

PAPUA NEW GUINEA OLYMPIC COMMITTEE STRATEGIC PLAN 2021-2024



Introduction

The Strategic Plan will provide direction to the Papua New Guinea Olympic Committee (PNGOC). It lays out the goals the PNGOC aims to achieve over the next four year period of 2021-2024.

It was developed through a consultative process which involved reviewing the performance of the PNGOC in its last strategic period (2016-2020), receiving input from member National Sport Federations (NFs) and its key government partner, the Papua New Guinea Sports Foundation (PNGSF) and involving the organisation's staff and executive board members through workshops and working committees.

This document is intended to provide a succinct and sufficiently detailed outline of the key strategic plan elements that will guide the PNGOC from 2021 to 2024 and is complimented by a monitoring and evaluation framework and risk management matrix. Annual operational plans will be developed to set out the implementation and resourcing of the strategic plan.

Current Context

The development of the 2021-2024 Strategic Plan coincided with the finalisation of the PNG National Sports Policy 2020-2050. Despite the public launch of the policy not having occurred at the time of finalisation of this plan, PNGOC has been privy to its contents through PNGOC's participation in the development process and so the contents of the NSP have been factored into this plan.

The PNGOC has also considered the fifteen recommendations captured in the Olympic Agenda 2020+5 and various announcements made by the IOC regarding the direction of the Olympic Movement. The Olympic Charter was referred to and the ONOC Strategic Plan 2018-2021 was also a reference point for this plan, as was the Commonwealth Games Federation's Transformation 2022 Refresh strategic plan.

The unprecedented COVID-19 pandemic and its disruption to sport and the broader impacts felt by society were considered and the strategic plan has been developed to address the current COVID-19 climate and anticipate the recovery and post COVID-19 environment that will exist in the years to come.

The strategic plan is intended to be adaptive and when deemed appropriate will be modified to reflect changes in context and the evolving needs of the PNGOC and its stakeholders.

Who we are

The PNGOC is the recognised National Olympic Committee (NOC), Commonwealth Games Association (CGA) and Pacific Games Association (PGC) for Papua New Guinea; as such it is responsible for sending Team PNG to the Olympic Games, Olympic Youth Games, Commonwealth Games, Commonwealth Youth Games, Pacific Games and Pacific Mini-Games.

Within the Olympic Movement the PNGOC is one of the 206 NOC members of the Association of National Olympic Committees (ANOC) and one of 17 member nations of the Oceania National Olympic Committees (ONOC) - one of the five continental associations of the Olympic Movement.

In line with the accepted principle of independence and autonomy of sport, the PNGOC is a non-government not-for-profit organisation with membership from the NFs of Papua New Guinea.

PNG Olympic Committee partners with key stakeholders to develop PNG's elite athletes by providing the required resources for these athletes to train for and excel in organised international sporting competitions. The resources predominantly come from grant funding sourced from Olympic Solidarity and international partners as well as revenue generated from sponsorship and fundraising activities. Funding from Government is also received on occasion.

In line with the affirmation of the United Nations that sport is an enabler for sustainable development, PNGOC also contributes to building a peaceful and better world through sport and the Olympic ideal by educating youth through sport practiced in accordance with Olympism and its values of Excellence, Friendship, and Respect.

Our VISION

The vision of the PNGOC is to ***“Inspire and Unite Papua New Guinea through Sporting Excellence and Success”***

Our MISSION

The mission of the PNGOC is to be ***“A respected and leading values-based National Olympic Committee empowering athletes and National Federations by strategically partnering with Government and key stakeholders to achieve Team PNG success.”***

Our VALUES

As a values-based organisation strongly committed to maintaining its integrity; our actions will be guided by the PNGOC's key values of:

HONESTY – To be truthful to others and ourselves

EXCELLENCE – To consistently give our best and improve everyday

RESPECT – To demonstrate respect for all

OPENNESS – To be transparent and accountable

Our KEY RESULT AREAS (KRAs)

Acknowledging the wide focus of work the PNGOC has as part of its mandate under the Olympic Charter and as a member of the Commonwealth Games Federation and Pacific Games Council, as well as a key partner in the delivery of sport in PNG in line with Vision 2050 and the National Sports Policy, the PNGOC has identified 4 Key Result Areas which are:

KRA 1 – Excellence Embodied and Strategic Partnerships

KRA 2 – Consistent success for Team PNG

KRA 3 – Develop the Solidarity amongst and Capability of National Federations and Athletes

KRA 4 – Sport in Society

KEY RESULT AREA 1: Excellence Embodied and Strategic Partnerships - The PNGOC is recognised for its excellence in upholding standards, maintaining integrity, ensuring growth and sustainability, practicing inclusiveness and equity, cultivating experience and being a trusted and active partner with the Government of PNG and member of the international games movements		
IOC: The IOC's working principles of "Autonomy and Governance" and "Sustainability" and emphasis on good governance in the sports movement. The Agenda 2020+5 Recommendation 12 – Reach out beyond the Olympic community, Recommendation 13 – Continue to lead by example in corporate citizenship, Recommendation 14 – Strengthen the Olympic Movement through good governance and Recommendation 15 – Innovate revenue generation models. The ONOC also identifies building NOC capacity as a core function.		
CGF: The CGF's strategic priorities of "Nurturing a powerful sporting movement" and its actions of "Strengthen the Movement's Governance and Integrity Framework", "Strengthen the Movement's Digital Presence, Reach and Influence", and "Generate Sustainable Value that Enables Growth and Support", the strategic priority of "Activating Transformational Partnerships" and its action "Establish Athlete Partnerships to Serve Athletes", "Continue IF and Sport Sector Partnerships to Develop, Promote and Protect Sport Ecosystems", "Build Regional Partnerships to Strengthen Regional Capacity"		
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. 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 Vision 2050 document states "...PNG's sporting and recreation infrastructure and management are to be improved to world class standards." The Government's MTDP III states "the (sports) sector will focus on the development of sporting facilities for community, national and international sporting events, integrating sport in schools and supporting the coordination and development of domestic sporting competitions from grassroots to elite levels."		
Picture of Success (How will we know) <ol style="list-style-type: none"> 1. Positive results from Board and Committee Members annual performance reviews 2. Unqualified audit finding on annual audit report 3. Annual General Meeting held in full compliance with PNGOC Rules of Association 4. Commercial revenue generated to cover annual PNGOC budget 5. Significant increase in PNGOC social media following 6. Issues of sports integrity are dealt with in adherence to established processes 7. PNGOC is a valued partner of the PNGSF 8. PNGOC is recognised as an active member within the Games movements 9. PNGOC has benefited from support of new partners 		
Focus Area (What we will do)	Output (What will be produced)	Key Inputs/Activities (What is needed)
PNGOC governance and management are based on the Basic Universal Principles of Good Governance Standards (BPoGGS) of the Olympic and Sport Movement and our financial management is done in an accountable and transparent manner	<ul style="list-style-type: none"> • Executive board has provided governance oversight and makes decisions to guide management • Committees have provided specialist advice to Board and make strategic decisions to guide PNGOC activities 	<ul style="list-style-type: none"> • PNGOC executive board meetings held • PNGOC committee meetings held • Annual General Assembly (AGA) held according to constitution • Annual report produced for AGA • Audited financial report produced annually • Annual assessment of governance and management through BPoGGS

	<ul style="list-style-type: none"> • Member NFs have been given the opportunity to discuss the work of the PNGOC and vote on key matters related to the PNGOC functions • PNGOC and member NFs are provided with an objective assessment of its financial statements, providing confidence in the financial management of the organisation • PNGOC has established its areas of strength and weakness in relation to its governance • PNGOC financial operations follow clear guidelines 	<ul style="list-style-type: none"> • Regular review of relevant financial policies and guidelines
PNGOC has a successful commercial program that mobilises the resources it needs from sponsorship and fundraising activities	<ul style="list-style-type: none"> • PNGOC has concentrated its revenue generation efforts on strategic initiatives • Increase in sponsors supporting PNGOC and Team PNG • Sponsors are satisfied with the value they have received for their sponsorship • Increased financing of Team PNG Games budget • Sufficient revenue raised to meet PNGOC budget shortfall 	<ul style="list-style-type: none"> • Commercial strategy that outlines key areas of revenue generation for PNGOC • Sponsorship proposal template and prospectus that is fresh and attractive • Marketing and Revenue Committee meets regularly • Activation of sponsorships • COVID-19 adaptable fundraising events held • Engagement with current and potential sponsors
PNGOC produces engaging and informative communications content	<ul style="list-style-type: none"> • PNGOC has coordinated communications for its various programs and events • PNGOC has an increased social media following • PNGOC's stakeholders have been kept informed of its activities • PNGOC has provided coverage • Increased brand visibility of PNGOC, Team PNG 	<ul style="list-style-type: none"> • Annual Communication Strategy • Targeted social media campaigns • Regular production of e-newsletter • Press Releases • Media engagement
PNGOC focuses on greater employee retention, welfare and development	<ul style="list-style-type: none"> • PNGOC has reviewed its organisational structure to ensure it is fit for purpose and feasible to achieve new strategic plan outcomes • PNGOC has provided competitive remuneration packages to staff • PNGOC has a employee recognition program in place • PNGOC has regular staff check ins to ensure feedback is provided on performance (consider 360 or 180 reviews) • PNGOC annual staff retreats occur • PNGOC ensures workplace is a friendly, safe environment for staff • PNGOC has ensured a healthy work life balance is achieved for employees 	<ul style="list-style-type: none"> • Organisational structure review conducted biannually • Salary reviews conducted as part of performance management • Employee of the year award and recognition of long serving employees • Quarterly check ins carried out • Annual retreats that encourage team bonding and employee development • Monitoring of employee work hours • Weekly staff wellbeing sessions • 1 hour a week dedicated to personal learning • Employee buddy system • Anonymous complaint and feedback mechanisms • Staff meetings to include agenda item for staff to be provided with information and express views on key organisational decisions

	<ul style="list-style-type: none"> • PNGOC has implemented regular staff learning and staff wellbeing sessions at designated times • PNGOC provides appropriate leave conditions based on best practice, especially in relation to maternity and paternity leave • PNGOC has involved staff in its decision-making processes • PNGOC has provided each staff member with at least one development opportunity linked to their position of employment based on appraisals and/or in response to increase and changing responsibilities of staff. • PNGOC has implemented one new, creative organizational growth initiative 	<ul style="list-style-type: none"> • HR Policy to be reviewed regularly or as deemed appropriate by the board/ management
PNGOC operates in a manner that reflects sustainability, knowledge capture and continual growth	<ul style="list-style-type: none"> • PNGOC has decreased its carbon footprint • PNGOC data is complete and easily accessible • PNGOC staff and board members have the knowledge and skills to carry out their roles and responsibilities 	<ul style="list-style-type: none"> • Sustainable business practices are introduced and followed • A current data management system utilising appropriate IT • Learning opportunities for staff and board members to develop their skills • Manual with written processes for respective division projects and events.
PNGOC adheres to global standards related to sports integrity issues of anti-doping, competition manipulation, dispute resolution and safeguarding	<ul style="list-style-type: none"> • PNGOC has in place policies based on global standards related to issues of sports integrity • Increased understanding of anti-doping requirements • Increased understanding of competition manipulation • Increased understanding of safeguarding • Sport disputes are resolved through the Sports Disputes Tribunal 	<ul style="list-style-type: none"> • Regular review and production on relevant policies • Anti-doping education sessions • Support provided to PNG Sports Anti-Doping Organisation • Competition manipulation sessions • Safeguarding training sessions • Sport dispute resolution education sessions with NFs
PNGOC strengthens the communications and relationship with PNG Sports Foundation/GoPNG with emphasis placed on implementation related to the MOU and National Sports Policy	<ul style="list-style-type: none"> • Coordinated and collaborative efforts between PNGOC and PNGSF on areas of importance, especially on COVID-19 related issues • PNGOC has provided support within its means to the achievement of National Sports Policy goal • PNGOC has contributed to the oversight of the PNG Games 	<ul style="list-style-type: none"> • Annual MOU review meeting held between PNGOC and PNGSF • Strategic assessment of National Sports Policy to identify areas of strategic importance that PNGOC can support • Attendance at PNG Games Council Meetings • Respond to PNGSF and GoPNG requests as required • Board members led by the President actively engages with GoPNG at political level
PNGOC is actively engaging with and contributing to the Olympic, Commonwealth and Pacific Games sporting movements	<ul style="list-style-type: none"> • PNG has representation within various committees and bodies of the Olympic, Commonwealth and Pacific Games movements 	<ul style="list-style-type: none"> • Nomination of PNG representatives to IOC/CGF/PGC roles • Effective use of programs & resources offered by IOC/CGF/PGC • Respond to IOC, CGF and PGA requests as required

	<ul style="list-style-type: none"> • PNGOC, NFs, coaches and athletes have benefited from the programs and resources of the IOC and CGF 	
PNGOC explores strategic partnerships with organisations that have aligned values and priorities	<ul style="list-style-type: none"> • PNGOC has benefited from strategic partnerships with non-traditional partners 	<ul style="list-style-type: none"> • Regular assessment of partnership landscape • Attendance at national and international events • Collaboration with new partners

KEY RESULT AREA 2: Consistent success for Team PNG

Team PNG is consistently the best performing Pacific team at all major multi-sport competitions it competes in

Olympic Charter: NOC has the exclusive authority for the representation of their respective countries at the Olympic Games... In addition, each NOC is obliged to participate in the Games of the Olympiad by sending athletes.

IOC: The IOC's mission to ensure the uniqueness and the regular celebration of the Olympic Games and the Agenda 2020+5 Recommendation 1 – Strengthen the uniqueness and the universality of the Olympic Games and Recommendation 6 – Enhance and promote the Road to the Olympic Games

CGF: The CGF's strategic priority "Deliver Inspirational Sporting Movements" and its actions of "Celebrate the Ethos and Impact of Commonwealth Athletes" and "Maximise the Success and Positive Impact of Trinbago 2021 and Birmingham 2022"

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

GoPNG: The Government's MTDP III states "the (sports) sector will focus on the development of sporting facilities for community, national and international sporting events, integrating sport in schools and supporting the coordination and development of domestic sporting competitions from grassroots to elite levels."

Picture of Success (How will we know)

1. Team PNG has achieved its targets at various Games
2. National Federations have achieved their Games targets aligned to Team PNG targets
3. Athletes have achieved medal performance targets
4. Team PNG Games Performance Strategy targets are met

Focus Area (What we will do)	Output (What will be produced)	Key Inputs/Activities (What is needed)
PNGOC leads and facilitates National High Performance Partnership	<ul style="list-style-type: none"> Committee comprised of key stakeholders that has developed and coordinated national high performance programs 	<ul style="list-style-type: none"> National High Performance Partnership meetings Bi-annual High Performance Conference with all stakeholders and invited guests
PNGOC applies Performance Based Standards to selection and resourcing decisions	<ul style="list-style-type: none"> Selection Policies have ensured transparent nomination of deserving athletes and officials for Team PNG Team PNG selection and justification process has been conducted in a fair and transparent manner Funding has been strategically provided to sports and athletes that will contribute to Team PNG's Games goals Annual tiering of sports has been based on performance-based criteria 	<ul style="list-style-type: none"> Justification Committee meetings Fitness testing and medical screenings Team PNG Performance Committee meetings Team PNG Resource Allocation Policy which is targeted and outcome-based System of monitoring standards and performance of athletes

PNGOC supports Development Pathways to ensure the best athlete and coaching talent is identified and developed	<ul style="list-style-type: none"> • Athletes that have demonstrated Team PNG potential have been identified from across PNG and brought into NFs' system to be developed • Team PNG has benefited from elite coaches that have been supported in their roles • Improved athlete and coach performances based on an increase in high level domestic competition opportunities • Competitions supported by PNGOC are delivered based on appropriate COVID-19 protocols 	<ul style="list-style-type: none"> • Facilitation of workshops to establish talent identification and recruitment program which is aligned to and coordinated with NF and PNGSF programs • Initiatives for elite coach recruitment, retention, development and succession • High-level domestic competitions for PNG athletes and coaches • COVID-19 safe competition training delivered
PNGOC provides support to targeted elite athletes	<ul style="list-style-type: none"> • Athletes that are better prepared and perform better for Team PNG • Targeted support to minimise impact of COVID-19 on athletes' preparations • Athletes and coaches that are familiar with Games environment and Team PNG performance and behaviour standards 	<ul style="list-style-type: none"> • Elite preparation programs designed to support targeted teams and athletes achieve Team PNG targets for specific Games • Multi-sport Olympic Excellence Camps that expose athletes and coaches to various aspects related to elite performance
PNGOC supports development of local elite performance expertise	<ul style="list-style-type: none"> • PNGOC has the internal capacity to conduct elite level performance analytics • Local Sports Science and Sports Medicine expertise that is comparable to international standards and based on local research 	<ul style="list-style-type: none"> • Performance analytics training and resourcing • Sports Science and Sports Medicine training opportunities provided to identified individuals • Sports Science and Sports Medicine research

KEY RESULT AREA 3: Develop the Solidarity amongst and Capability of National Federations and Athletes

National Federations and Athletes are benefiting from and contributing to PNGOC programs

IOC: The IOC's working principles of "Autonomy and Governance" and "Sustainability" and the Agenda 2020+5 Recommendations 3 – Reinforce athletes' rights and responsibilities and Recommendation 5 – Further strengthen safe sport and the protection of clean athletes

CGF: The CGF's strategic priorities of "Nurturing a powerful sporting movement" and its actions of "Amplify the Voices of Commonwealth Athletes", "Strengthen the Movement's Governance and Integrity Framework", the strategic priority of "Activating Transformational Partnerships" and its action "Establish Athlete Partnerships to Serve Athletes" and the strategic priority of "Realising our Collective Impact" and its actions of "Empower and Equip Athletes as Agents of Change and Advocates for Integrity", and "Form a Leadership Community that Nurtures an Adhocracy Culture across the Movement"

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." The Government's MTDP III goal for sport is "Effective sports development program with standard facilities, multi code development and player professionalism that promotes behavioural change, healthy lifestyle and generate commercial and social benefits to all."

Picture of Success (How will we know)

1. NFs govern their sport in compliance with their constitutions
2. NFs have secured more sponsorship from sources other than PNGOC
3. Performance of NFs and athletes has improved from access to better equipment and resources
4. Any safeguarding incidents within sports are dealt with appropriately and efficiently
5. Athletes have successfully achieved their goals outside of sport
6. Athletes views are adequately represented and heard within their sport

Focus Area (What we will do)	Output (What will be produced)	Key Inputs/Activities (What is needed)
PNGOC is working with NFs to ensure compliance and sustainability	<ul style="list-style-type: none"> NFs' governance is at a level needed to comply with PNGOC Constitutional requirements and IPA Associations Act NFs' administration is at a level needed to support their athletes training and competition plans NFs' have complied with anti-doping requirements 	<ul style="list-style-type: none"> OSEP training courses delivered RAT assessments completed by NFs every two years Additional learning opportunities deemed appropriate provided to NFs Financial reporting support for NFs Anti-doping training education provided to NFs
PNGOC is supporting NFs with resourcing	<ul style="list-style-type: none"> NFs have been provided with funding and equipment support through PNGOC to improve their sport NFs have benefited from the use of the NF resource centre and NF Hub to improve communication 	<ul style="list-style-type: none"> NF administration funding NF equipment support NF resource centre NF Hub

	<ul style="list-style-type: none"> • NFs have produced their own sponsorship proposals • NFs have been provided with resources to minimise the impact of COVID-19 on their activities 	<ul style="list-style-type: none"> • NF Sponsorship templates
PNGOC is providing support in areas related to well-being for athletes and NF volunteers	<ul style="list-style-type: none"> • NFs are aware of and practicing safeguarding within their sport and have adopted Safeguarding and Child Protection Policies • Support on issues related to GBV has been made available to athletes and NF volunteers if required • Athletes have benefited from increased education opportunities and life skills training • Athletes have been provided access to job market 	<ul style="list-style-type: none"> • Safeguarding training for NFs • GBV education sessions • Athlete Excellence Program • Career Plus training • Athlete 365 courses delivered • Athlete Friendly Company program
Leadership in sport	<ul style="list-style-type: none"> • A critical mass of competent NF leaders exists • NF boards have athlete representatives • Athletes are viewed as role models in their spheres of influence 	<ul style="list-style-type: none"> • Leadership training for current and potential NF executives • Code of Conduct template for NFs • HERO Program for athletes

KEY RESULT AREA 4: Sport in Society		
PNGOC uses and promotes sport as an enabler for sustainable development		
IOC: IOC Mission to “Promote sport and the Olympic Values in society, with a focus on young people” and the Agenda 2020+5 recommendations 6 – Enhance and promote the Road to the Olympic Games and 10 – Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals		
CGF: The CGF’s strategic priority “Realising our Collective Impact” and its actions of “Empower and Equip Athletes as Agents of Change and Advocates for Integrity”, “Establish the Commonwealth Sport Foundation as a Viable Contributor to Development Initiatives Across the Commonwealth”, “Strengthen the Contribution of Sport in Commonwealth Cities”, “Form a Leadership Community that Nurtures an Adhocracy Culture across the Movement”		
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 III goal for sport is “Effective sports development program with standard facilities, multi code development and player professionalism that promotes behavioural change, healthy lifestyle and generate commercial and social benefits to all.”		
Picture of Success (How will we know)		
<ol style="list-style-type: none"> 1. Knowledge of Olympism has increased amongst members of general public 2. Knowledge of the Commonwealth Games and Pacific Games movements has increased amongst members of general public 3. Sport is acknowledged for contributing to the achievement of SDG targets in PNG 4. More children, including girls and children with a disability, are participating in structured sporting activities 		
Focus Area (What we will do)	Output (What will be produced)	Key Inputs/Activities (What is needed)
PNGOC actively promotes Olympism and the various Games movements throughout the country	<ul style="list-style-type: none"> • Increased awareness of Olympic Values in schools and communities around PNG • Greater appreciation of Olympism and the Olympic, Commonwealth and Pacific Games 	<ul style="list-style-type: none"> • Delivery of Olympic Values Education Program • Olympic Day celebrations held • Olympic Channel content distributed to media outlets • Widespread Games coverage in media outlets
PNGOC is involved in the use of sport to support the awareness and achievement of the SDGs	<ul style="list-style-type: none"> • PNGOC programs and Team PNG athletes have contributed to increased appreciation and action on SDG related issues, with specific focus on environmental pollution, health, water and sanitation, education and gender-based violence • PNGOC recognised for its contribution to COVID-19 recovery and public awareness efforts 	<ul style="list-style-type: none"> • Delivery of Love Your Coast program • Delivery of Kicks 4 Kokoda program • SDG Champions actively engaged in SDG related campaigns and awareness raising • Participation in events to mark significant International Days • PNGOC contributes to COVID-19 recovery and public awareness efforts
PNGOC is involved in efforts to ensure the participation of sport for all	<ul style="list-style-type: none"> • Increased appreciation of the value of sport for the country and those involved in sport • PNGOC has contributed to programs that allow for increased participation in sport 	<ul style="list-style-type: none"> • PNG Sports Hall of Fame held • SP Sports Awards held • Partnerships with sport for all programs