

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

## 1. OLYMPISM AND OLYMPIC EDUCATION.

### STRATEGIC OBJECTIVE

ZOC promotes Olympism to 40% of the targeted population of Zimbabwe.

<b>1.1 Olympism and Olympic Education</b>  <u>Annual Objective</u> To promote Olympism to 10% of targeted population of Zimbabwe	1.1.1	Develop Olympism and Olympic Education annual work plan	31 March	ZOA Director	ZOA work plan adopted by the Board	
	1.1.2	Implement Olympism and Olympic Education work plan.	1 April – 31 December	ZOA Director	Implementation report adopted by the Board	
	1.1.3	Evaluate the Olympism and Olympic Education programme	31 December	ZOA Director	Evaluation report adopted by the Board	

## 2. CORPORATE GOVERNANCE

### STRATEGIC OBJECTIVE

ZOC is 100% compliant to agreed corporate governance standards.

Key Performance Area (KPA)	Activity	Timeline	Responsibility	Key Performance Indicator (KPI)	Status
<b>2.1 ZOC Board Effectiveness</b>					
<b>2.1.1 Board Development</b>  <u>Annual Objective:</u> To conduct training of the Board members on roles and responsibilities, corporate governance and Board effectiveness including self evaluation	2.1.1.1	Conduct an induction session for the Board.	30 April	Board Chairman	Induction session report presented to the Board
	2.1.1.2	Develop a Board self evaluation instrument.	31 May	Board Chairman	Board self evaluation instrument adopted by the Board
	2.1.1.3	Conduct self evaluation	1 June - 31 December	Board Chairman	Self evaluation findings and recommendations adopted by the Board

**MISSION**

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

**2010 VISION**

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

	2.1.1.4	Evaluate effectiveness of Board training and self evaluation	31 December	Board Chairman	Evaluation report adopted by the Board	
<b>2.1.2 Risk Management</b>  <u>Annual Objective</u> To develop and implement an appropriate risk management policy	2.1.2.1	Develop a comprehensive risk management policy	30 June	Board Chairman	Risk management policy adopted by the Board	
	2.1.2.2	Implement Risk Management policy	1 June – 31 December	CEO	Implementation report adopted by the Board	
	2.1.2.3	Monitor, review and evaluate financial controls and procedures	1 April- 31 December	Chair – Finance Commission	M&E report adopted by the Board	
	2.1.2.4	Evaluate viability and sustainability of the organization	30 June & 31 December	CEO	Evaluation report adopted by the Board	
	2.1.2.5	Evaluate effectiveness of the Risk management policy	31 December	Board Chairman	Risk management evaluation report adopted by the Board	
<b>2.1.3 Monitoring and Evaluation of ZOC organs</b>  <u>Annual Objective</u> To develop a ZOC monitoring and evaluation framework	2.1.3.1	Develop a comprehensive monitoring and evaluation framework	31 May	Board Chairman	M&E framework adopted by the Board	
	2.1.3.2	Implement framework	1 June – 31 December	Board Chairman	M&E report adopted by the Board	
	2.1.3.3	Evaluate effectiveness of the framework	31 December	Board Chairman	M&E evaluation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

<b>2.1.4 Strategic Direction and Planning</b>  <u>Annual Objective</u>  To formulate the ZOC 2011 - 2015 strategic plan	2.1.4.1 Develop a 2011 – 2015 Strategic Planning process work plan	28 February	CEO	Work plan presented to the Board	
	2.1.4.2 Conduct a comprehensive strategic planning process.	31 December	Board Chairman	Strategic Plan and report adopted by the Board	
<b>2.2 NATIONAL ASSOCIATIONS CAPACITY DEVELOPMENT</b>  <u>STRATEGIC OBJECTIVES</u> <b>1. 15 affiliated National Associations are 100% compliant to agreed management standards</b> <b>2. All affiliated National Associations meet set minimum good governance standards</b> <b>3. 15 affiliated National Associations are 100% compliant to agreed corporate governance standards</b>					
<b>2.2.1 Governance by NAs</b>  <u>Annual Objectives</u> 1. To monitor and evaluate NAs' compliance with minimum governance standards 2. To review existing governance standards 3. To develop management and corporate governance standards for 100% compliance by at least 3 NAs	2.2.1.1 Audit NAs' compliance with existing minimum governance standards	30 June	CEO	Audit report adopted by the Board and General Assembly	
	2.2.1.2 Review existing minimum governance standards	31 July	CEO	Reviewed governance standards adopted by the Board and General Assembly	
	2.2.1.3 Develop management and corporate governance standards for NAs	31 July	CEO	Management and Corporate Governance Standards adopted by the Board and General Assembly	
	2.2.1.4 Implement reviewed and developed standards	1 August – 31 December	CEO	Standards implementation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

	2.2.1.5 Evaluate effectiveness of standards	31 December	CEO	Evaluation report adopted by the Board	
<b>2.2.2 Leadership Education</b> <u>Annual Objective</u> To enhance management and corporate governance capacities through training of sports leaders in at least 3 prioritised NAs.	2.2.2.1 Identify management and governance capacity gaps/needs among sports leaders of affiliated NAs and key stakeholders	30 April	Sport Education, Leadership and Research Commission Chairperson	Report on management and governance capacity gaps/needs presented to the Board	
	2.2.2.2 Conduct management and governance training for the prioritized and targeted sports leaders.	1 May – 31 December	Sport Education, Leadership and Research Commission Chairperson	Training reports adopted by the Board	
	2.2.2.3 Evaluate effectiveness of the management and governance training	31 December	Sport Education, Leadership and Research Commission Chairperson	Training evaluation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

### 3 ORGANISATIONAL EFFECTIVENESS.

#### STRATEGIC OBJECTIVE

**ZOC achieves 60% customer satisfaction index and 100% compliance by ZOC staff to agreed service delivery standards.**

<b>3.1 Staff Service Delivery</b>  <u>Annual Objective</u> To maintain 100% compliance to agreed service delivery standards by full time staff	3.1.1 Review performance and communication standards	30 April	CEO	Reviewed Performance standards presented to the Board	
	3.1.2 Implement the standards	1 May – 31 December	CEO	Implementation report adopted by the Board	
	3.1.3 Evaluate effectiveness of performance and communication standards	31 December	CEO	Evaluation report adopted by the Board	
<b>3.2 Skills and Competencies Development</b>  <u>Annual Objective</u> To implement at least three staff development activities to enhance skills and competencies	3.2.1 Review skills and competencies gaps.	31 March	CEO	Reviewed Staff skills and competencies report presented to the Board	
	3.2.2 Formulate staff development programme	31 May	CEO	Staff development programme presented to the Board	
	3.2.3 Implement staff development programme	1 March – 31 December	CEO	Staff development report adopted by the Board	

**MISSION**

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

**2010 VISION**

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

	3.2.4	Evaluate effectiveness of the staff development programme	31 December	CEO	Staff development programme evaluation report adopted by the Board	
	3.2.5	Monitor and evaluate effectiveness of minimum and best practice communication standards	31 December	CEO	Communication M&E report adopted by the Board	
<b>3.4 Research and Development</b>  <u>Annual Objective</u> To conduct at least 3 research projects to enhance effectiveness of ZOC prioritised programmes and activities	3.4.1	Carry out research needs analysis	31 May	Sport Education, Leadership and Research Commission Chairperson	Needs analysis report presented to the Board	
	3.4.2	Design appropriate research plan	30 June	Sport Education, Leadership and Research Commission Chairperson	Research plan presented to the Board	
	3.4.3	Implement research plan	1 July – 31 December	Sport Education, Leadership and Research Commission Chairperson	Research report adopted by the Board	
	3.4.4	Evaluate the impact of the research projects	31 December	Education and Culture Commission Chairperson	Evaluation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

## 4. LONG TERM WINNING STRATEGY.

### STRATEGIC OBJECTIVE

**To consistently win medals at the Olympic Games and other major international competitions through a systematic long term athlete development programme.**

<b>4.1 Implementation of Long Term Winning Strategy</b>  <u>Annual Objectives</u> 1. To create awareness of the LTWS to all ZOC affiliated members and partners 2. To market the LTWS to 80% of potential and all current ZOC partners to leverage resources towards effective implementation of the LTWS 3. To identify and nurture potential world class athletes in three prioritised sporting disciplines through existing and new resources.	4.1.1 Align ZOC activities, programmes and budget with the LTWS and coordinate implementation of the strategy by ZOC organs.	28 February & Ongoing	LTWS Chairperson	LTWS recommendations adopted by the Board	
	4.1.2 Formulate an awareness and marketing plan for the LTWS	31 March	LTWS Chairperson	Awareness and marketing plan presented to the Board	
	4.1.3 Implement the LTWS awareness and marketing plan	1 April – 31 December	LTWS Chairperson	Implementation report adopted by the Board	
	4.1.4 Review and evaluate implementation and effectiveness of long term winning strategy	31 December	LTWS Chairperson	Evaluation report adopted by the Board	
<b>4.2 Mass Sport Participation</b>	4.2.1 Review Sport For All strategy for mass sport awareness and participation	31 March	Sport For All Commission Chairperson	Reviewed strategy adopted by the Board	

**MISSION**

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

**2010 VISION**

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

<b>Annual Objective</b> To generate awareness, interest and promote participation in sport to at least 10% of targeted population.	4.2.2 Develop mass sport work plan	30 April	Sport For All Commission Chairperson	Mass Sport work plan and budget adopted by the Board	
	4.2.3 Implement work plan	1 May – 31 December	Sport For All Commission Chairperson	Implementation reports presented by the Board	
	4.2.4 Evaluate effectiveness of the strategy	31 December	Sport For All Commission Chairperson	Evaluation report adopted by the Board	

## 5. IMAGE ENHANCEMENT.

**STRATEGIC OBJECTIVE**

**ZOC achieves 80% stakeholder satisfaction index.**

<b>5.1 Public Relations Strategy</b>  <b>Annual Objective</b> To increase current stakeholder satisfaction index by 10%	5.1.1 Carry out a stakeholder satisfaction survey	30 April	Marketing and PR Commission Chairperson	Survey report presented to the Board	
	5.1.2 Review and enhance PR strategy	31 May	Marketing and PR Commission Chairperson	Reviewed PR strategy adopted by the Board	
	5.1.3 Implement the reviewed strategy	1 June – 31 December	Marketing and PR Commission Chairperson	Implementation reports adopted by the Board	
	5.1.4 Evaluate effectiveness of the reviewed strategy	31 December	Marketing and PR Commission Chairperson	Evaluation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

## 6. REVENUE GENERATION

### STRATEGIC OBJECTIVES

1. ZOC increases its partnership portfolios by at least 50% of 2008 levels.
2. ZOC utilizes at least 90% of project funding within the funding cycle.

<b>2.2 Organisational Viability and Sustainability</b>  <u>Annual Objectives</u>  1. To add at least 3 new business partners to the ZOC partnership portfolio and service current business partners 2. To add at least 3 new strategic partners to the ZOC partnership portfolio and service current strategic partners 3. To utilise at least 95% of project funding available to ZOC 4. To leverage resources from at least 2 new initiatives/sources	2.2.2 Review current and new sources of revenue	30 March	Finance Commission Chairperson	Reviewed list of current and new sources of revenue presented to the Board	
	2.2.3 Review ZOC's financial needs in the short, medium and long-term	30 March	Chair – Finance Commission	ZOC's reviewed projected budget adopted by the Board	
	2.2.4 Seek and leverage new initiatives/sources of revenue	1 March – 31 December	CEO	Report on new sources of revenue adopted by the Board	
	2.2.5 Establish strategic partnerships and alliances	1 March – 31 December	CEO	Signed strategic partnership agreements	
	2.2.6 Establish new business partnerships	1 March – 31 December	CEO	Signed business partnership agreements	
	2.2.7 Service current partnerships and alliances	1 March – 31 December	CEO	Report on partnerships and alliances adopted by the Board	
	2.2.8 Identify and leverage available project opportunities	1 March – 31 December	CEO	Report on leveraged project opportunities adopted by the Board	
	2.2.9 Evaluate effectiveness of revenue generation activities	31 December	CEO	Evaluation report adopted by the Board	

## MISSION

To protect the Olympic movement and promote Olympism in Zimbabwe and beyond, by ensuring quality participation and performance at Olympic Games and other International sports competitions through our programmes and activities

To collaborate with other members of the global Olympic movement.

# ZOC BUSINESS PLAN 2010

## 2010 VISION

The Zimbabwe Olympic Committee is acknowledged as the leading sports organization that makes a positive difference to society in Africa by promoting Olympism and developing Olympic medalists.

## NOTES

1. The ZOC Vision and Mission Statement had to be included in the business plan for emphasis and to serve as a constant reminder of the organisational direction.
2. The strategic objectives were broken down into palatable annual objectives for purposes of focus and measurability during monitoring and evaluation.
3. All Commissions are to draw their work plans guided accordingly by the annual objectives under each relevant Key Area of Emphasis
4. Review of ZOC policies and systems by all Commissions will be a sub-activity under risk management and therefore must be incorporated in Commissions' work plans. This is an on-going process
5. The Long Term Winning Strategy (LTWS) is a Key Performance Area (KPA) and will focus on the following key activities among others in 2010:
  - i. Alignment of all ZOC activities, programmes and budget (All Commissions).
  - ii. Focused approach in the preparations for the African Youth Games and Singapore Youth Olympic Games in consistency with the LTWS (Technical Commission).
  - iii. Resource allocation to support NAs' sport development programmes in consistency with the LTWS. (LTWS Committee)
  - iv. Facilitate enhancement of technical skills and competencies (Development and Medical Commissions)
  - v. Enhance administrative, management and leadership capacities (Sport Education, Leadership and Research Commission and ZOA)
  - vi. Support NAs to systematically identify and nurture talented athletes (Development Commission Work plan)
  - vii. Support NAs in preparing athletes for high level competitions (All Commissions)
  - viii. Assist NAs in developing and implementing athletes' management programmes. (All Commissions)
  - ix. Facilitate provision of support services for NAs (All Commissions)
6. Commissions are to liaise with the LTWS Committee Chairperson in order to obtain specific guidelines on the implementation of the Long Term Winning Strategy.
7. New initiatives/sources for resource leverage refer to those forms or sources of funding from which ZOC has not benefited before.