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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

This document reflects the strategic direction of the Papua New Guinea Olympic Committee (PNGOC) for the period 2016 to 2020.

"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 makes us dream in a way that little else does. It can make us fight for what is right."


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.

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

It outlines our vision, mission, values and key result areas.

The document reflects the strategic direction of the Papua New Guinea Olympic Committee (PNGOC) for the period 2016 to 2020.
Introduction
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.

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

Believe, Excel, Inspire.

Believe that PNG’s participation in international and major national sporting events promotes national unity, national identity and national pride, and makes the international profile of PNG.

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.
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 and consolidate our relationships with our stakeholders and augment the capacity of the National Federations, National Government, our sponsors and the Olympic Movement and enhancing the capacity and capability of our member National Federations. We are driven by our mission to be the best performing Pacific National Olympic Committee and take PNG Games success by partnering with our mission clearly while we do and how we will achieve our vision.

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

**Honesty**
- Truthful to others and ourselves

**Respect**
- For all
- To improve everyday

**Excellence**  
- To improve everyday

**Ponesty**
- Transparency and accountability in everything we do

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

**Values**

- "Respect, Excellence, Friendship" - Olympic Values
- "Humanity, Equality, Destiny" - Commonwealth Games Federation Values
- "Integrity, Fair Play, Competence, Commitment to Excellence, Respect for Gender Equity, Tolerance" - Pacific Games Values
To achieve our Vision and Mission and guided by our Values, we have strategically identified five areas in which we will prioritize 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):

Key Result Areas

KRA 1 - Best Performing Pacific NOC
KRA 2 - Team PNG Games Success
KRA 3 - Engage and Build our Stakeholders
KRA 4 - Enhance our National Federations
KRA 5 - Promote Athletes with Opportunities to Inspire

Effort was made to ensure the KRAs addressed the SMART principle:
- Specific
- Measurable
- Achievable
- Realistic
- Time-bound

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:

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 indicators 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 Medallist and basketball great
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 ensure our financial management is done in an accountable and transparent manner.

Best Performing Pacific NOC

Key Result Area 1:

We will continue to comply with the basic universal principles of good governance of the Olympic and Sport Movement and enhance our financial management.

We will continue to comply with the basic universal principles of good governance of the Olympic and Sport Movement and enhance our financial management.

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 continue to comply with the basic universal principles of good governance of the Olympic and Sport Movement and enhance our financial management.

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 and thePNGOC.

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

We will continue to 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.

Kenya, New Zealand, Australia, Canada and the USA have adopted similar strategies.
Key Result Area 2: Team PNG Success
Team PNG has achieved its respective targets set for 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.

In line with our High Performance Strategy, Team PNG will set and achieve targets for each of the Olympic, Commonwealth, Pacific, Youth Olympic, Youth Commonwealth and Paciﬁc Mini-Games. Participation at these Games and experience of our Games is core to each of the Olympic, Commonwealth and Paciﬁc sports movements. The Games experiences and represent the country with distinction. 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 trained 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 offers an opportunity to promote national unity, identity and pride and raise the proﬁle of the country 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 2: TEAM PNG SUCCESS**
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 ability of sport to build partnerships and foster diplomacy.

As affiliates of the IOC, CGF and PGC, we want to be full beneficiaries of the 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 and the values we promote. Specific focus on opportunities that increase our presence in non-traditional sporting environments will be explored.

The Government of PNG recognises the ability of sport to build partnerships and foster diplomacy.

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.

**PARTNERING WITH STAKEHOLDERS**

**KEY RESULT AREA 3:**
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.

Enhancing our National Federations

Key Result Area 4:

- Enhancing our National Federations

- 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 in a way that encourages self-reliance.

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

- With many issues of importance affecting the sports movement internationally, it is important that NFs are made aware of these issues and the implications.

- NFs will be provided with training to increase their commercial capacity.
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.**

An athlete cannot run with money in his pockets. He must run with hope in his heart and dreams in his head.

**Key Result Area 5: Providing Athletes with Opportunities to Inspire**

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

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.

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.

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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.

An athlete cannot run with money in his pockets. He must run with hope in his heart and dreams in his head.
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 its 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 inform 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 prioritise 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. 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.

**Operationalisation of the Plan**

Papua New Guinea Olympic Committee Strategic Plan 2016 - 2020
Papua New Guinea Olympic Committee Strategic Plan 2016 - 2020

Summary

Strategic Plan

Results

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

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>PNGOC Core Competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>PNGOC is compliant with the Basic Universal Principles of Good Governance of the Olympic and Sport Movement</td>
<td><em>PNGOC is compliant with the Basic Universal Principles of Good Governance of the Olympic and Sport Movement.</em></td>
</tr>
<tr>
<td>PNGOC financial management is done in an accountable and transparent manner</td>
<td><em>PNGOC financial management is done in an accountable and transparent manner.</em></td>
</tr>
<tr>
<td>PNGOC is financially sustainable through its commercial activities</td>
<td><em>PNGOC is financially sustainable through its commercial activities.</em></td>
</tr>
<tr>
<td>PNGOC has a permanent headquarters (PNGOC Olympic House)</td>
<td><em>PNGOC has a permanent headquarters (PNGOC Olympic House).</em></td>
</tr>
<tr>
<td>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.</td>
<td><em>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.</em></td>
</tr>
</tbody>
</table>

#### Strategic Plan Results Framework

**PNGOC** and Team PNG members are recognised for their achievements.

IOC: Building NOC capability as a core function.

IC: The IOC working principle of “Accountability and Externality” and “Stewardship” and the emphasis in Agenda 2020 on good governance in the NOC movement.

CGF: The CGF Strategic Priority Two: Focus on Good Governance and Performance. We maintain and develop the best governance and well-managed sports movements in the world.

PCG: The PCG objective is to ensure the highest possible standards are set by number associations and member associations regarding their role and procedures in the WADA Code.

Key Results Area 1: Best Performing 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.
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.”

<table>
<thead>
<tr>
<th>Output</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
</table>
| Success at Rio 2016 Olympic Games | • Number of athletes that qualify on merit  
• Percentage of sports that achieve their individual Games targets |
| Success at Vanuatu 2017 Pacific Mini-Games | • Team PNG placing on final medal tally  
• Percentage of sports that achieve their individual Games targets |
| Success at Gold Coast 2018 Commonwealth Games | • Team PNG placing on final medal tally  
• Percentage of sports that achieve their individual Games targets |
| Success at Buenos Aires 2018 Youth Olympic Games | • Percentage of sports that achieve their individual Games targets |
| Success at Tonga 2018 Pacific Games | • Team PNG placing on the final medal tally  
• Percentage of sports that achieve their individual Games targets |
| Success at Tokyo 2020 Olympic Games | • 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 | • Percentage of sports with High Performance Plans  
• Percentage of sports achieving HP targets |
| Games sports receive preparation support in line with Team PNG targets | • 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 | • Percentage of respondents who are satisfied with Games experience  
• Percentage of management reports produced from respective Games  
• Number of discipline issues at each Games |
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 stakeholder base explored.

**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 kinship, friendship, and brotherhood amongst people of the countries and territories of the Pacific Region through sporting intercourse… ”

The Government 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**

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new stakeholder opportunities explored</td>
<td></td>
</tr>
<tr>
<td>Number of PNGOC members in Olympic Games movement positions</td>
<td></td>
</tr>
<tr>
<td>Number of PNGOC members in Commonwealth Games movement positions</td>
<td></td>
</tr>
<tr>
<td>Number of PNGOC members in Pacific Games movement positions</td>
<td></td>
</tr>
<tr>
<td>Active involvement with Olympic, Commonwealth and Pacific Games sporting movements</td>
<td></td>
</tr>
<tr>
<td>Percentage of sponsors that renew their sponsorship</td>
<td></td>
</tr>
<tr>
<td>Percentage of sponsors that report satisfaction ratings from their sponsorship</td>
<td></td>
</tr>
<tr>
<td>Number of collaborative initiatives with PNG Sports Foundation</td>
<td></td>
</tr>
<tr>
<td>Number of government initiatives received from PNGOC</td>
<td></td>
</tr>
</tbody>
</table>

**Complementary and value-adding relationship with Government**

**Sponsors’ receive value from their relationship with PNGOC**

**Opportunities to expand stakeholder base explored**
KEY RESULT AREA 4: Enhancing our National Federations

- National Federations are well-managed and able to achieve their strategic plan objectives.

**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.”

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<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of member NFs who receive over 50% of their sports funding from sponsors</td>
<td></td>
</tr>
<tr>
<td>Number of NFs whose anti-doping requirements are met</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs that comply with anti-doping requirements</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs that have a clear anti-doping plan</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs whose anti-doping plans are being implemented</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs who have an overall “High” ranking from their annual RAT</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs that have an annual audit statement done by independent auditor</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs who have satisfactorily submitted their annual report, financial, and audit statements</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs who have an overall “High” ranking from their annual audit statement</td>
<td></td>
</tr>
<tr>
<td>Percentage of NFs with a current Strategic Plan that is being implemented</td>
<td></td>
</tr>
</tbody>
</table>

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- NFs governance at a level needed to support their strategic plan and competition plans.
### 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 youth and young people in particular."

**CGF:**
The CGF’s Transformation 2022 plan is athlete-focused with the Vision stating "Building a better Commonwealth through real people, real sports and real support for our athletes, and to promote the sharing of values of integrity, respect, and excellence through sport, and to foster a culture of participation and excellence."

**PGC:**
The PGC's primary goal is to encourage and assist sport and sport development, and to promote the Olympic and Commonwealth values of integrity, respect, and excellence through sport.

**GoPNG:**
The Government's MTDP sets out the goal "to harness the power of sport for personal development, community development, and PNG's participation in international sporting events."

### Key Performance Indicators

<table>
<thead>
<tr>
<th>_indicator</th>
<th>indicator text</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of athletes who are part of the Athlete Brand Ambassador Program</td>
<td></td>
</tr>
<tr>
<td>Number of national initiates involved in activities that involve athletes</td>
<td></td>
</tr>
<tr>
<td>Number of initiatives held in communities with involvement of Team PNG athletes</td>
<td></td>
</tr>
<tr>
<td>Number of athletes seen as role models in the community</td>
<td></td>
</tr>
<tr>
<td>Number of schools visited by OVEP</td>
<td></td>
</tr>
<tr>
<td>Number of athletes who find employment opportunities through PGC</td>
<td></td>
</tr>
<tr>
<td>Number of initiatives initiated by PGC</td>
<td></td>
</tr>
<tr>
<td>Number of athletes who complete Excellence 4 Life sessions</td>
<td></td>
</tr>
<tr>
<td>Number of athletes who are accepted to the IBS Athlete Excellence Programme</td>
<td></td>
</tr>
<tr>
<td>Number of athletes who find employment opportunities through PNGOC</td>
<td></td>
</tr>
<tr>
<td>Number of initiatives held in communities with involvement of Team PNG athletes.</td>
<td></td>
</tr>
<tr>
<td>Number of national initiatives involving Team PNG athletes</td>
<td></td>
</tr>
<tr>
<td>Number of Athletes who are part of the Athlete Brand Ambassador program (Team PNG HERO program)</td>
<td></td>
</tr>
</tbody>
</table>