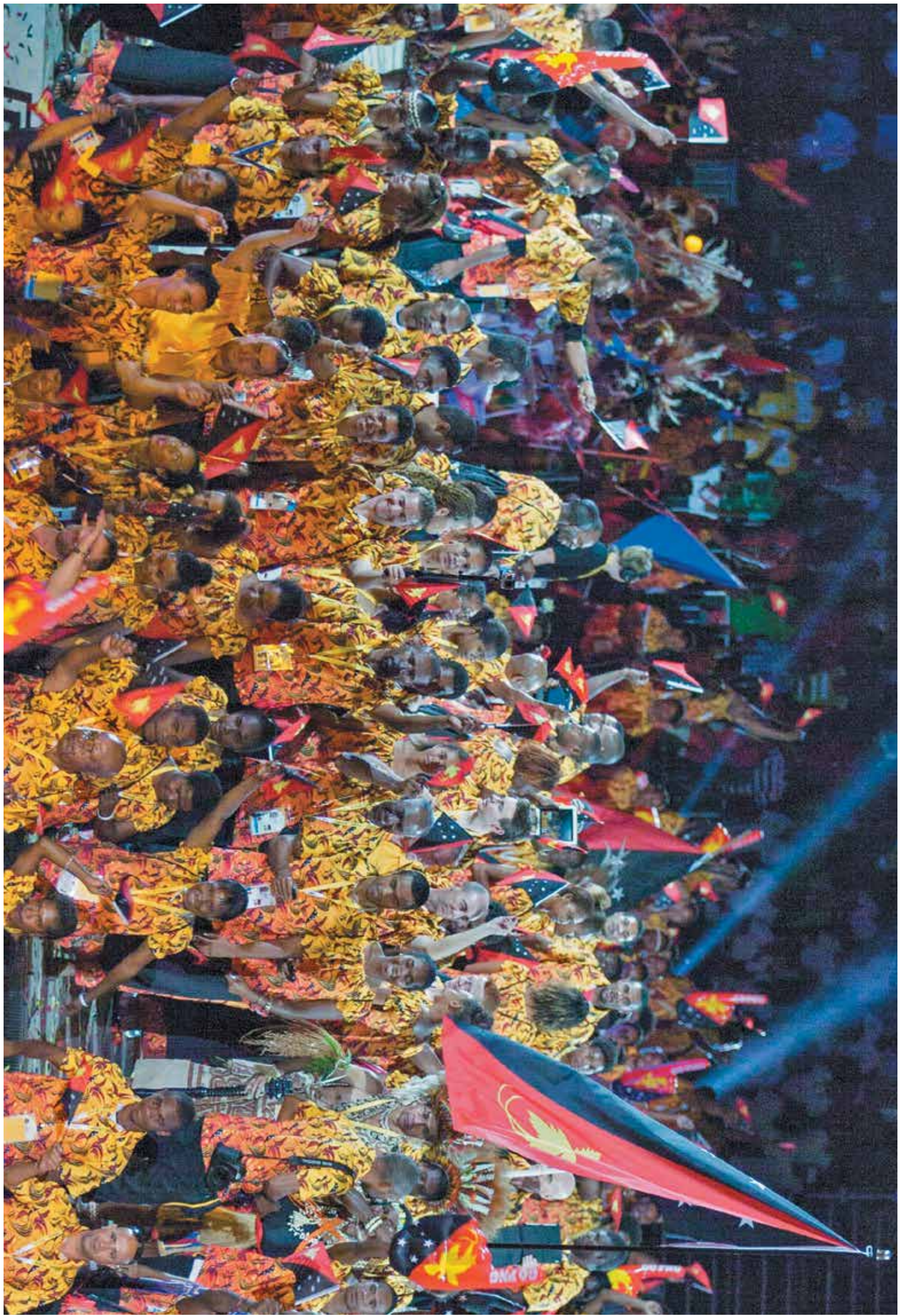
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"Courage...and hope!...charge boldly through the clouds and do not be afraid. The future belongs to you."
 Baron Pierre de Coubertin - Founder of the International Olympic Committee and father of the modern Olympic Games.





PURPOSE OF DOCUMENT





PURPOSE OF DOCUMENT

This document reflects the strategic direction of the Papua New Guinea Olympic Committee (PNGOC) for the period 2016 to 2020. It outlines our Vision, Mission, Values and Key Result Areas.

Our Strategic Plan will guide our efforts as the National Olympic Committee, Commonwealth Games Association and Pacific Games Association of Papua New Guinea for the next five years.

It is the result of a considered planning process, which included the review of our previous strategic plan, consultation with our valued members and stakeholders, involvement of our Executive Board and staff and consideration of relevant policy documents of key bodies in the international sporting movement and guiding sport in Papua New Guinea. It is responsive to the current environment and represents our priorities for the next five years.

Our Strategic Plan serves as our reference point for planning, implementation, communication and collaboration and reflects the evolution of our organisation as we continue to set and achieve our goals

*“Sport has the power to change the world, it has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand.
Sport can create hope where once there was only despair.”*
Nelson Mandela – Former South African President, Sports enthusiast



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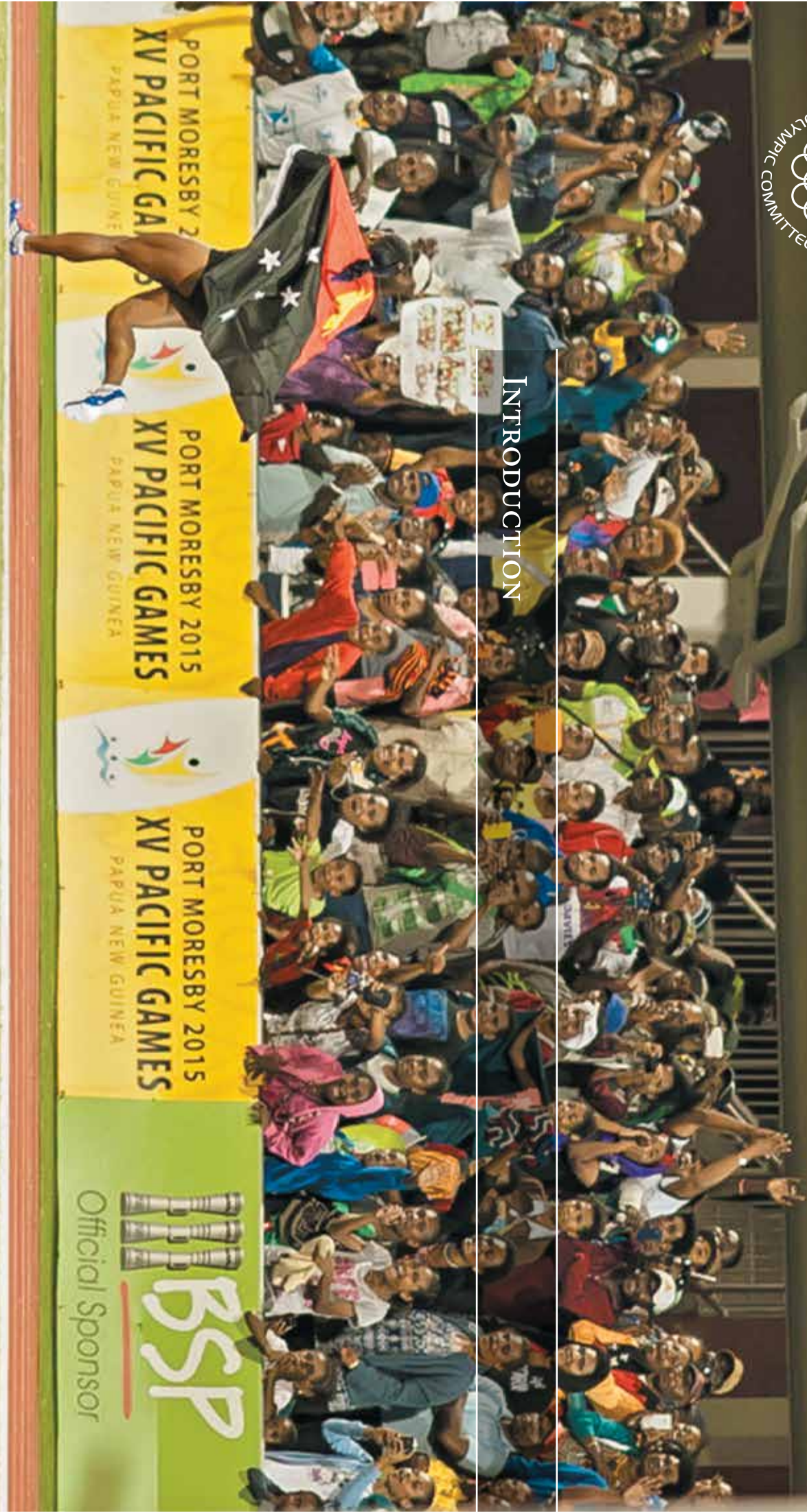


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Papua New Guinea Olympic Committee Strategic Plan 2016 - 2020



INTRODUCTION

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INTRODUCTION

The 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. We are a non-government not-for-profit organisation that represents the interests of our members, the National Sports Federations (NFs) to Government.

We were founded in 1961 to enable our participation in the 1962 British Empire Games in Perth, Australia and the first South Pacific Games in Suva, Fiji in 1963. We were accorded National Olympic Committee status in 1974, which enabled our participation in the 1976 Olympic Games in Montreal, Canada.

As custodians of the Olympic, Commonwealth and Pacific Games sporting movements in Papua New Guinea we actively develop, promote and protect the fundamental principles of Olympism and the important values it reflects. We encourage the development of high performance sport as well as sport for all and work in line with the International Olympic Committee (IOC), Commonwealth Games Association (CGA) and Pacific Games Council (PGC) on these areas.

The elite athletes who make up Team PNG continue to be our focus. We support their pursuit of excellence on the field of play and in their life outside of sport. The NFs are the conduit by which we provide support to athletes. We recognise the importance of NFs in the development of their respective sports in the country and we work with them to develop their capacity to fulfil their mandate.

We work closely with the government through the Ministry of Sport and the body responsible for the management and development of sport in PNG, the PNG Sports Foundation (PNGSF). Through this Strategic Plan we look to strengthen the partnership and collaboration between the Government and PNGOC while affirming our autonomy.

We value the support of our sponsors and fundraising partners and will build on our harmonious relations with them. Their backing allows us to achieve our goals and support our athletes to reach their aspirations. We encourage our partners and stakeholders to get involved in the development of PNGOC.

The PNG Olympic Committee and Team PNG have produced some of PNG history's most iconic moments, from representing the country on the biggest global stage at the Olympics, to stopping the nation as our athletes won incredible gold medals at the Commonwealth Games, to demonstrating to the Pacific our quality at staging and winning the Pacific Games. Our proud heritage and well-established practice defines the PNGOC. The implementation of this Strategic Plan will further strengthen the position of the PNGOC.

PNG has hosted the Pacific Games three times, in 1969, 1991 and 2015. It finished first on the medal tally in 1991 and 2015.

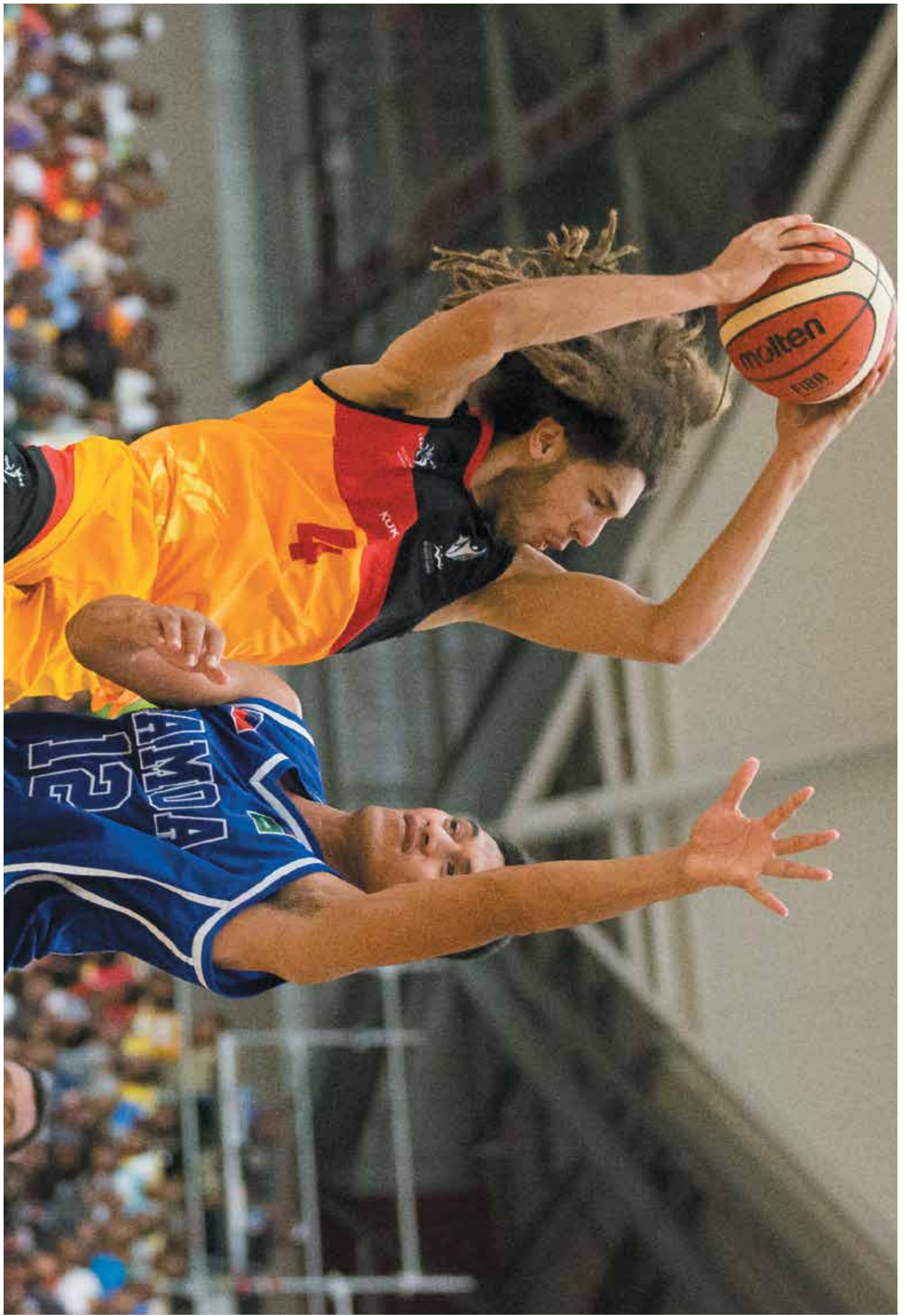




VISION

MOTTO







VISION

Our vision is a reminder of what we aim to accomplish, the reason behind our existence.

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

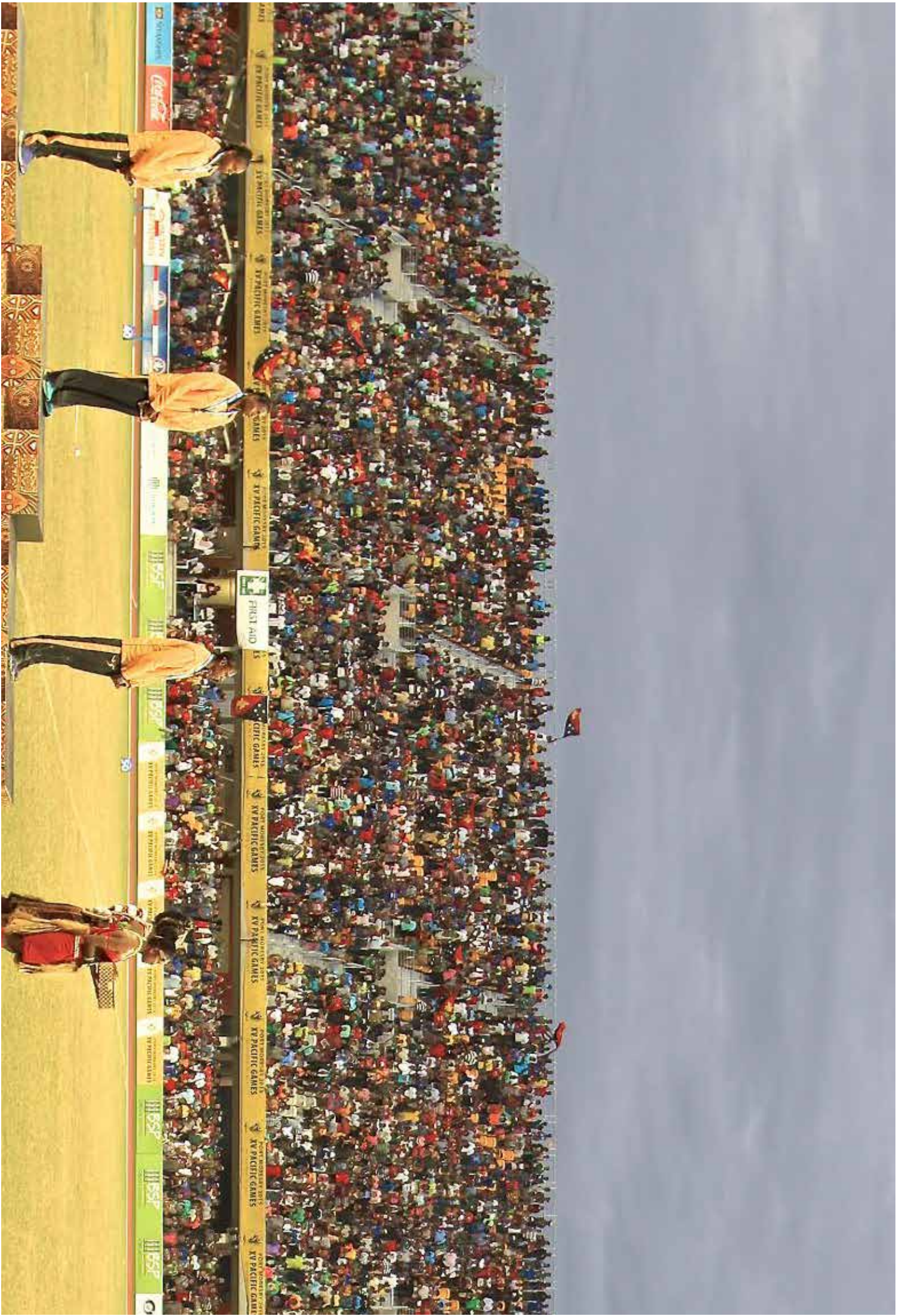
The PNGOC is uniquely positioned to deliver sporting excellence and success to PNG. But victories in the sporting arena are only a means to an end, and that end is to provide a source of inspiration and a reason to unite for the people of our nation.

MOTTO

Our motto encapsulates the journey our athletes live and the power sport has.

Believe . Excel . Inspire

“PNG’s participation in international and major national sporting events promotes national unity, national identity and national pride, and raises the international profile of PNG.”
Medium Term Development Plan 2011-2015, Government of Papua New Guinea





MISSION

VALUES







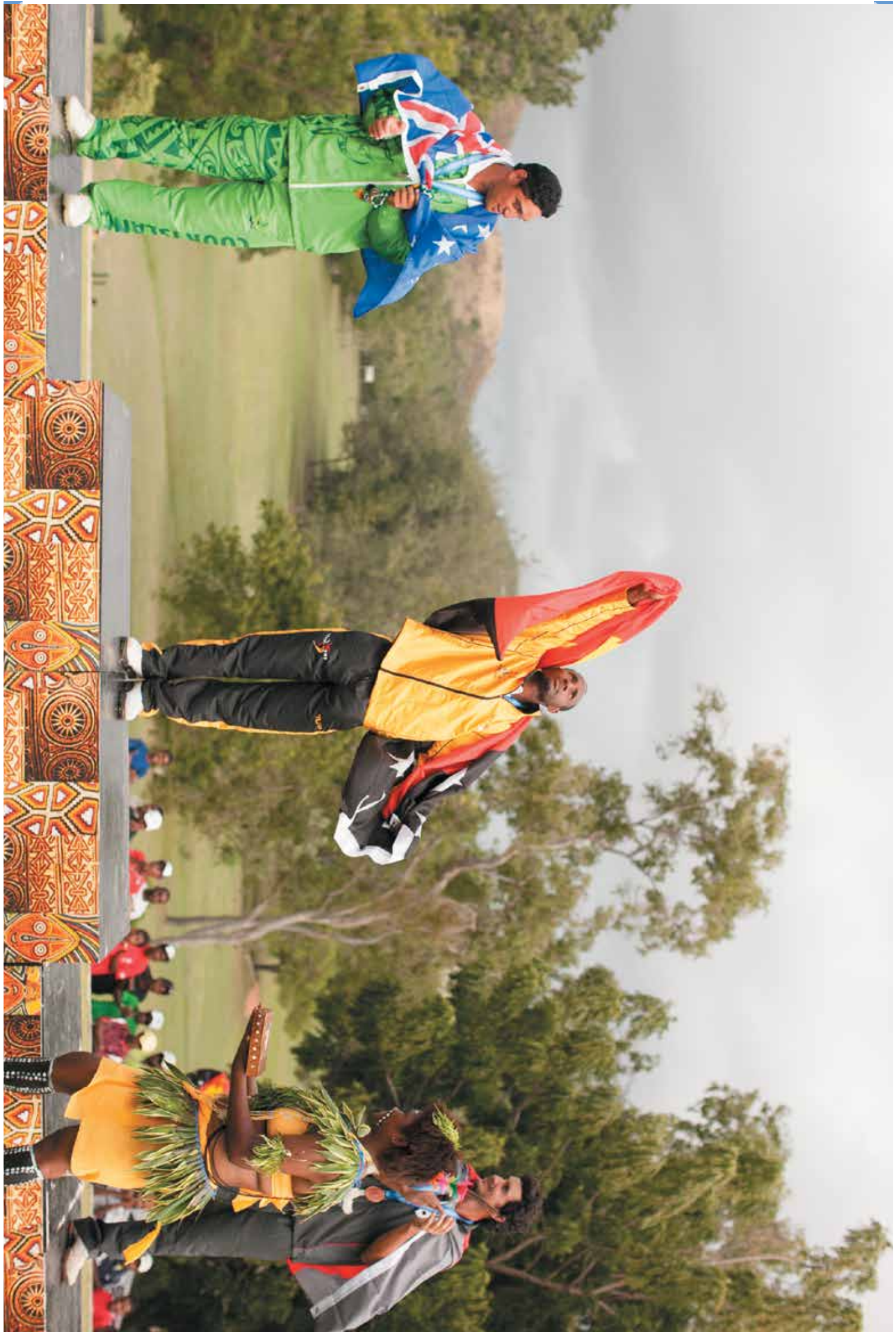
MISSION

Our mission clarifies what we do and how we will achieve our vision.

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 member National Federations.*

The drive behind our mission comes from our knowledge that we will further strengthen the governance and management of our organization, focus and further develop our high performance efforts, continue the congruous relationship with our stakeholders and augment the capacity of the National Federations, while ensuring our Team PNG athletes are given the support they need to become sports champions and nation builders.

*“So many people along the way, whatever it is you aspire to do, will tell you it can't be done. But all it takes is imagination. You dream. You plan. You reach.”
Michael Phelps, Most decorated Olympian of all-time, with a total of 28 medals from five Olympics*





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VALUES

Our Values underpin everything we do and we keep them in the forefront of our thoughts and our actions.

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

HONESTY
Truthful to others and ourselves

EXCELLENCE
To improve everyday

RESPECT
For all

OPENNESS
Transparency and accountability in everything we do

"Respect, Excellence, Friendship" - Olympic Values

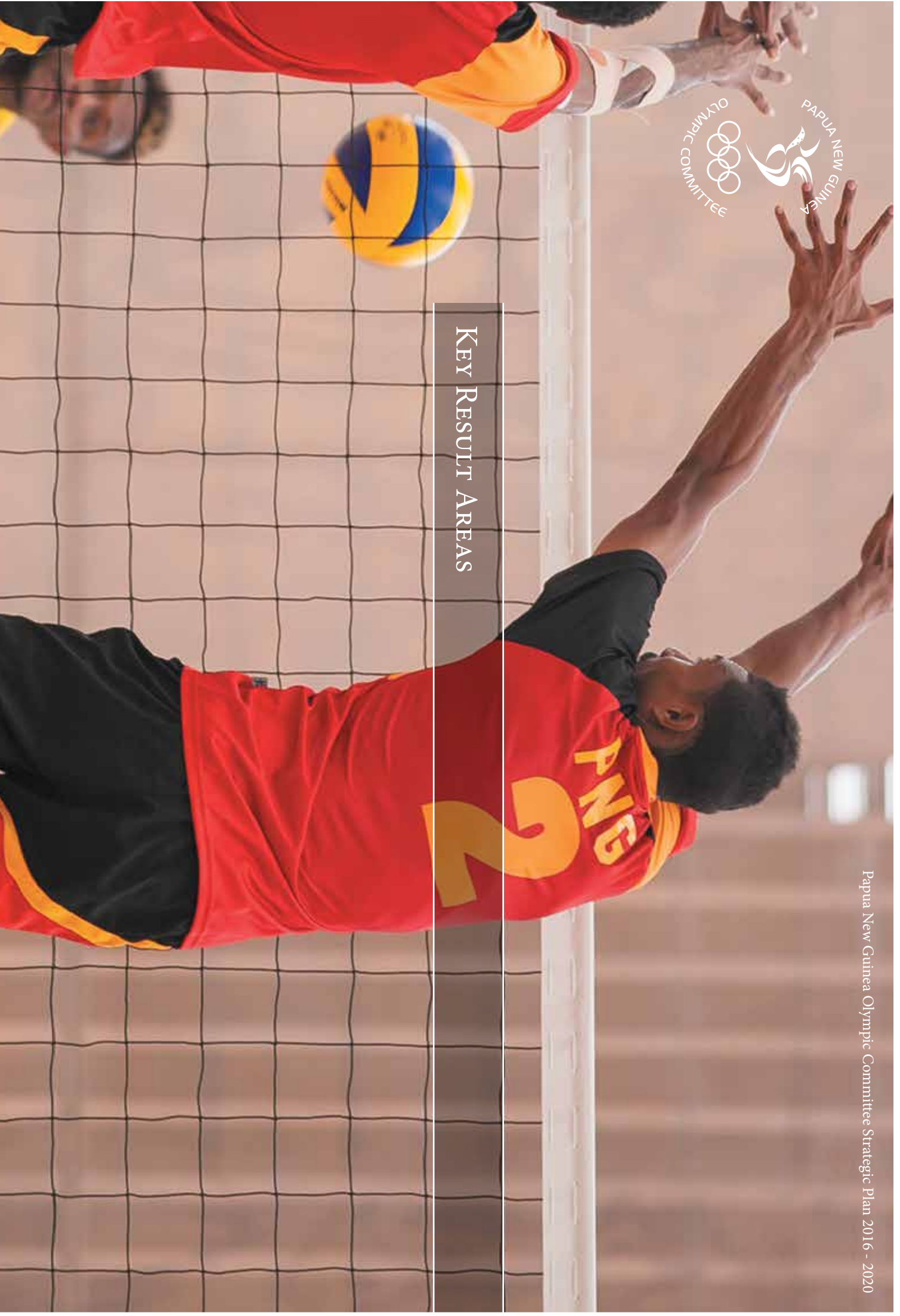
"Humankind, Equality, Destiny" - Commonwealth Games Federation Values

"Integrity, Fair Play, Competence, Commitment to Excellence, Respect for Gender Equity, Tolerance" - Pacific Games Values





KEY RESULT AREAS







KEY RESULT AREAS

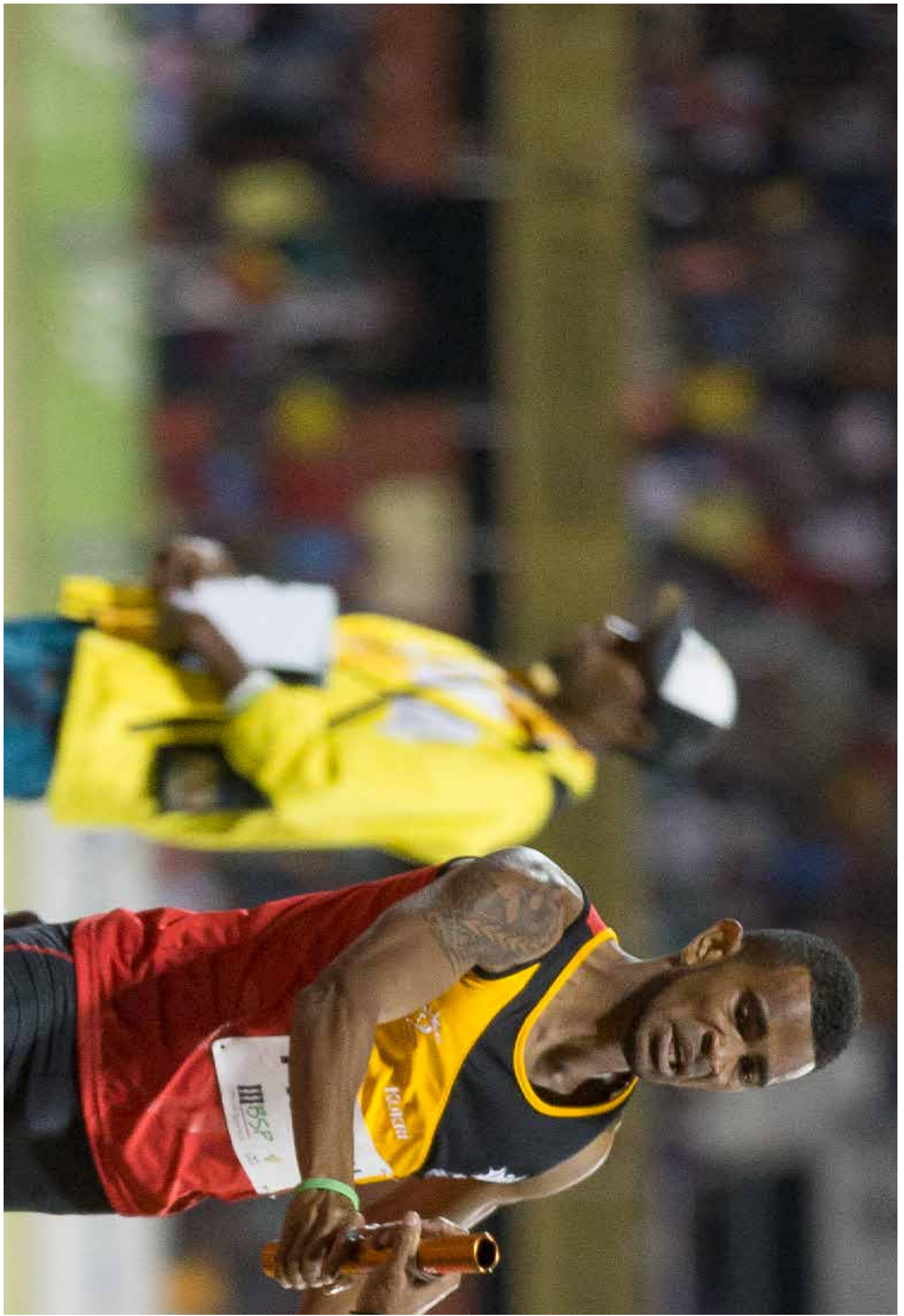
To achieve our Vision and Mission and guided by our Values, we have strategically identified five areas in which we will prioritise our efforts and resources. The focus of the PNGOC's work in the coming five years are encapsulated in the following Key Result Areas (KRAs):

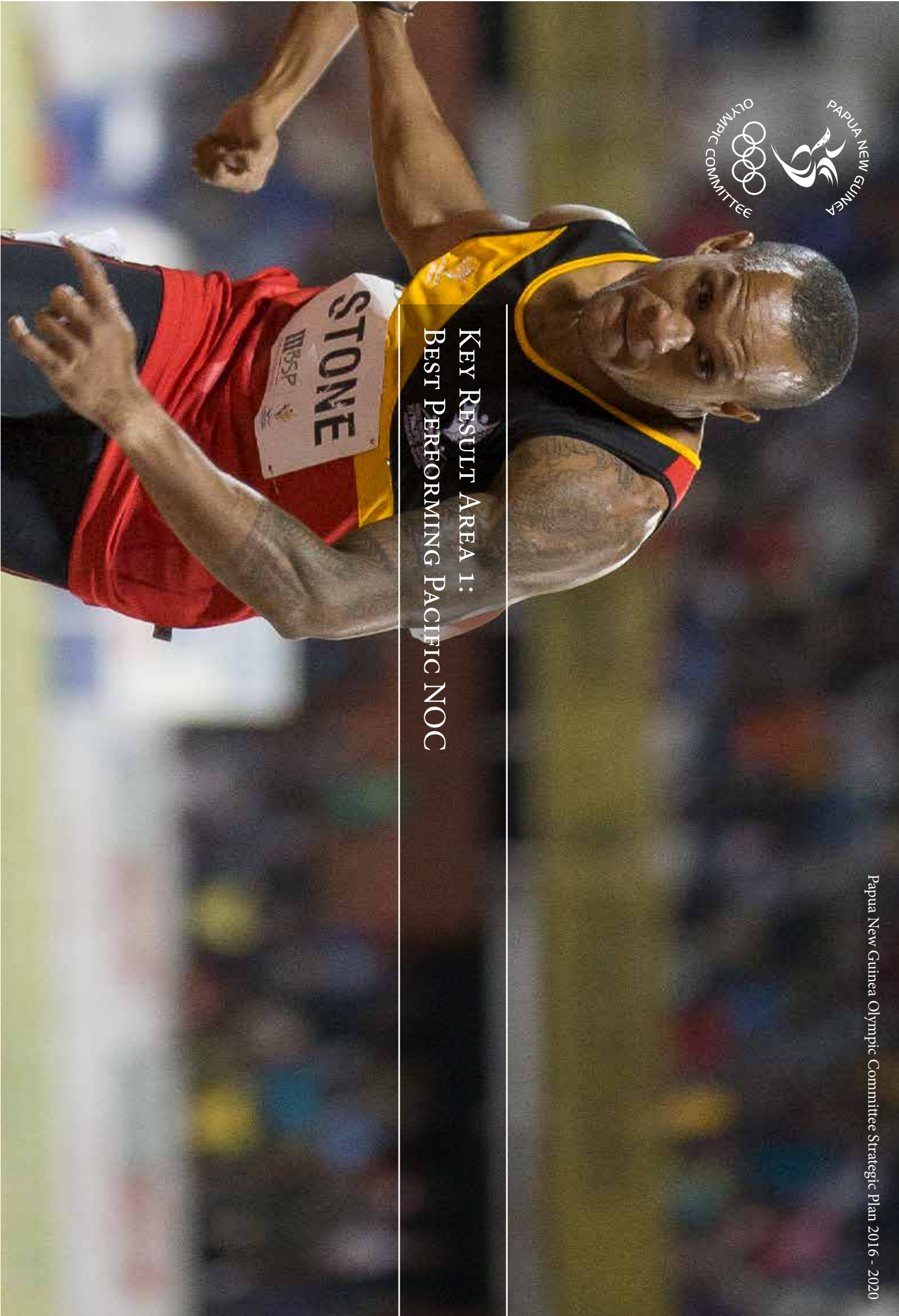
- KRA 1 – Best Performing Pacific NOC
- KRA 2 – Team PNG Games Success
- KRA 3 – Partnering with Stakeholders
- KRA 4 – Enhancing our National Federations
- KRA 5 – Providing Athletes with Opportunities to Inspire

The KRAs not only reflect our strategic priorities but also are in alignment with and contribute to the focus areas of the key bodies we are a part of. Effort was made to ensure the KRAs adhered to the SMART principle.

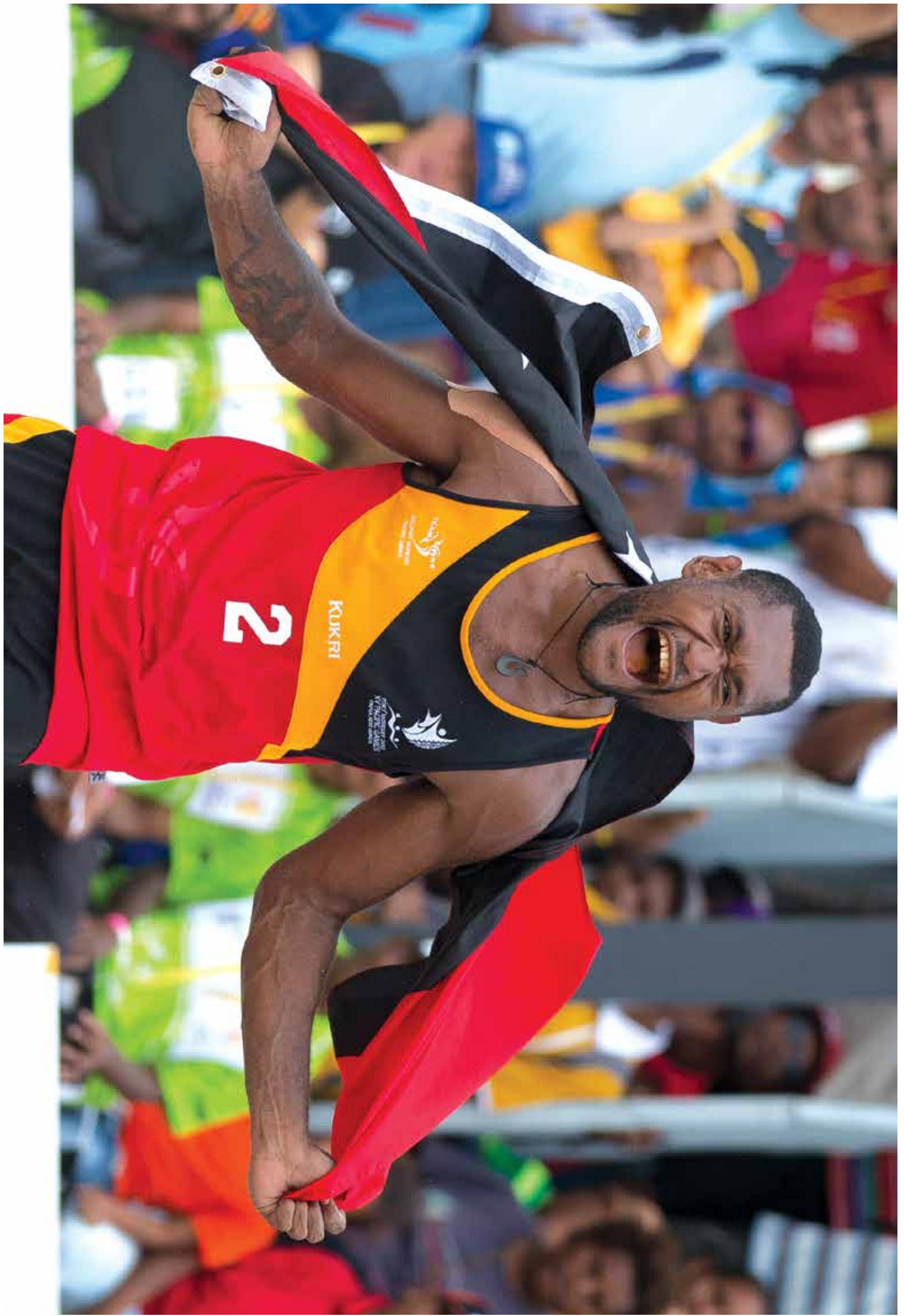
A results framework has been developed that further details the five KRAs by outlining their respective result outputs, key performance indicators and their annual targets and the key activities along with the indicative sources of funding.

I've always believed that if you put in the work, the results will come. I don't do things half-heartedly. Because I know if I do, then I can expect half-hearted results.
Michael Jordan, two-time Olympic Gold Medalist and basketball great





KEY RESULT AREA 1:
BEST PERFORMING PACIFIC NOC





KEY RESULT AREA 1: BEST PERFORMING PACIFIC NOC

By 2020 the PNGOC has a permanent home and is recognised as the best performing NOC in the Pacific through an improvement in management, governance, sustainability, brand awareness, gender equality, learning development, knowledge capture, anti-doping and recognition.

We will continue to comply with the Basic Universal Principles of Good Governance of the Olympic and Sport Movement and ensure our financial management is done in an accountable and transparent manner.

Our commercial activities will ensure our financial sustainability as an organisation as we increase awareness of our brand and the various activities we are responsible for.

We will ensure we are compliant with the requirements of an NOC, including those related to gender equality, anti-doping and the protection of clean athletes.

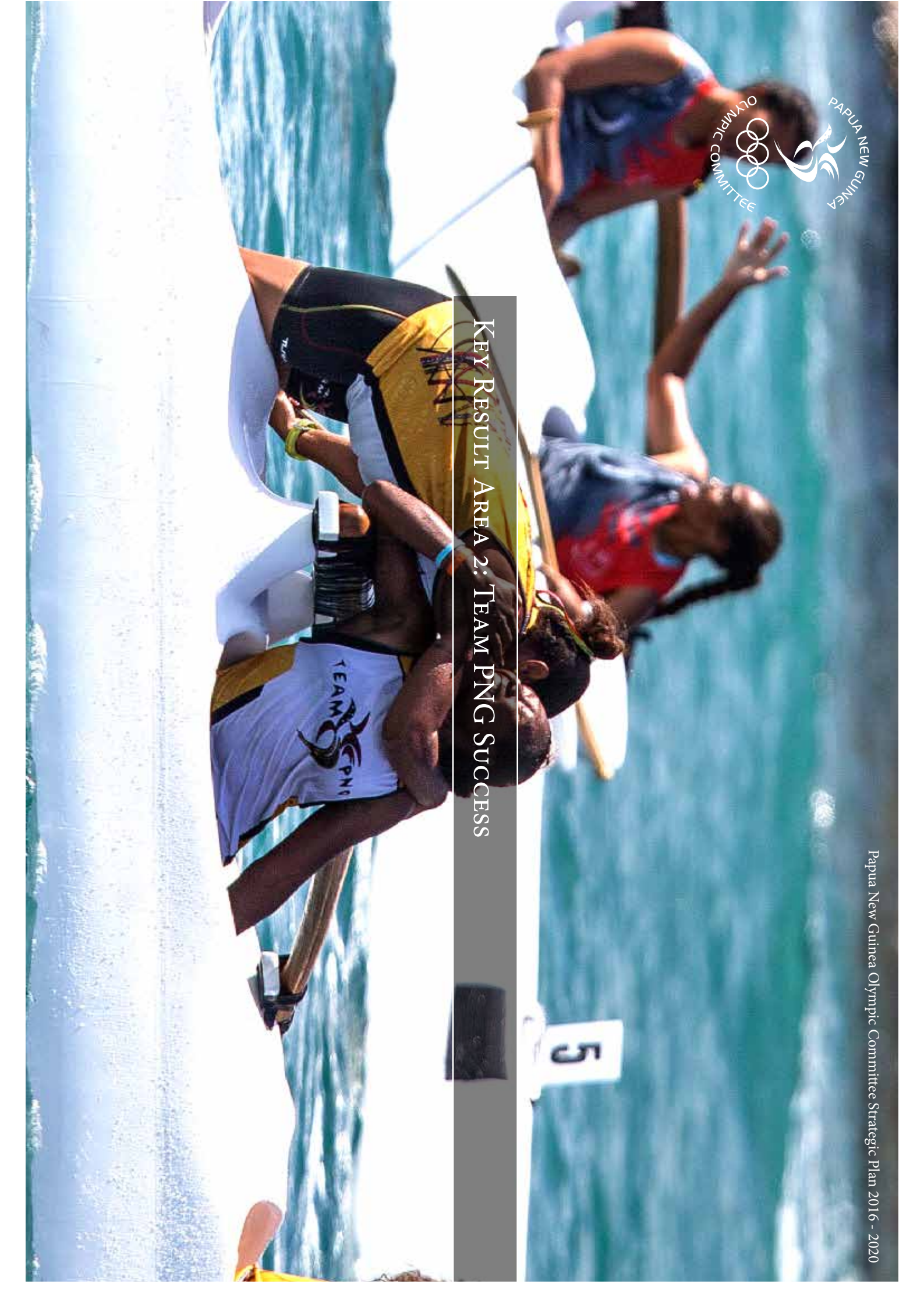
We will strengthen our internal operations with specific focus on our knowledge management and sharing, and provide learning opportunities for those who contribute to the PNGOC.

We want to see those associated with PNGOC and Team PNG receive national and international recognition for their contributions and achievements.

Good governance, sustainability, achieving the highest possible standards, improved management and capacity are mentioned by the IOC, CGF, PGC and the PNG Government as key principles for a sports organisation to adhere to. Working by these principles will help the PNGOC be the best performing NOC in the Pacific and recognition as such will be a source of motivation for others in PNG.

*PNGOC is one of 17 National Olympic Committees in the Oceania Region and 206 in the Olympic movement
PNGCGA is one of 14 Commonwealth Games Associations in the Oceania Region and 71 in the Commonwealth Games Federation
PNGPGA is one of 22 Pacific Games Associations*





KEY RESULT AREA 2: TEAM PNG SUCCESS





KEY RESULT AREA 2: TEAM PNG 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.

Team PNG has a busy schedule of Games in the 2016 to 2020 period. In addition to the customary schedule of Olympics, Commonwealth, Pacific, Youth Olympic, Youth Commonwealth and Pacific Mini-Games, Team PNG will also for the first time be able to send teams to the ANOC World Beach Games and Asian Indoor and Martial Arts Games.

In line with our High Performance Strategy, Team PNG will set and achieve targets for each of the major international Games we attend. Our targets are reflective of our current capacity while recognising the need to constantly improve performances and provide success for our nation.

Support in the form of high performance planning and monitoring as well as financial support for preparation and qualification will be given to those targeted for the Games. We will strengthen the way in which our Teams are managed to ensure our Team PNG athletes and officials have memorable and enjoyable Games experiences and represent the country with distinction.

Participation at their Games and celebrating the spectacle of their Games is core to each of the Olympic, Commonwealth and Pacific sports movements. The Government of PNG recognises that Team PNG's participation at these Games offer an opportunity to promote national unity, identity and pride and raise the profile of the nation on the international front. We agree with the Government and see Team PNG Games success as the most direct way to inspire and unite Papua New Guineans.

"The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand."
Vince Lombardi, Championship winning American Football Coach



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KEY RESULT AREA 3: PARTNERING WITH STAKEHOLDERS







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.

We recognise the important role sport has in nation building and value the emphasis Government has placed on sport and the support they give. We will identify appropriate areas of collaboration and work in partnership with the Ministry of Sport and the PNG Sports Foundation, to build a complimentary and value-adding relationship.

There exists a long and strong relationship with our family of sponsors. Their support has been crucial to our success over the years. We will ensure that they receive the full benefit of their sponsorship by providing creative activation opportunities.

As affiliates of the IOC, CGF and PGC, we do not want to be just beneficiaries of but active contributors to the sports movement. We will contribute to discussion and decision-making through membership of their various boards and commissions, participation in initiatives and programmes and promoting the Olympic, Commonwealth and Pacific Games sporting movements in the work we do.

We will actively pursue opportunities to expand our stakeholder base to areas complimentary to the work we do and the values we promote. Specific focus on opportunities that increase our presence in non-traditional sporting environments will be explored.

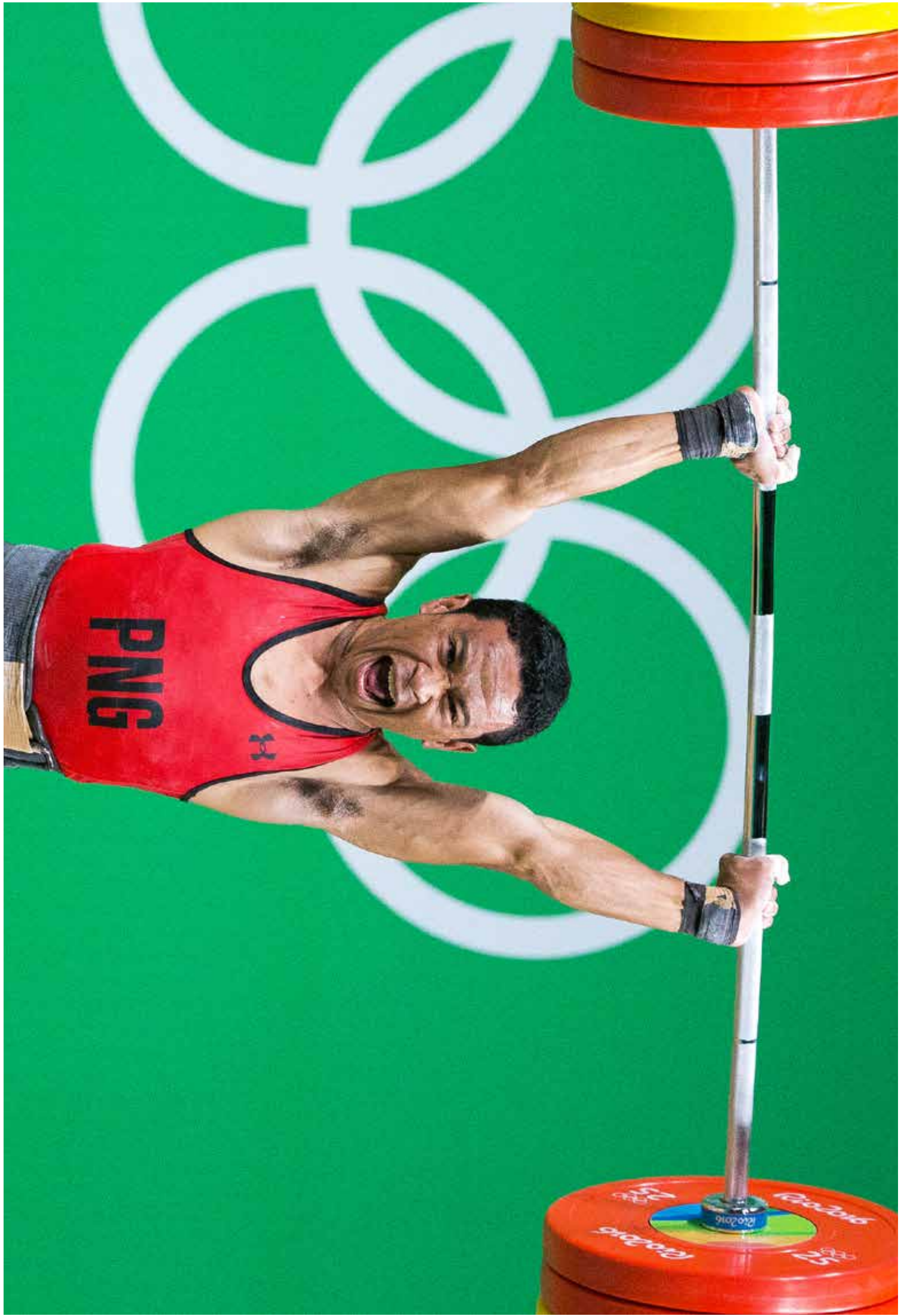
The IOC places an emphasis on promoting the Olympic Movement beyond the Olympic Games and championing the principles of Universality and Solidarity. The CGF has prioritized the need to attract and build on public, private and social partnerships that widely benefit Commonwealth athletes, sports and communities. Creating bonds of kindred and friendship amongst the Pacific through sporting exchange is an objective of the PGC. The Government of PNG recognises the ability of sport to build partnerships and foster diplomacy.

Fostering partnerships and working in collaboration with our stakeholders will see the PNGOC better positioned to contribute to the shared common goals of the sporting movement and achieve our vision.

*Sport plays an important role in society. It encourages individuals to take on challenges, build strong relationships and strive with others towards shared goals.
Ban Ki-moon, Former United Nations Secretary General*



KEY RESULT AREA 4:
ENHANCING OUR NATIONAL FEDERATIONS





KEY RESULT AREA 4: ENHANCING OUR NATIONAL FEDERATIONS

National Federations are well-managed and able to achieve their targets while complying with PNGOC governance requirements.

Recognising the full spectrum of administrative situations faced by NFs, we will look to enhance the capacity and capability of the NFs in ways appropriate to their needs. Support will be given primarily in the form of capacity development through education and training opportunities. Direct support in some instances will also be provided where appropriate and will be done so in a way that encourages NF self-reliance.

Financial sustainability and resource mobilization has been identified as a key need for many NFs. In addition to focusing on governance and management, NFs will be presented with training to increase their commercial capacity.

With many issues of importance affecting the sports movement internationally, it is important our NFs are made aware of these issues and the implications on their business.

The IOC and CGF place a major emphasis on the need for those involved in the sports movement to practice good governance and be sustainable through proper management. This is also in line with the Government's desire to see PNG's sporting management improved to world-class standards.

As members of our organisation and custodians of their sport in PNG our NFs are responsible for the success of their sport and have significant role in the success of Team PNG. This is why it is vital that the NFs are properly administered and adhere to the principles of good governance, while being able to improve their capacity in areas that will help them achieve their goals and not discredit the sporting movement in PNG.

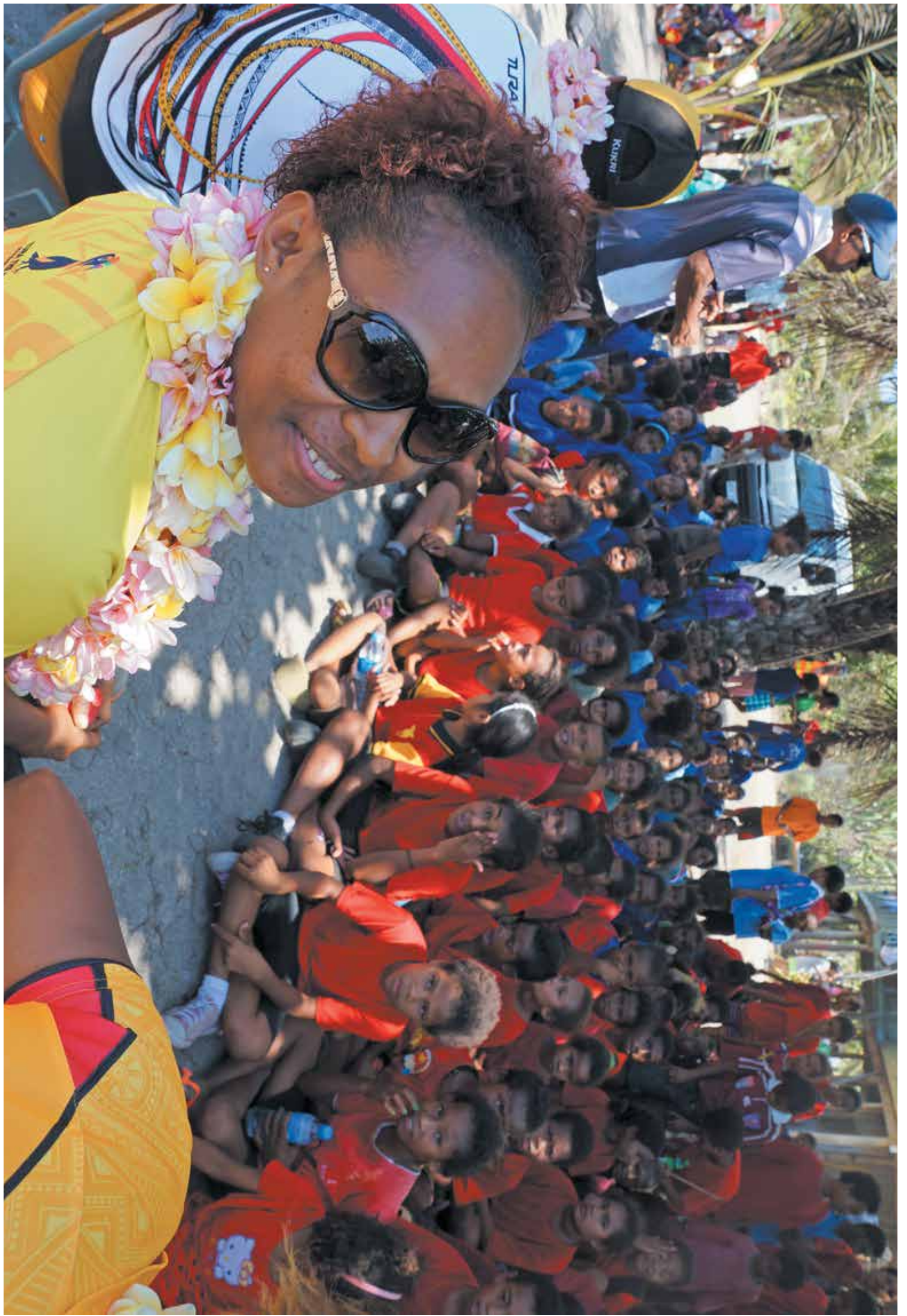
*To be recognised by an NOC and accepted as a member of such NOC, a national federation must exercise a specific, real and on-going sports activity, be affiliated to an IF recognised by the IOC and be governed by and comply in all aspects with both the Olympic charter and the rules of its IF.
Rule 29 of the Olympic Charter*





**KEY RESULT AREA 5: PROVIDING ATHLETES
WITH OPPORTUNITIES TO INSPIRE**







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 Values and other positive values while exposing themselves to education and employment opportunities

Athletes are at the heart of all sport. Their dedication is exemplary, their performances are breath taking and their achievements are celebrated. Their ability to inspire is powerful.

We want our athletes to not only inspire through their sporting success but also through their involvement in non-sporting activities. To do this they need to be equipped with the necessary skills to be confident in an environment not always familiar to them and build on the skills they already have drawn upon to be successful athletes.

Our athletes will be presented with opportunities for education and employment that will see their sporting career as part of the pathway to self-development and success in life. These opportunities will include the promotion of the Olympic Values and involvement in other worthy causes as well as access to academic training and development.

The importance of the athlete and the recognition given to the need to ensure athletes' well-being is common principle through the IOC, CGF and PGC with the IOC stating the need to "Put athletes at the heart of the Olympic Movement". The CGF identifies the power of the athlete to build peaceful, sustainable and prosperous communities globally and drive the impact and ambition of all. The Government of PNG has recognised that our athletes' participation in sport promotes national unity, national identity and national pride, and raises the international profile of PNG.

Empowering our athletes and giving them opportunities to inspire is fundamental to the PNGOC.

*An athlete cannot run with money in his pockets. He must run with hope in his heart and dreams in his head.
Emil Zatopek, 4-time Olympic Gold Medalist and athletics legend*





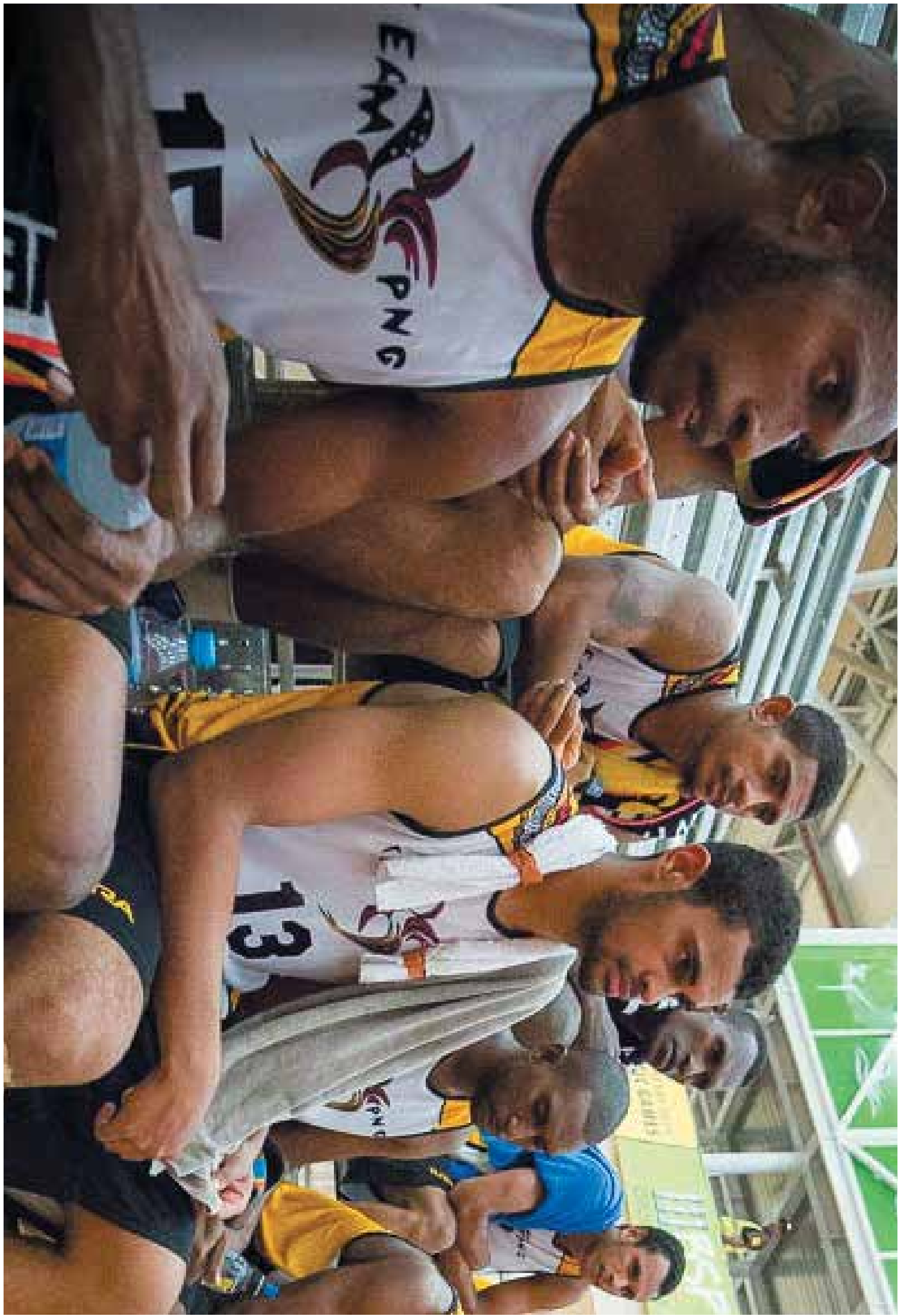
OPERATIONALISATION OF THE PLAN

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 dedicated towards Team PNG success will also be developed to provide further detail on how PNGOC will provide 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. Regular and periodic monitoring will be carried out and will allow for an assessment of progress against annual targets and identification of issues that need to be addressed. A mid-term review and evaluation and final review and evaluation will also be conducted, the findings of which will be used to reaffirm current priorities and develop new areas of importance.

The PNGOC acknowledges the importance of risk management in order to contribute to the success of this Strategic Plan. A risk log has been developed to identify, assess and prioritize possible risks and mitigating actions. Risks captured in the log have been ranked against their likelihood of occurring and impact. The risk log will be updated quarterly and presented to the Executive Board along with the Quarterly Progress Report

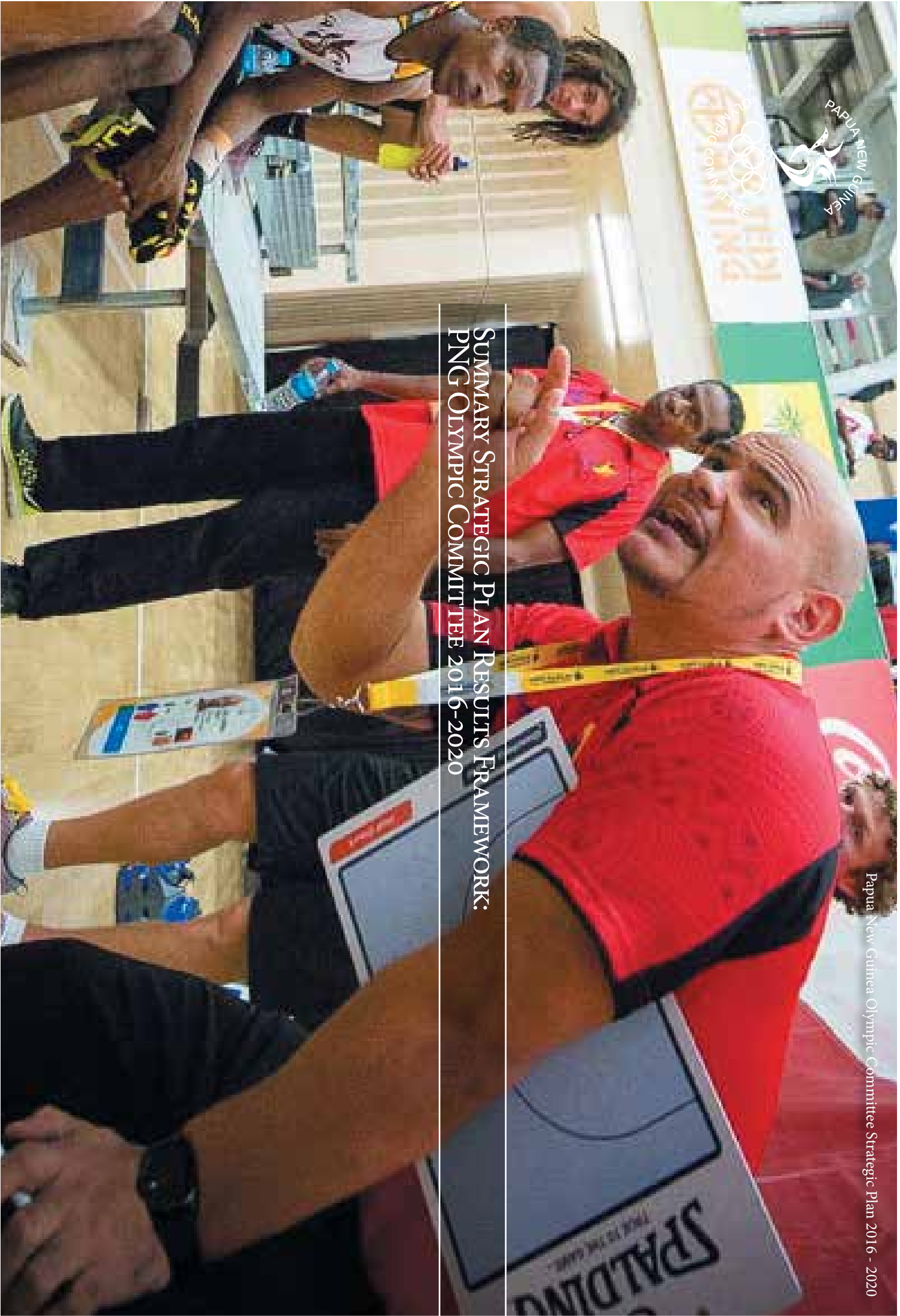
“He who is not courageous enough to take risks will accomplish nothing in life.”
Muhammad Ali – Olympic Gold Medallist and boxing great





PNG OLYMPIC COMMITTEE

SUMMARY STRATEGIC PLAN RESULTS FRAMEWORK:
PNG OLYMPIC COMMITTEE 2016-2020





SUMMARY STRATEGIC PLAN RESULTS FRAMEWORK: PNG OLYMPIC COMMITTEE 2016-2020

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 |
|--|---|
| 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 and policies of PNGOC |
| PNGOC financial management is done in and 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 |
| 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 • Number of commercial suppliers • Number of commercial partners • Percentage increase of funding from fundraising activities • Number of different sources of commercial revenue |
| 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 likes on PNGOC/Team PNG Facebook page • Number of press releases |
| PNGOC has a permanent headquarters (PNG Olympic Haus) | <ul style="list-style-type: none"> • PNG Olympic Haus built |
| 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 |
| 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 |
| 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 |
| Information is captured and stored through timely and organised data management system | <ul style="list-style-type: none"> • Number of Team PNG members records updated in Sporting Pulse • Audit finding on record keeping |



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” and 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’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 |
|---|--|
| 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 |
| 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 |
| Success at Gold Coast 2018 Commonwealth Games | <ul style="list-style-type: none"> • Team PNG placing on final medal tally • Percentage of sports that achieve their individual Games targets |
| Success at Buenos Aires 2018 Youth Olympic Games | <ul style="list-style-type: none"> • Percentage of sports that achieve their individual Games targets |
| 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 |
| 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 |
| 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 |
| 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 |
| 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 |



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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 |
|--|--|
| 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 |
| 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 |
| 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 |
| Opportunities to expand stakeholder base explored | <ul style="list-style-type: none"> • Number of new stakeholder opportunities explored |



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Kuikkari

KEY RESULT AREA 4: Enhancing our National Federations – National Federations are well-managed and able to achieve their 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 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 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 |
|---|---|
| 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 |
| 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 • NFs carry-out anti-doping requirements • Percentage of NFs that comply with anti-doping requirements • Number of NFs attend Anti-doping seminar |
| 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 |

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 heart 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.

GOBNG: The Government's MTTDP 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 |
|---|---|
| Athletes develop life skills | <ul style="list-style-type: none"> • Number of athletes who complete Excellence 4 Life sessions |
| 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 |
| 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 |
| 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 |
| Athlete Brand Ambassadors (Team PNG HERO program) | <ul style="list-style-type: none"> • Number of Athletes who are part of the Athlete Brand Ambassador program |

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