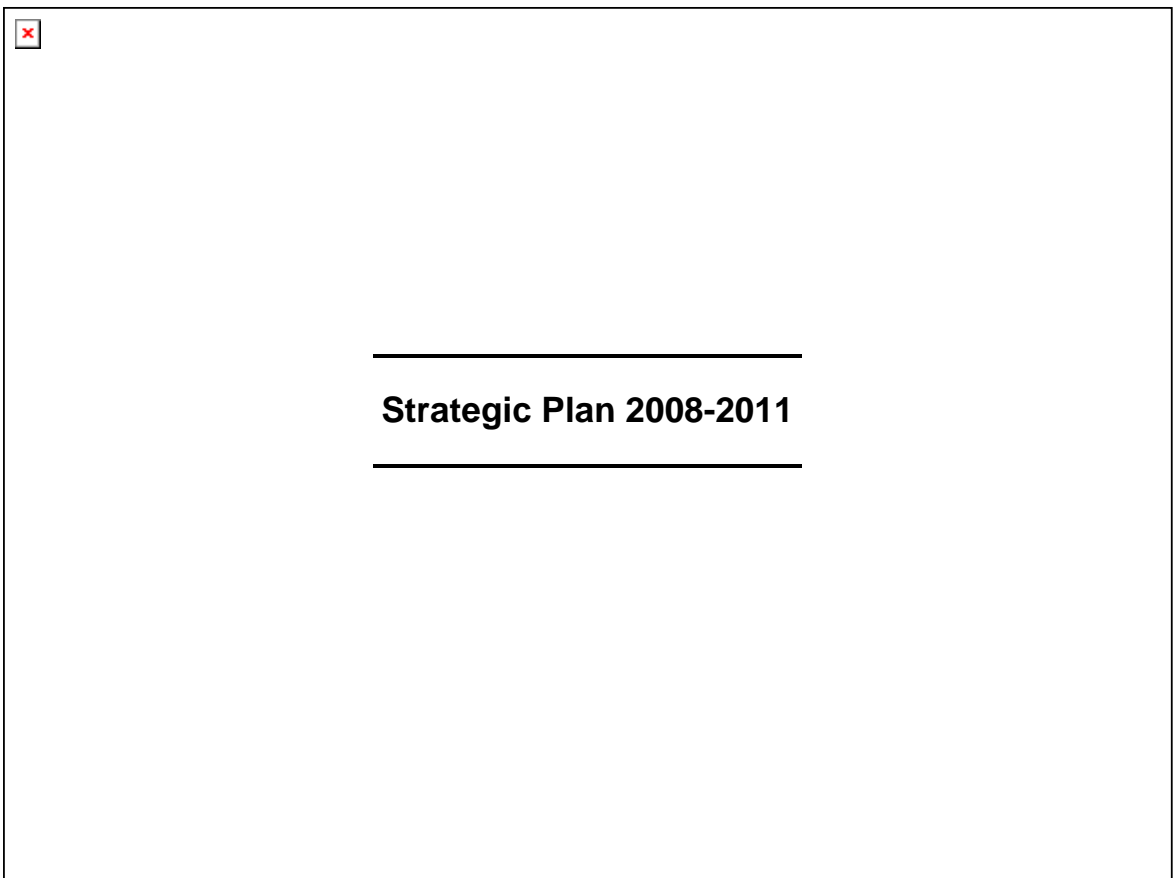


Papua New Guinea Sports Foundation



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Abbreviations used in this document:

AusAID	Australian Agency for International Development
CEO	Chief Executive Director, PNGSF
CorpServices	Corporate Services Division
DFCD	Department for Community Development
Dir	Director
HR	Human Resources Department
ICDP	Integrated Community Development Policy 2007
MTDS	Medium Term Development Strategy 2005-2010
NDOE	National Department of Education
NSI	National Sport Institute
NST Ltd	National Sports Trust Limited
Ops & Dev	Operations & Development Division
PNGSF	PNG Sports Foundation
PNGSFOC	PNG Sports Federation and Olympic Committee
PR	Public Relations Officer

EXECUTIVE SUMMARY

Implementing Policy:

This Strategic Plan implements the policy objectives set out in the National Sport Policy 2004, and contributes to the policy objectives of the Integrated Community Development Policy 2007 and the Medium Term Development Strategy 2005-2010. The plan seeks to capture the development benefits of sport participation itself, as well as the benefits of using sport as a vehicle for development benefits.

Our Values:

The PNGSF is committed to ensuring that it is a Strong, Dynamic, Professional, Happy, Performance-Focused, and Effective Organisation.

Our Vision:

Our Vision is to "*Raise Our Game*", to create a PNG Sports Foundation that:

- is strong, dynamic, professional, happy, performance-focused, and effective;
- leads and coordinates the development of sport, and the use of sport for development, working in partnership with all levels of government and civil society;
- delivers quality services and programs that give all people in Papua New Guinea access to enjoy sport and physical activity, with adequate funding from the public and the private sector, and with adequate human resources, facilities, equipment, technical coaching and strong and effective sports administration; and
- is capable also of identifying potential talent and developing it to the highest standards of excellence, whether it be in participation, coaching, officiating or administration.

Our Mission:

Our Mission is: "To lead and coordinate the delivery of quality sport and physical activity into the lives of all people in Papua New Guinea and to create opportunities for sporting excellence".

Strategic Objectives 2008-2011

1. **Organisational Capacity:** To develop the Organisational Capacity of the PNG Sports Foundation to make it a strong, dynamic professional, happy, performance-focused and effective organisation.
2. **Private Sector Engagement:** To increase support to PNGSF activities from the Private Sector.
3. **Grass Roots Participation and Provincial and District Engagement:** To increase access to and participation in sport and physical activity at grass-roots level, working in partnership with all levels of government and civil society.
4. **Sporting Excellence:** To identify and develop talent to the highest standards of excellence in participation, coaching, officiating, and sports administration.
5. **Education and Training:** To provide qualification courses to improve the standard of teachers, volunteers, coaches, officials, sports administrators, etc.
6. **Sport For Development:** To promote the development benefits of sport, and to use sport for development, through the Sport For Development Initiative.
7. **Facilities:** To ensure provision of adequate sporting facilities and resources across the country, for grass roots participation and for elite performance.

Funding the Plan

The annual cost of implementing the Strategic Plan is approximately K21.7M. For 2008 only, there are *additional* Staff Retrenchment Costs of approximately K1.5M. AusAID donor funding of K9M per year will support the Sport For Development Initiative. It is planned to increase Revenue Generation over time, through the NST Ltd and increased private sector support, but this will take some time to be achieved. Unless National Government Budget funding is significantly increased, there will remain a significant funding shortfall and the Strategic Plan implementation will fail. It must be remembered that the PNGSF is a new organisation with increased responsibilities above and beyond the old Sports Commission. The old Treasury Recurrent Budget K2.6M ceiling will not even cover staff salaries and allowances of the new structure, and must be increased.

Measuring Performance

A comprehensive Monitoring and Evaluation LogFrame and a set of Annual Performance Targets drive a new performance-oriented organisational culture within the PNGSF.

1. INTRODUCTION

1.1 Implementing Policy

The PNG Sports Foundation (PNGSF) is itself a new institution created under the PNG Sports Foundation Act 2006 in direct implementation of the National Sports Policy 2004. This first Strategic Plan of the new PNGSF sets out clear strategic objectives and activities to implement the policy objectives of the Government of Papua New Guinea.

The key relevant policy documents are the Medium Term Development Strategy 2005-2010, the Integrated Community Development Policy 2007, and the National Sport Policy 2004.

1.1.1 *Medium Term Development Strategy 2005-2010*

The strategic objectives and activities are based on development strategies and consistent with the vision to empower Papua New Guineans to drive the development process, and in accordance with the following MTDS Guiding Principles:

- Private Sector-led Economic Growth: to increase the proportion of private sector funding for sport
- Resource Mobilisation and Alignment: to ensure that all resource allocation decisions and all performance management evaluations at organizational, divisional, and individual staff member level are based upon and aligned with the Strategic Objectives
- Improvements in the Quality of Life: giving all people in PNG access to enjoy sport and physical activity
- Natural Endowments: harnessing the natural strengths of our people by identifying potential talent and developing it to the highest standards of excellence, whether it be in participation, coaching, officiating or administration
- Integrating the Three-Tiers of Government: working closely in partnership with other National Government Departments, and engaging with Provincial, District and Local Level Government administrations
- Partnership through strategic alliances: strengthening partnerships with the PNG Sports Federation and Olympic Committee, national and local sports organizations, the churches and other civil society organizations, and the private sector, as well as international donors
- Least developed areas intervention: working at grass-roots level, focusing on priority communities based on need
- Empowering Papua New Guineans and Improving Skills: developing PNGSF staff and establishing a national accreditation system for technical sports qualifications, and empowering others by providing opportunities, support, training, and encouragement
- Sweat Equity and Papua New Guinean Character: encouraging and assisting Papua New Guineans at grass-roots community level to contribute to national development by investing in their own local efforts, consistent with and celebrating cultural traditions and virtues

Of the seven sectoral Expenditure Priorities identified in the MTDS, this Strategic Plan recognizes the role that the sporting community has to play in six of them:

- Promotion of Income Earning Opportunities: through sports qualifications and professional careers in sports organizations; through economic activity surrounding the staging of major sporting events in PNG; and also through the development of life-skills, leadership, planning, management and administration skills amongst youth and through the mobilization of communities working together.
- Basic Education: in partnership with the National Department of Education to revitalize sport and physical education activities in schools in accordance with the physical education and personal development learning outcomes of the Reform Curriculum; as well as in partnership with University of Goroka to increase the number of trained Physical Education teachers.
- Development-oriented Informal Adult Education: through sports qualifications and training in sports administration; through the development of life-skills, leadership, planning, management and administration skills amongst youth and through the mobilization of communities working together; and also by taking opportunities to link grass-roots sports activities with basic literacy education, health education, and peer group education on HIV awareness, gender equality, crime, and other community challenges.
- Primary Health Care: reducing the burden on the primary health care system by increasing access to sport and physical activity, promoting health lifestyles and awareness of the risks of obesity, diabetes, heart disease, and promoting good nutrition and respect for the body.
- HIV-AIDS prevention: working in partnership with sports organizations and HIV organizations through the Committee on HIV Prevention Through Sport, creating an HIV Policy and Toolkit Resource for the PNG sporting community, working with PLWH and using sporting role models to promote awareness, strengthening communities and providing a stable supportive environment free from stigma, and working to use peer group education at local level to stimulate real behaviour change.
- Law and Justice: working in partnership with the Law & Justice Sector Working Group to use sport activity as a vehicle to reduce crime, the causes of crime, and the impact of crime, and to rehabilitate offenders.

The Strategic Plan also recognizes the crucial importance of investing in infrastructure and facilities in ways that provide long term sustainable solutions for maintenance and development.

1.1.2 *Integrated Community Development Policy 2007*

The Integrated Community Development Policy (ICDP) promotes the use of sports activity for community-building as part of its vision of bringing about vibrant, resilient, knowledgeable and productive communities for a sustainable future.

The ICDP's approach is anchored to the United Nation's eight Millennium Development Goals and the PNG Medium Term Development Strategy 2005-2010 and its seven Expenditure Priority Areas. The ICDP's objective is "to facilitate integrated community development and enhance community access to learning and development opportunities in partnership with provincial and district administrations, local level governments, civil society organisations, development partners and other stakeholders". Using a range of approaches including asset-based community development (ABCD) and community capacity enhancement (CCE) methodologies, the ICDP seeks to promote eight principles:-

- (a) Empowerment
- (b) Self-reliance
- (c) Sustainable Development
- (d) A Holistic approach
- (e) Recognising Diversity
- (f) Partnership
- (g) Human Rights
- (h) Cultural Foundations

Its development activities are built on four pillars:

- Community Governance;
- Community Learning;
- Community Livelihoods; and
- Community Environment.

Gender, Family, and HIV are explicitly recognised as cross-cutting issues.

The Priority Action Areas for 2007-2011 are:

- establish Community Learning and Development Centres at District level;
- support community mobilisation and engagement on HIV issues;
- strengthen community access to community development resources;
- build Department for Community Development capacity at national, provincial and district levels;
- gather data for local, district and provincial profiles;
- build partnerships with stakeholders;

The PNGSF Strategic Plan directs the PNG sports community's contribution to the goals of the ICDP, in direct support of community development. Building upon the existing relationships between the PNG Sports Foundation and the Provincial and District Divisions of Community Development, opportunities will be exploited to integrate community sports activities and infrastructure support with Community Learning and Development Centres.

1.1.3 *National Sport Policy 2004*

Under the prevailing social, political and economic environment the Government set the basic framework of the National Sport Policy 2004 on a theme of "The Way Forward Forward".

The National Sport Policy was formulated following extensive consultation among all stakeholders; Government Departments, Non-Government organizations, Provinces, National Sports Federations, Corporate Sector and the peak sports bodies.

The National Sport Policy described the vision for a new governance structure for sport in PNG, through the dissolution of the PNG Sports Commission and the creation of two new entities: the National Sports Trust Limited and the PNG Sports Foundation.

As well as the creation of this new structure, the policy objectives relate to focused development of potential talent for high level sport performance, but also the support of grass-roots sport in communities and sport and physical education in schools as a means for personal development and community development.

With the creation of the PNGSF in accordance with the PNG Sports Foundation Act 2006, and the establishment of the NST Ltd, a workshop was held in June 2007 amongst the Minister and Secretary for Community Development, PNGSF Board, PNGSF Senior Management, NST Ltd Board, PNGSFOC. The workshop reached consensus on the relative roles and responsibilities, and the procedures and relationships amongst each of the parties, and this agreement has been recorded in a Memorandum of Understanding. This MOU represents a milestone in the establishment of the new governance structure for sport in PNG, as envisioned in the National Sport Policy.

The PNGSF Strategic Plan recognises there remain significant weaknesses in the PNGSF's organisational capacity, and a core priority, and the very first Strategic Objective, is the capacity-building of a strong, dynamic, professional, happy, performance-focused and effective PNGSF.

1.2 Guiding Principles

Recalling the principles encapsulated in the MTDS, the ICDP, and the National Sport Policy, in developing its Strategic Plan the PNGSF has sought to promote three central guiding principles:

- The rights of all PNG citizens, enshrined in the National Constitution, must be the basis for the delivery of all services relating to sport.
- Transparency and accountability must be the basis for all aspects of the administration and delivery services.
- Respect must be given to the culture of PNG in the implementation of the projects and programs.

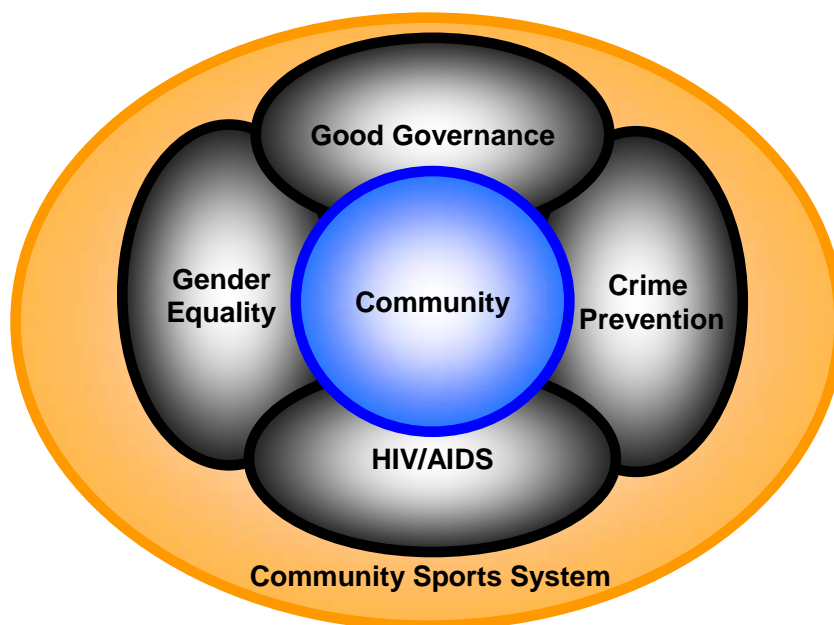
1.3 Sport Development and Sport For Development

The National Sport Policy endorses the view of the United Nations that sport has the potential as a tool for development and peace. It affirms that sport is an international language that brings individuals and communities together, highlighting commonalities and bridging cultural and ethnic divides. It recognizes that developing relationships using sport as a vehicle for national pride and unity, health, education, peace and community development programs can be achieved provided systematic mechanism and processes are established and are to be sustained. And it recognizes that development through sport is carefully planned and partnerships established with other agencies which are built around mutual respect and community ownership.

This Strategic Plan seeks to capture the development benefits of sport participation itself, as well as the benefits of using sport as a vehicle for development objectives.

Recognising the crucial need to avoid over-burdening the sports system with development activities, the emphasis is on forming and strengthening partnerships and linkages, vertically and horizontally, between the sporting community and other key development stakeholders.

The Sport For Development goals of the PNGSF can be expressed as focussing on five core goals within the Community Sports System:-



These goals can be described as follows:-

Goals	Description
Community:	to enhance social capital, social linkages and community cohesion through Participatory Planning, Partnership, Inclusiveness and Ownership;
Good Governance:	to develop and reinforce good governance structures and practice, including fairness, democracy, transparency, accountability, as well as civic education and understanding of the electoral process and rights and responsibilities of citizens and elected officials;
Crime Prevention:	to reduce crime, the causes of crime, and the impact of crime, and to rehabilitate offenders;
HIV/AIDS:	to spread awareness about HIV/AIDS prevention and treatment, move beyond that to peer group education and real behaviour change, reduce stigma and include people living with HIV/AIDS in community life;
Gender Equality:	to promote gender equality by raising awareness of gender issues and increasing the participation of women in planning, decision-making, and delivery of sports-based activities at community, sub-national and national levels;
Community Sport System:	to promote and support the development of an effective, efficient, and sustainable sports system in PNG that promotes opportunities for participation in sports and physical activity in schools and communities, provides efficient sporting pathways to development of sporting performance in participation, coaching, officiating and administration of sport; whilst always promoting the value of sport for development;

These Goals are of course inter-related in many ways. The PNGSF seeks to be creative about adopting a holistic approach with a range of different but integrated approaches in pursuit of these Goals. Supported by AusAID, the PNGSF's Sport For Development Initiative is an integral part of its Strategic Plan for 2008-2011, in pursuit of these Goals.

Subject to program design approval and budget approval, the proposed commitment by AusAID to the Sport For Development Initiative is an estimated K89 Million over ten years, or approximately K9 Million per year.

2. OUR VALUES

We are committed to ensuring that:

<p>Our people are:</p> <ul style="list-style-type: none"> • Honest, with Integrity, Transparency & Accountability • Dynamic and Proactive, Open Minded, Creative and Innovative, taking Initiative • Professional, Punctual, Reliable and Dependable – always able to exceed expectations and follow-up • Friendly, Cooperative, Supportive & Helpful • Attentive, Listening, and Respecting Diversity • Driven by achievement and with rewards based on merit • Dedicated, Hardworking, Motivated and committed: Goals-oriented and Determined • Well trained and Technically Skilled (multi-skilled) 	<p>Our organization is:</p> <ul style="list-style-type: none"> • STRONG: Focused on good governance, discipline, honesty, integrity, transparency and accountability • DYNAMIC: Innovative, Proactive, Creative and Progressive, respecting Diversity and finding solutions to new challenges • PROFESSIONAL: Organised, Efficient and process-structured, Punctual, with Coordinated Team-work • HAPPY: Respects, values and cares for its employees, their input, their professional development, and their safety • PERFORMANCE-FOCUSED: Passionate about Quality Service Delivery, attentive to customer needs and always exceeding customer expectations • EFFECTIVE: Technically sound and Dependable, applying Policy, Strategy and Experience to get results with best use of limited resources.
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We shall work to promote these values in our thoughts and words and actions, in our decisions and activities, and in how we assess ourselves, our staff and our organizational performance

3. OUR VISION

"Raising our Game"

OUR VISION is to "**Raise Our Game**", to create a PNG Sports Foundation that:

- is strong, dynamic, professional, happy, performance-focused, and effective,
- leads and coordinates the development of sport, and the use of sport for development, working in partnership with all levels of government and civil society,
- delivers quality services and programs that give all people in Papua New Guinea access to enjoy sport and physical activity, with adequate funding from the public and the private sector, and with adequate human resources, facilities, equipment, technical coaching and strong and effective sports administration,
- is capable also of identifying potential talent and developing it to the highest standards of excellence, whether it be in participation, coaching, officiating or administration.

4. OUR MISSION

The Mission of the PNG Sports Foundation is:

“To lead and coordinate the delivery of quality sport and physical activity into the lives of all people in Papua New Guinea and to create opportunities for sporting excellence.”

5. OUR STRATEGIC OBJECTIVES 2008-2011

1. Organisational Capacity:

To develop the Organisational Capacity of the PNG Sports Foundation to make it a strong, dynamic professional, happy, performance-focused and effective organisation.

2. Private Sector Engagement:

To increase support to PNGSF activities from the Private Sector.

3. Grass Roots Participation and Provincial and District Engagement:

To increase access to and participation in sport and physical activity at grass-roots level, working in partnership with all levels of government and civil society.

4. Sporting Excellence:

To identify and develop talent to the highest standards of excellence in participation, coaching, officiating, and sports administration.

5. Education and Training:

To provide qualification courses to improve the standard of teachers, volunteers, coaches, officials, sports administrators, etc.

6. Sport For Development:

To promote the development benefits of sport, and to use sport for development, through the Sport For Development Initiative.

7. Facilities:

To ensure provision of adequate sporting facilities and resources across the country, for grass roots participation and for elite performance.

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Activities	Responsibility	Cost (per year)
• Human Resources		
• Complete recruitment and retrenchment of all PNGSF staff.	Dir, CorpServices: HR	9,000
• Review job descriptions for all staff, introduce individual personal development training plan and performance objectives and a 6 monthly staff appraisal system.	HR	0
• Deliver training according to individual needs.	HR	300,000
• Prepare introductory briefings for the new Board and for new staff. Hold more regular Staff meetings, Management Meetings, and meetings between Board and Management/Staff.	Dir, CorpServices	100,000
• Explore housing scheme options with appropriate financial institutions.	Dir, CorpServices: HR	0
• Systems and Infrastructure		
• Review all office facilities and needs; space, utilities, furniture, training and meeting facilities, reception areas, storage, kitchen and toilet facilities. Feed needs into budget planning.	Dir, CorpServices	120,000
• Review all technology needs: telephone, mobile phone, fax, computers, computer networks, file sharing, email and internet connection, photocopiers, scanners, powerpoint projector, digital cameras, TV, DVD and video resources, and all consumables. Feed needs into budget planning.	Dir, CorpServices	120,000
• Create a Knowledge Management policy for hardcopy and digital filing, archive storage, computer networking, computer back-up, and reporting, as well as training and knowledge sharing seminars. Implement and enforce it.	Dir, CorpServices	5,000
• Create an Asset Management Policy for registration and maintenance of all assets, and linked to budget planning for procurement of replacement and disposal of assets. Appoint a Head Asset Manager for the whole PNGSF and a Location Asset Manager in each regional office location. Finalize forms and reporting processes.	Dir, CorpServices	5,000
• Organisational Structure		
• Implement the commitments in the Memorandum of Understanding amongst PNGSF, NST Ltd and PNGSFOC.	CEO	0
• Prepare information materials and posters and hold events for staff and stakeholder to communicate Strategic Plan and structure these internally and externally.	CEO +PR	5,000
• Workshop with Board and Executive/Senior Management to address relative roles and responsibilities between governance and management.	CEO	10,000

Activities	Responsibility	Cost (per year)
<ul style="list-style-type: none"> Culture 		
<ul style="list-style-type: none"> Design a new logo and new “brand” for the PNGSF, to be used on all documents, letterhead, clothing, etc. Consider new staff uniform for all staff to create collective organisational identity and professional appearance. 	Dir, CorpServices: PR	70,000
<ul style="list-style-type: none"> Hold staff workshop to promote the PNGSF Values and to agree and adopt a “workplace code” and then enforce it, including through the staff appraisal process. 	HR	10,000
<ul style="list-style-type: none"> Hold regular social functions for staff and families. 	Dir, CorpServices: HR	30,000
<ul style="list-style-type: none"> Hold more regular inter-divisional meetings and more general staff meetings for staff feedback and input to Management and Board. Consider staff suggestions box, for which all suggestions must receive written response from Management. 	CEO: HR	100,000
2. Private Sector Engagement: to increase support to PNGSF activities from the Private Sector	CEO	
<ul style="list-style-type: none"> Assist NST Ltd to develop, launch and monitor a new structured sponsorship program for PNGSF activities. 	NST Secretariat, reporting to CEO	50,000
<ul style="list-style-type: none"> Workshops with NST Ltd and PNGSFOC to improve performance measurement of sponsor programs, to improve sponsor management and services to sponsors, to devise marketing plan for corporate sector support, to include more aggressive valuation of sponsor rights, more proactive selling and negotiations, and targets for sponsorship and revenue generation. 	CEO	10,000
<ul style="list-style-type: none"> Assist NST Ltd to secure IRC tax credit and funding from National Gaming Board. 	CEO	0
<ul style="list-style-type: none"> Develop information materials and conduct advocacy to key private sector businesses. 	PR	5,000
<ul style="list-style-type: none"> Use Monitoring and Evaluation to enhance reporting to Private Sector sponsors. 	NST Secretariat	0
3. Grass Roots Participation and Provincial and District Engagement: to increase access to and participation in sport and physical activity at grass-roots level, working in partnership with all levels of government and civil society.	Dir, Ops & Dev	
<ul style="list-style-type: none"> Develop and expand Youth Sports Leadership Program, Women in Sport Program and Disability Sport Program, to increase access to sport participation opportunities across a broad range of organised sports and traditional games and cultural activities at community level, ensuring an emphasis on community ownership and sustainability of all programs. 	Dir, Ops & Dev	600,000
<ul style="list-style-type: none"> Focus on increased participation of out-of-school children, girls, women, people with disabilities, PLWH, and other vulnerable groups. 	Dir, Ops & Dev	(included above and under Sport for Develop)

Activities	Responsibility	Cost (per year)
<ul style="list-style-type: none"> More active Liaison and Annual Meetings with Provincial and District Administrations through Regional Offices to ensure sport development, and sport for development, are included in their development plans and receive counterpart funding, and to advise on sustainable facilities. 	Dir, Ops & Dev, through Regional Managers	20,000
<ul style="list-style-type: none"> Establish process for identifying and supporting PNGSF Volunteer Sports Coordinators in 69 Districts 	Dir, Ops & Dev	200,000
<ul style="list-style-type: none"> Support to "Grass Roots" PNG Games every two years. 	CEO + Games Council	300,000
4. Sporting Excellence: to identify and develop talent to the highest standards of excellence in participation, coaching, officiating, and sports administration.	Dir, NSI	
<ul style="list-style-type: none"> Lead the development, through partnership between National Sports Institute and PNGSFOC, of sports excellence programs with measurable outcomes in a small number of specific targeted sports capable of international success, to boost national identity. 	Dir, NSI	1,000,000
<ul style="list-style-type: none"> More regular meetings, communication, joint planning and joint activities with PNGSFOC. 	CEO	0
<ul style="list-style-type: none"> Support Sports Anti-Doping Organisation with government funding to start education and awareness on anti-doping and sports health. 	CEO	50,000
<ul style="list-style-type: none"> Sports journalism workshop, in partnership with Media Council 	Dir, NSI +PR	5,000
<ul style="list-style-type: none"> Explore development of a national sports insurance scheme 	Dir, Ops & Dev	5,000
<ul style="list-style-type: none"> Support to Major Events, including but not limited to: World Championship events, Arafura Games, Mini Pacific Games, Pacific Games, Commonwealth Games, Olympic Games 	CEO	2,000,000
5. Education and Training: to provide qualification courses to improve the standard of teachers, volunteers, coaches, officials, sports administrators, etc.	Dir, NSI	
<ul style="list-style-type: none"> Delivering qualification courses to improve technical abilities of athletes, coaches, officials, sports administrators, and sports science and sports medicine practitioners, and develop National Accreditation Scheme for quality assurance of qualifications 	Dir, NSI	800,000
<ul style="list-style-type: none"> Increase the proportion of training delivered at local and regional levels. 	Dir, NSI, + Dir, Ops & Dev	50,000
<ul style="list-style-type: none"> Scale-up delivery of the Pikinini Sports Program at Pre-Service and In-Service levels, in partnership with NDOE and Oceania Football Confederation, to increase the number of trained teachers and the quantity and quality of sports and physical education in Elementary and Primary Schools 	Dir, Ops & Dev + Dir, NSI	100,000
6. Sport For Development: to promote the development benefits of sport, and to use sport for development, through the Sport For Development Initiative	Dir, Ops & Dev	
<ul style="list-style-type: none"> Lead the Sport For Development Initiative, working in partnership with AusAID through the SFDI Steering Committee 	Dir, Ops & Dev	0
<ul style="list-style-type: none"> Support SFDI with human resource, office space, utilities, etc 	Dir, Ops & Dev + HR	300,000

Activities	Responsibility	Cost (per year)
<ul style="list-style-type: none"> SFDI GOALS: <ul style="list-style-type: none"> Community-building Good governance Crime Prevention HIV Gender Equality 	Dir, Ops & Dev + AusAID Sport For Development Advisor	9,000,000
7. Facilities: to ensure provision of adequate sporting facilities and resources across the country, for grass roots participation and for elite performance	Dir, CorpServices + Facilities Working Group	
<ul style="list-style-type: none"> Devise and implement solutions for the Ownership; Control; Management; Maintenance; Funding; Revenue Generation of facilities at National, Regional and Local level. 	Dir, CorpServices + Facilities Working Group	1,500,000
<ul style="list-style-type: none"> Consider and develop a bid for PNG to host the Pacific Games in 2015 	CEO	150,000
<ul style="list-style-type: none"> Contribute to Feasibility Study for High Altitude Training Centre in Eastern Highlands Province 	Dir, NSI	100,000

8. Other Recurrent Annual Cost Items:		Cost (per year)
<ul style="list-style-type: none"> Salaries, Allowances 		2,160,000
<ul style="list-style-type: none"> Leave fares 		160,000
<ul style="list-style-type: none"> Rent 		50,000
<ul style="list-style-type: none"> Security 		90,000
<ul style="list-style-type: none"> Utility bills (phone bills, electricity, water) 		580,000
<ul style="list-style-type: none"> Stationery, consumables 		450,000
<ul style="list-style-type: none"> Vehicles 		200,000
<ul style="list-style-type: none"> Machinery (Tractor and Grounds-keeping) 		200,000
<ul style="list-style-type: none"> Fuel 		150,000
<ul style="list-style-type: none"> Sports Equipment (Gym etc) 		150,000
<ul style="list-style-type: none"> General business travel 		300,000

GRAND TOTAL of Annual COSTS of implementing the Strategic Plan	21,714,000
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NOTE1: for 2008 only, there are additional Staff Retrenchment Costs of K1,500,000 as part of the essential establishment of the new PNG Sports Foundation in accordance with the PNG Sports Foundation Act 2006.

7. MATCHING COSTS TO FUNDING SOURCES

In section 6, the annual cost of implementing the Strategic Plan activities was calculated to be approximately K 21,714,000.

The following funding sources are estimated for annual funding:

Nat Govt Budget	- Recurrent (ceiling)		K 2,600,000
	- Development	Programs:	K 2,400,000
		Facilities:	K 1,200,000
Revenue Generation			K 1,500,000
Private Sector	Trukai		K 30,000
	Lae Biscuit		K 10,000
	Ok Tedi		K 50,000
	Avis (in kind)		K 25,000
Counterpart funding from local government			K 20,000
Donor Funding – AusAID SFDI			<u>K 9,000,000</u>
TOTAL			<u>K16,835,000</u>

This still leaves an annual shortfall of K4,879,000

NOTE 1: for 2008 only, there are additional Staff Retrenchment Costs of K1,500,000 as part of the essential establishment of the new PNG Sports Foundation in accordance with the PNG Sports Foundation Act 2006.

NOTE 2: it is clear that, for the new PNG Sports Foundation, with its increased burden of mandated activities and objectives under the PNG Sports Foundation Act 2006, there is a need for a higher Recurrent Budget Ceiling than that allocated by Treasury for the old PNG Sports Commission. The current suggested ceiling of K2,600,000 does not even cover the salaries and allowances of the new staff structure, never mind any operating costs. If the Recurrent Budget is really to fund the basic recurrent costs of the organization, then it should be around K7,479,000. Unless the ceiling is increased significantly the Strategic Plan stands little chance of being implemented and the PNG Sports Foundation will fail in delivering on its obligations which the Government has mandated it to perform.

NOTE 3: it is intended that revenue generation from the private sector will increase gradually over time, through the National Sports Trust Limited and encouraged by double taxation relief. However, the benefits of this are unlikely to be felt immediately as it will take some time for the NST Ltd to establish itself and its sponsorship programs and structures. Revenue generation for 2008 is therefore forecast to be only a little more than that generated in 2007.

8. MONITORING AND EVALUATION

PNGSF Strategic Plan - High-level M&E LogFrame

Strategic Objective	Activity Outcome	Outcome Indicator	Outcome Verification	Impact	Impact Indicator	Impact Verification
<ul style="list-style-type: none"> Capacity-Building of PNGSF 	<ul style="list-style-type: none"> Technical Assistance by AusAID Advisor Capacity Building activities 	<ul style="list-style-type: none"> Effectiveness of Advisor Capacity Building activity reports 	<ul style="list-style-type: none"> PNGSF Board reports Capacity Building activity reports 	<ul style="list-style-type: none"> PNGSF increasingly strong, dynamic, professional, happy, performance-focused and effective organisation 	<ul style="list-style-type: none"> Scores on annual Capacity Self-Assessment Decisions re SFDI Performance Incentive Challenge Grant 	<ul style="list-style-type: none"> Annual Capacity Self-Assessment Report Steering Committee Decision
<ul style="list-style-type: none"> Private Sector Engagement 	<ul style="list-style-type: none"> Launch new sponsorship program through NST Ltd Sponsor management Merchandising IRC tax credits Gaming Board funding 	<ul style="list-style-type: none"> Scheme launched Increased sponsor satisfaction Production of Merchandise Approval from IRC Confirmation from Gaming Board of funding allocation 	<ul style="list-style-type: none"> Report of PR Officer Six monthly meeting with sponsor NST Ltd report Written approval from IRC Written confirmation 	<ul style="list-style-type: none"> Increase in level of private sector funding to sport 	<ul style="list-style-type: none"> Amount of money Value of in-kind support Merchandise sales 	<ul style="list-style-type: none"> Financial reports Sponsor agreements NST Ltd report
<ul style="list-style-type: none"> Grass Roots Participation and Provincial and District Engagement 	<ul style="list-style-type: none"> Participation Focus on vulnerable groups Provincial and District engagement Support to PNG Games 	<ul style="list-style-type: none"> Number of participants benefiting from programs Disaggregated number of participants Provincial and District sport dev and sport4dev plans Annual Meeting of Prov & District reps Funding support to PNG Games Technical Assistance Trained Volunteers 	<ul style="list-style-type: none"> Program Manager reports National Accreditation Database Receive plans from Regional Officers Report of Annual Meeting Financial Report Games Council Reports 	<ul style="list-style-type: none"> increased access to and participation in sport and physical activity at grass-roots level partnership with and contributions of support from all levels of government and civil society Quality Games event, driving behaviour at Provincial level 	<ul style="list-style-type: none"> Number of activities Number of participants Disaggregated number of participants Retention and continued work of trained person Amount of counterpart funding and in-kind support Quality of PNG Games Provincial (and District) Games events held 	<ul style="list-style-type: none"> Follow-up visit survey Regional Officer reports National Accreditation Database Annual Review Report of Annual Meeting Games Council report Report of Annual Meeting

Strategic Objective	Activity Outcome	Outcome Indicator	Outcome Verification	Impact	Impact Indicator	Impact Verification
<ul style="list-style-type: none"> • Sporting Excellence 	<ul style="list-style-type: none"> • Targeted identification of potential talent • Sporting excellence performance pathways • Sports Anti-Doping • Sports journalism course • National Sports Insurance Scheme • Support to major sports events and PNG Teams 	<ul style="list-style-type: none"> • List of talented athletes, coaches, officials and administrators • Individual Training Program • Awareness and education activities on anti-doping • Sports journalism Course delivered • Scheme launched • Funding support • Technical Assistance 	<ul style="list-style-type: none"> • NSI "Talent Identification" report • Individual Training Program document and performance reports • SADO report • Sports Journalism Course report • Dir Ops&Dev report • Financial Report • NSI report 	<ul style="list-style-type: none"> • improved standards in performance, coaching, officiating, and sports administration • Improved awareness and compliance with SADO rules • Better quality sports reporting in media • improved efficiency and value for money of sporting pathways • strengthened national identity and pride • increase in Sales of team Merchandise 	<ul style="list-style-type: none"> • Medals and placements • Personal Bests • Awareness of SADO • Compliance with SADO • Quality of sports reporting • Kina per Medal-point tracking, per sport • Media coverage • National Government funding allocation • Sales levels of team merchandise 	<ul style="list-style-type: none"> • NSI events report • SADO surveys • SADO reports • Public Relations officer report • NSI events report • Public Relations Report • Financial Report • NST Ltd report
<ul style="list-style-type: none"> • Education and Training 	<ul style="list-style-type: none"> • Excellent Qualification courses and National Accreditation • Scale-up Pikinini Sports Program in partnership with NDOE and OFC 	<ul style="list-style-type: none"> • Numbers of qualified coaches, officials, administrators, sports science and medicine experts, etc, at different grades • Number of trained teachers 	<ul style="list-style-type: none"> • NSI - Accreditation database • NSI reports • Pikinini Sports Program reports 	<ul style="list-style-type: none"> • Improved standards of coaching, officiating, administration, sports science and medicine • Improved quality and quantity of school sport and PE, against learning outcomes 	<ul style="list-style-type: none"> • Quality and quantity of activities run by qualified persons • Quality and quantity of activities in schools 	<ul style="list-style-type: none"> • Follow-up visit survey • Follow-up visit survey to schools • NDOE school inspection reports
<ul style="list-style-type: none"> • Sport For Development 	<ul style="list-style-type: none"> • Widespread sport for development activities 	<ul style="list-style-type: none"> • Quantity and quality of sport for development activities 	<ul style="list-style-type: none"> • SFDI activity reports 	<ul style="list-style-type: none"> • Progress towards five SFDI Goals 	<ul style="list-style-type: none"> • Improvements on baseline data 	<ul style="list-style-type: none"> • Community surveys • Most Significant Change stories
<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • Solution for Facility Management • Bid for Pacific Games 2015 • Feasibility Study for High Altitude Training Centre 	<ul style="list-style-type: none"> • Choose Solution • Bid submission made • Feasibility study commissioned 	<ul style="list-style-type: none"> • Board decision • Copy of bid submission • Report of Feasibility Study 	<ul style="list-style-type: none"> • improved ownership; control; management; maintenance; funding; revenue generation of facilities at national, regional and local level • Host Pacific Games 2015 • Decision on future development of NSI 	<ul style="list-style-type: none"> • control; management; maintenance; funding; revenue generation of facilities • Host Games • Decision 	<ul style="list-style-type: none"> • Annual Facilities report • Decision of Pacific Games Council • Board decision

9. PERFORMANCE TARGETS

PNGSF Strategic Plan – Performance Targets: Annual targets are to be agreed and approved by the PNGSF Board, and then used to assess Performance.

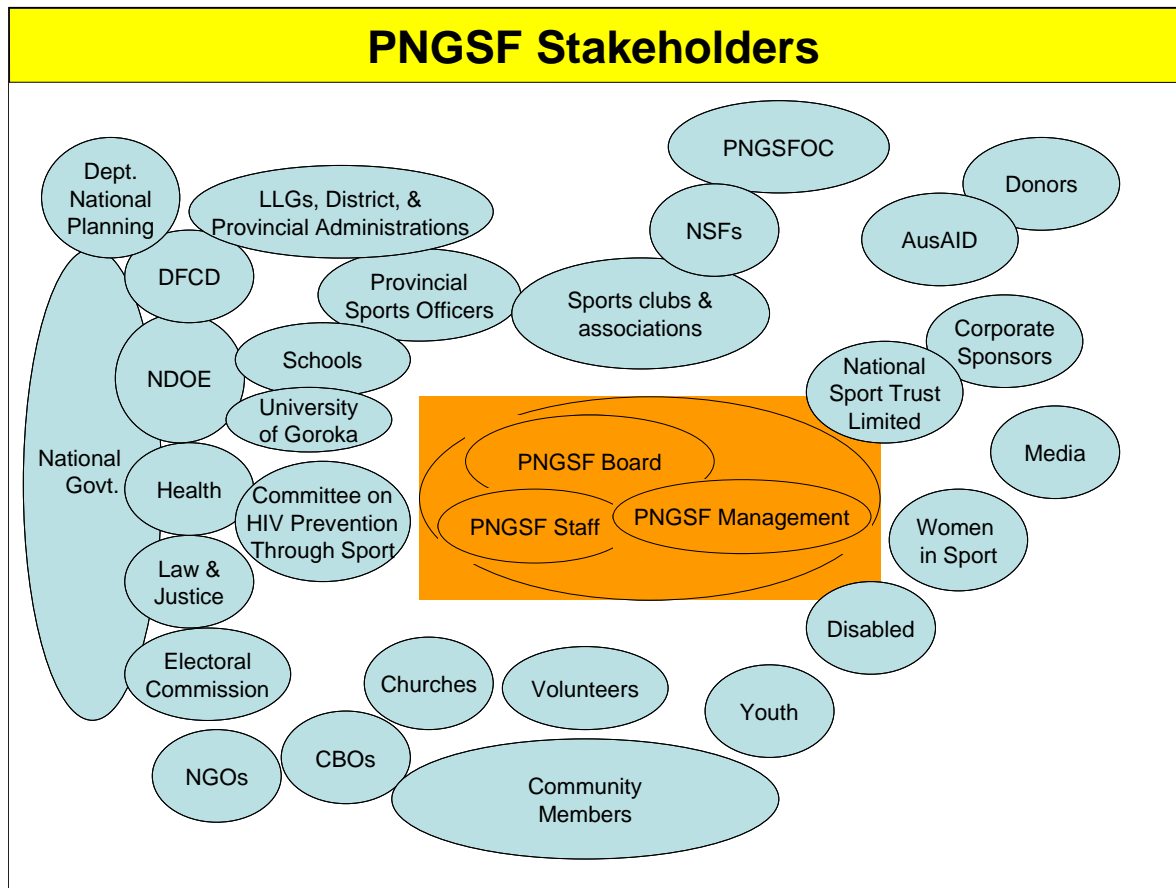
Strategic Objective	Outcome Indicator	Impact Indicator	End 2008 Target	End 2009 Target	End 2010 Target	End 2011 Target
<ul style="list-style-type: none"> Capacity-Building of PNGSF 	<ul style="list-style-type: none"> Effectiveness of Advisor Capacity Building activity reports 	<ul style="list-style-type: none"> Scores on annual Capacity Self-Assessment Decisions re SFDI Performance Incentive Challenge Grant 	<ul style="list-style-type: none"> Overall average Capacity Assessment Score of at least 60 Awarded at least 50% of Performance Incentive Challenge Grant Recruitment/ Retrenchment completed 	<ul style="list-style-type: none"> Overall average Capacity Assessment Score of at least 65 Awarded at least 60% of Performance Incentive Challenge Grant 	<ul style="list-style-type: none"> Overall average Capacity Assessment Score of at least 70 Awarded at least 70% of Performance Incentive Challenge Grant 	<ul style="list-style-type: none"> Overall average Capacity Assessment Score of at least 75 Awarded at least 80% of Performance Incentive Challenge Grant
<ul style="list-style-type: none"> Private Sector Engagement 	<ul style="list-style-type: none"> Scheme launched Increased sponsor satisfaction Production of Merchandise Approval from IRC Confirmation from Gaming Board of funding allocation 	<ul style="list-style-type: none"> Amount of money Value of in-kind support Merchandise sales 	<ul style="list-style-type: none"> At least K1,000,000 funding in the year from Private Sector / Gaming Board towards Strategic Plan activities 	<ul style="list-style-type: none"> At least K1,500,000 funding in the year from Private Sector / Gaming Board towards Strategic Plan activities 	<ul style="list-style-type: none"> At least K2,000,000 funding in the year from Private Sector / Gaming Board towards Strategic Plan activities 	<ul style="list-style-type: none"> At least K2,500,000 funding in the year from Private Sector / Gaming Board towards Strategic Plan activities
<ul style="list-style-type: none"> Grass Roots Participation and Provincial and District Engagement 	<ul style="list-style-type: none"> Number of participants benefiting from programs Disaggregated number of participants Provincial and District sport dev and sport4dev plans Annual Meeting of Prov & District reps Funding support to PNG Games Technical Assistance Trained Volunteers 	<ul style="list-style-type: none"> Number of activities Number of participants Disaggregated number of participants Retention and continued work of trained person Amount of counterpart funding and in-kind support Quality of PNG Games Provincial (and District) Games events held 	<ul style="list-style-type: none"> Database of all participants impacted by PNGSF programs At least 8 Provinces to have sport4dev plan and activities 	<ul style="list-style-type: none"> 15% increase in number of participants impacted by PNGSF programs At least 30% of participants to be female At least 12 Provinces to have sport4dev plan and activities 	<ul style="list-style-type: none"> 15% increase in number of participants impacted by PNGSF programs At least 30% of participants to be female At least 16 Provinces to have sport4dev plan and activities 	<ul style="list-style-type: none"> 15% increase in number of participants impacted by PNGSF programs At least 30% of participants to be female At least 20 Provinces to have sport4dev plan and activities

Strategic Objective	Outcome Indicator	Impact Indicator	2008 Target	2009 Target	2010 Target	2011 Target
<ul style="list-style-type: none"> • Sporting Excellence 	<ul style="list-style-type: none"> • List of talented athletes, coaches, officials and administrators • Individual Training Program • Awareness and education activities on anti-doping • Sports journalism Course delivered • Scheme launched • Funding support • Technical Assistance 	<ul style="list-style-type: none"> • Medals and placements • Personal Bests • Awareness of SADO • Compliance with SADO • Quality of sports reporting • Kina per Medal-point tracking, per sport • Media coverage • National Government funding allocation • Sales levels of team merchandise 	<ul style="list-style-type: none"> • Record Percentage of performances at international competition which are personal best performances • SADO workshop held for all sports • Zero doping breaches • Calculate Kina per Medal-point at international competition • 15% increase in total PNGSF National Budget • Record Team merchandise sales 	<ul style="list-style-type: none"> • Increase in Percentage of performances at international competition which are personal best performances • SADO workshop held for all sports • Zero doping breaches • Decrease in Kina per medal point at international competition • 15% increase in total PNGSF National Budget • 15% increase in Team merchandise sales 	<ul style="list-style-type: none"> • Increase in Percentage of performances at international competition which are personal best performances • SADO workshop held for all sports • Zero doping breaches • Decrease in Kina per medal point at international competition • 15% increase in total PNGSF National Budget • 15% increase in Team merchandise sales 	<ul style="list-style-type: none"> • Increase in Percentage of performances at international competition which are personal best performances • SADO workshop held for all sports • Zero doping breaches • Decrease in Kina per medal point at international competition • 15% increase in total PNGSF National Budget • 15% increase in Team merchandise sales
<ul style="list-style-type: none"> • Education and Training 	<ul style="list-style-type: none"> • Numbers of qualified coaches, officials, administrators, sports science and medicine experts, etc, at different grades • Number of trained teachers 	<ul style="list-style-type: none"> • Quality and quantity of activities run by qualified persons • Quality and quantity of activities in schools 	<ul style="list-style-type: none"> • Database of all qualified experts at different grades • Database of trained teachers 	<ul style="list-style-type: none"> • 10% increase in qualified experts active at different grades • At least 30% of experts to be female • 10% increase in teachers active in school sport/PE 	<ul style="list-style-type: none"> • 10% increase in qualified experts active at different grades • At least 30% of experts to be female • 10% increase in teachers active in school sport/PE 	<ul style="list-style-type: none"> • 10% increase in qualified experts active at different grades • At least 30% of experts to be female • 10% increase in teachers active in school sport/PE
<ul style="list-style-type: none"> • Sport For Development 	<ul style="list-style-type: none"> • Quantity and quality of sport for development activities 	<ul style="list-style-type: none"> • Improvements on baseline data 	<ul style="list-style-type: none"> • Conduct Baseline Survey 	<ul style="list-style-type: none"> • Improvements in survey data 	<ul style="list-style-type: none"> • Improvements in survey data 	<ul style="list-style-type: none"> • Improvements in survey data

Strategic Objective	Outcome Indicator	Impact Indicator	2008 Target	2009 Target	2010 Target	2011 Target
<ul style="list-style-type: none"> Facilities 	<ul style="list-style-type: none"> Choose Solution Bid submission made Feasibility study commissioned 	<ul style="list-style-type: none"> control; management; maintenance; funding; revenue generation of facilities Host Games Decision 	<ul style="list-style-type: none"> Refurbishment of National Facilities Record revenue received from Facilities Complete Feasibility Study of High Altitude Centre 	<ul style="list-style-type: none"> Refurbishment of NCD and Lae Facilities 15% increase in revenue received from Facilities 	<ul style="list-style-type: none"> Refurbishment of Provincial Facilities 15% increase in revenue received from Facilities 	<ul style="list-style-type: none"> Refurbishment of District Facilities 15% increase in revenue received from Facilities

Annex 1 STAKEHOLDERS OF THE PNGSF

The Strategic Planning process began with an analysis of the various functions the PNGSF is required to perform as mandated by the PNG Sports Foundation Act 2006 and the National Sport Policy, and further guided by the Integrated Community Development Policy and the MTDS Expenditure Priority Areas. The following entities and organisations were identified as being Stakeholders of PNGSF:



A more detailed analysis of each key Stakeholder relationship was carried out, analysis to:

- identify the Value Transaction: what does PNGSF give the Stakeholder: what does the Stakeholder give PNGSF?
- assess the Current Situation: is the relationship working well? What are the strengths, weaknesses, opportunities, and threats?
- list strategic actions that might improve the stakeholder relationship and value to PNGSF

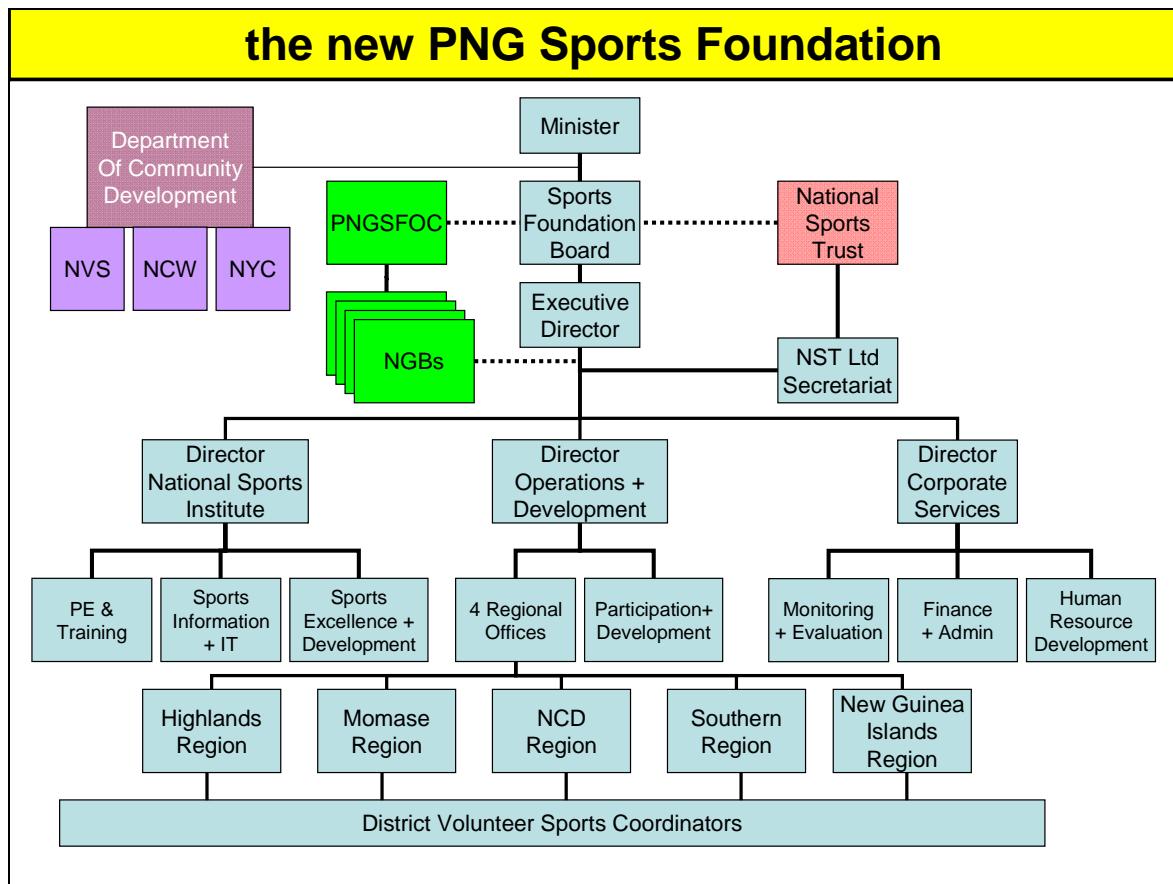
Annex 2 SERVICES AND FUNCTIONS OF PNGSF

In order to ensure organizational alignment with the demands of Stakeholders, the diagram below works back from the key Stakeholders, identifies the Services being delivered to them, and then identifies the key organizational Functions being performed when delivering those services, splitting the Functions into Core Functions and Support Functions.

PNGSF – from Stakeholders to Services to Functions			
FUNCTION (Support) (Core)		SERVICE	STAKEHOLDER
Governance	Policy and Planning Advocacy Performance Management, Monitoring & Evaluation	Information Services Advocacy Policy and Planning Reporting	GoPNG & Donors
			Provincial, District & LLGs
Management	Marketing and Sponsor Management	Sponsor Services Tax Credits	Corporate Sponsors & NST Ltd
Finance and Accounting	Elite Sport Performance Development	NSI services Partnerships	PNGSFOC & NGBs
Office Administration	Sports Information and IT Knowledge Management, Program Database and Library	Youth Sports Program Disability Sports Program Women in Sport Program SFDI Pikinini Sports Program	Communities
			CBOs and NGOs
Human Resources Development	Delivery of participation and development Programs using National and Regional PNGSF officers	Physical Education SFDI partner support to health & HIV awareness SFDI partner support to L&JS Secretariat	Grass Roots sports clubs
			Schools & NDOE
Facility Management	Communications, Media, & Public Relations	Information Services Media & Public Relations	Health & NACS
			Law & Justice
			Media & Public

Annex 3 ORGANISATIONAL STRUCTURE OF PNGSF

The diagram below shows the new organizational structure of the new PNGSF, as proposed by the Transitional Technical Committee to implement the vision of the National Sports Policy, and as submitted to Department of Personnel Management for approval in November 2005.



The Services and Functions analysis in Annex 2 in fact confirms that this organizational structure of the new PNGSF is very well aligned to the functions and services which the PNGSF is mandated to perform and deliver.

The immediate strategic priority is to complete the recruitment and retrenchment process within the PNGSF to put quality staff in place in accordance with this structure.

Annex 4 RELATIONS BETWEEN PNGSF, NST LTD, AND PNGSFOC

The Way Forward Workshop in June 2007 confirmed the roles and responsibilities, procedures and relations amongst and between the Minister, PNGSF, NST Ltd, and PNGSFOC, including in respect of:

- National Government Recurrent and Development Budget funding for sport
- Donor Funding for sport
- Private Sector Funding for sport
- Opportunities for the Private Sector to get Double Taxation relief by putting funds into the National Sports Trust Limited
- Procedures for PNGSFOC and NGBs to seek Government support

In particular, agreement was reached on the following key points:

- That National Sports Trust Limited funds will only be applied to achieving the Strategic Objectives of the PNGSF, subject to any conditions set by particular sponsors
- That PNGSFOC and NGBs retain their absolute autonomy
- That PNGSFOC and NGBs may only request and receive National Government funding support if directed through the PNGSF
- That NGBs may only request and receive National Government funding support (independent of support through any existing PNGSF program) if directed through the PNGSFOC and endorsed by them first
- That all parties will be transparent and accountable and publish annual reports and financial statements

