

ZIMBABWE OLYMPIC COMMITTEE

ZOC - Making a positive difference



2011 – 2015 STRATEGIC PLAN

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 sport competitions through our programmes and activities
- To collaborate with other members and partners of the global Olympic movement.

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.

PRINCIPLES

- ◆ Integrity
- ◆ Respect
- ◆ Honesty

CORE VALUES

- ◆ Professionalism
- ◆ Honest Effort
- ◆ Team Work
- ◆ Excellence

FOCUS AREAS

- ◆ Olympism and Olympic Education
- ◆ Sport Development
- ◆ Organizational Effectiveness
- ◆ Marketing
- ◆ Revenue Generation

CORPORATE STRATEGY:

- ZOC will pursue a Stability (consolidation) corporate strategy.

KEY PERFORMANCE AREAS (2011 - 2015)

1. Olympism and Olympic Education

Strategic Objective 1

To establish the level of Olympism and Olympic Values awareness by 31/12/2011 in;

1. National Associations affiliated to ZOC
2. Tertiary Institutions affiliated to ZITISU
3. Secondary Schools accredited to Ministry of Education
4. Primary Schools registered by Ministry of Education
5. Registered Community Clubs in Harare, Bulawayo & Chitungwiza

Assumptions

1. Existence and availability of expertise
2. Availability of adequate funding

Strategies

1. Develop research instrument
2. Conduct a baseline survey on Olympism and Olympic Values

Strategic Objective 2

To implement the Olympic Values Education Programme (OVEP), by 2015, to:

- a) 100% of National Associations affiliated to ZOC
- b) 100% of tertiary Institutions affiliated to ZITISU
- c) 40% of Secondary schools by
- d) 20% of Primary schools by
- e) 100% of registered community clubs in Harare, Bulawayo & Chitungwiza

Assumptions

1. Availability of resources

Strategies

1. Make effective use of the media for visibility and promotion of OVEP (both electronic and print)
2. Train 150 trainers from all 10 Provinces
3. Make effective use of trained volunteers
4. Collaborate and leverage existing ZOC and stakeholders' programmes (NGOs and other implementing partners)
5. Conduct workshops
6. Participate in exhibitions
7. Stage and make effective use of existing competitions

2. Sport Development

2.1 Research

Strategic Objective 1

To carry out a minimum of four research projects to promote sports development by 2015.
(under 4 pillars of admin, athletes, officials, coaches)

Assumptions

1. Existence of skills
2. Adequate funding

Strategies

1. Carry out needs analysis
2. Conduct research
3. Address existing deficiencies/gaps

2.2 Governance

Strategic Objective

To ensure 100% compliance with the Minimum Membership Standards by all ZOC Affiliated National Sports Associations by 2015

Assumption

1. Positive attitudes exist
2. Consistent enforcement of requirements
3. Adequate resources

Strategies

1. Education and awareness creation
2. Punitive sanctions for non-compliance
3. Incentives and rewards for compliance

2.3 Capacity development

Strategic Objective 1

To facilitate the inclusion of sports Journalists in at least eight technical courses for coaches and administration courses by 2015

Assumptions

1. Uptake from the journalism fraternity

Strategies

1. Liaise with SWAZ in inviting journalists
2. Create and update a database of journalists

Strategic Objective 2

To provide Sports leadership, administration and management training to 100% of prioritized sports and at least 50% of non prioritized sports (at least a course per discipline), by 2015

Assumptions

1. Uptake from the target group
2. Programmes are retained
3. Participants meet entry minimum qualification/entry level

Strategies

1. Establish database of the prioritized sports
2. Shortlist and select suitable candidates
3. Aggressive marketing of the course and programmes
4. Use of programme champions e.g. ASMC graduates
5. Develop more Course Directors
6. Use of model Sports Associations as examples
7. Use of incentives for excelling Sports Associations

Strategic Objective 3

To provide coach education and training to 100% of prioritized sports and at least 50% of non-prioritized sports, by 2015.

Assumptions

1. Uptake from the target group
2. Programme is retained
3. Participants meet entry minimum qualification/entry level

Strategies

1. Allocate technical courses for Coaches to sporting disciplines in line with the Long Term Winning Strategy
2. Select coaches to benefit from Scholarships

2.4 Athletes

Strategic Objective 1

To channel 20% of Revenue towards prioritized Sporting disciplines (individual and team sports), athletes who have attained world class performance standards and grassroots sports development, by 2015.

Assumptions

3. IOC funding remains available
4. Athletes continue to attain the requisite performance standards

Strategies

1. Budget to allocate resources towards athlete development in the ratio of 7:2:1
2. Ensure appropriate application of allocated funds

Strategic Objective 2

To ensure that 15 athletes from prioritized sporting disciplines attain world class standards (IFs specification) by 2015

Assumption

1. Multi-faceted support system exists

Strategies

Already established Long Term Winning Strategy

3. Organisational Effectiveness

Strategic Objectives

- a) To formulate policies by 31 Dec 2011 to drive & support implementation of the Strategic Plan
- b) To ensure 100% compliance by all Board Members and staff with ZOC agreed Corporate governance standards by 2015
- c) To ensure 100% compliance by ZOC staff with agreed service delivery standards and performance targets
- d) To ensure attainment of 80% staff satisfaction index by 2015
- e) To enhance internal business processes

Strategic Objective 1

To ensure 100% compliance by all Board Members and staff with ZOC agreed Corporate Governance standards by 2015

Assumptions

1. Board ability to enforce Corporate Governance standards

Strategies

1. Corporate Governance standards are documented, reviewed and accessible to the Board
2. Allocate corporate governance responsibility to a specific ZOC organ
3. Formulate Terms of References for the requisite ZOC organ

Strategic Objective 2

To ensure 100% compliance by ZOC staff with set service delivery standards and performance targets, by 2015

Strategies

1. Formulate the service delivery standards and performance targets
2. Service delivery standards and performance targets acknowledged and signed for by all members of staff
3. Ensure enforcement of service delivery and performance targets

Strategic Objective 3

To ensure 80% staff satisfaction index is attained by 2015

Assumptions

1. The economy performs
2. Budget can sustain staff motivational issues

Strategies

1. Conduct staff satisfaction baseline survey
2. Ensure introduction and continuous review of staff motivation schemes
3. Create opportunities for staff growth and job enrichment
4. Ensure issues of Safety, Health and Environment are implemented

Strategic Objective 4

To enhance internal business processes, by 2015

Assumptions

1. Existence and availability of expertise

Strategies

1. Effective use of Information Technology
2. Train Board and staff for effective implementation of internal business processes
3. Establish Standard Operating Procedures
4. Carry out staff induction processes
5. Align organizational structure to the strategy
6. Develop information and reporting systems to track progress and monitor performance
7. Formulate policies and operating procedures that support strategy implementation
8. Link motivation and rewards to attainment of objectives and targets
9. Develop a strategy supportive budget
10. Establish organization-wide commitment to the strategic plan
11. Create strategy supportive organizational culture
12. Board to provide strategic leadership

4. Marketing

Objectives

- a) To raise 30% of ZOC total revenue based on 2010 figures
- b) To establish Customer satisfaction index by 31st December 2011
- c) To increase customer satisfaction by 20% by 2015, based on 2011 satisfaction index
- d) To conduct research to establish baseline index on effectiveness of ZOC Communication by 31st Dec 2011 in order to improve Communication by 2015

Strategic Objective 1

To raise 30% of ZOC total revenue by 2015, based on 2010 figures.

Assumptions

1. Economy continues to perform well
2. Marketing skills exist
3. There is adequate funding for marketing activities

Strategies

1. Seek sponsorship
2. Engage in fundraising activities
3. Raise revenue from advertising

Strategic Objective 2

To establish the current customer satisfaction index by 31st December 2011

Strategies

1. Develop research instrument
2. Conduct research
3. Redress existing deficiencies/gaps

ZOC – Making a Positive Difference

Strategic Objective 3

To increase customer satisfaction by 20% by 2015, based on 2011 satisfaction index

Objectively verifiable Indicator

Survey results

Assumptions

1. Existence of Customer Relationship Management skills
2. Knowledge of customer satisfaction needs

Strategies

1. Establish customer satisfaction needs
2. Develop Standard Operating Procedures
3. Facilitate staff training in Customer Relationship Management
4. Conduct Performance management and monitoring

Strategic Objective 4

1. To establish baseline index on effectiveness of ZOC communication by 31st Dec 2011
2. To increase effectiveness of ZOC Communication by 10% by 2015, based on 2011 figure.

Assumptions

1. Existence of research skills
2. Availability of funding

Strategies

1. Develop research instrument
2. Conduct research
3. Redress existing deficiencies/gaps

5. Revenue Generation

Strategic Objective

To generate 20% of the budgeted revenue from other non-marketing initiatives, by 2015

Assumptions

1. The economy continues to perform
2. Outstanding organizational appeal
3. IOC funding is guaranteed

Strategies

- a. Lobby Government for support
- b. Introduce partnership programmes that generate revenue
- c. Access 100% of all IOC & IOC funded programmes per quadrennial
- d. Access additional funding through IOC from programmes that were not hitherto being accessed
- e. Bid to host at least one IOC funded conference by 2015
- f. Access 100% funding to send qualified athletes for Winter Olympic Games by 2015
- g. Maintain 100% credibility on Finance reporting and accountability

FOCUS AREAS & OBJECTIVES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
1. <u>Olympism and Olympic Education</u>		
1.1. Objectives		
1.1.1. To establish level of Olympism and Olympic Values awareness by 31/12/2011;	1.1.1. Survey report	1.1.1. Relevant expertise exists 1.1.2. Availability of adequate funding
1.1.1. Strategies		
1.1.1.1. Develop a research instrument 1.1.1.2. Conduct a baseline survey on Olympism and Olympic Values		Assumptions for all strategies are that: ➤ The economic environment is conducive and favourable for the successful implementation of the strategies (funding is available) ➤ Relevant expertise is also available
1.1. Objectives		
1.1.2. To implement Olympic Value Education Programme (OVEP) by 31/12/2015	OVEP Implementation register/records	➤ Availability of adequate funds ➤ Trained Volunteers carry out OVEP programme
2. <u>Sport Development</u>		
2.1. Research		
2.1.1. Objective		
2.1.1.1. To carry out a minimum of four research projects to promote sports development by 2015	2.1.1.1. Research reports	➤ Relevant expertise exists ➤ Availability of adequate funding.

FOCUS AREAS & OBJECTIVES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
2.2. Governance		
2.2.1. Objective		
2.2.1.1. To ensure 100% compliance to the minimum membership standards by all ZOC Affiliated NAs by 2015	2.2.1.1. Membership Standards Compliance register/records	<ul style="list-style-type: none"> ➤ Positive attitudes by NAs ➤ Consistent enforcement by ZOC
2.3. Capacity Development		
2.3.1. Objectives		
2.3.1.1. To facilitate the inclusion of sports journalists in at least eight coaches and administration courses by 2015	2.3.1.1. Courses participants registers/records	<ul style="list-style-type: none"> ➤ Uptake by sports journalists ➤ OS programme is retained ➤ Participants meet entry requirements
2.3.1.2. To provide Sports leadership, administration and management training to 100% of prioritized sports and at least 50% of non-prioritized sports (at least a course per discipline by 2015)	2.3.1.2. Course participants registers/records	<ul style="list-style-type: none"> ➤ Uptake by the target group ➤ OS programme is retained ➤ Participants meet entry requirements
2.3.1.3. To provide coach education to 100% of prioritized sports and at least 50% of non-prioritized sports by 2015	2.3.1.3. Course participants register	<ul style="list-style-type: none"> ➤ Uptake by coaches and NAs ➤ OS programme is retained ➤ Participants meet entry requirements
2.4. Athletes Development		
2.4.1. Objectives		
2.4.1.1. To channel 20% of revenue towards athletes development programmes in prioritized sports, athletes attaining world class performance standards and non-prioritized sports by 2015 in the ratio of 7:2:1	2.4.1.1. Projects financial records/ ZOC financial records	<ul style="list-style-type: none"> ➤ Availability of adequate funding (including OS funding)
2.4.1.2. To ensure that at least 15 athletes from prioritized sporting disciplines attain world class standards as set by the IFs by 2015	Athletes Performance Achievement Register/ records	<ul style="list-style-type: none"> ➤ Availability of adequate funding ➤ Availability of qualified coaches, sports medicine experts and other technical experts (multi-faceted support systems)

ZOC – Making a Positive Difference

FOCUS AREAS & OBJECTIVES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
3. <u>Organisational Effectiveness</u>		
3.1. Objectives		
3.1.1. To ensure that Board Members achieve 100% compliance with ZOC agreed corporate governance standards by 2015.	3.1.1. Board evaluation records	➤ Consistent enforcement by the Board
3.1.2. To ensure that annually, corporate governance standards are reviewed and updated over the period ending 2015.	3.1.2. ZOC corporate governance standards on the Board Charter.	➤ Board commitment exists
3.1.3. To ensure that ZOC staff achieves 100% compliance with set service delivery standards and performance targets by 2015.	3.1.3. Staff appraisal records	➤ Staff development is pursued ➤ There is effective staff supervision
3.1.4. To ensure that an 80% staff satisfaction index is achieved by 2015.	3.1.4. An independent consultant staff satisfaction assessment report.	➤ Effective human resources management is practiced.
3.1.5. To ensure that annually, Board and staff members, each attend at least one developmental/ refresher course over the period ending 2015.	3.1.5. Board evaluation and staff appraisal reports.	➤ Availability of adequate funding ➤ Effective enforcement at Board and Management level
3.1.6. To enhance Internal Business processes.	3.1.6. Administration records	➤ Availability of adequate resources ➤ Board and management commitment exists. ➤ Availability of expertise.

ZOC – Making a Positive Difference

FOCUS AREAS & OBJECTIVES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
4. <u>Marketing</u>		
4.1. Objectives		
4.1.1. To raise 30% of ZOC total revenue from marketing activities by 2015.	4.1.1. Revenue figures in financial records.	<ul style="list-style-type: none"> ➤ Skilled marketing staff is employed ➤ Economic performance remains positive.
4.1.2. To establish current customer/ ZOC Affiliates satisfaction index by 31/12/2011	4.1.2. Customer Satisfaction Survey report.	<ul style="list-style-type: none"> ➤ Availability of expertise
4.1.3. To increase customer satisfaction by 20% based on the 2011 figure, by 2015.	4.1.3. Customer Satisfaction Survey register.	<ul style="list-style-type: none"> ➤ Management and staff (including volunteers) competence and commitment. ➤ Existence of Customer Relations Management skills
4.1.4. To conduct a baseline survey on the effectiveness of ZOC communications by 31/12/2011	4.1.4. ZOC Communication Effectiveness Survey report.	<ul style="list-style-type: none"> ➤ Availability of expertise ➤ Availability of adequate funding.
4.1.5. To increase the effectiveness of ZOC communication by 10% by 2015, based on the 2011 figure.	4.1.5. ZOC Communication Effectiveness index report.	<ul style="list-style-type: none"> ➤ Availability of expertise ➤ Availability of adequate funding
5. <u>Revenue Generation</u>		
5.1. Objectives		
5.1.1. To generate 20% of budgeted revenue from non-marketing initiatives by 2015.	5.1.1. Revenue figures in financial records.	<ul style="list-style-type: none"> ➤ Economic performance remains positive ➤ Management commitment exists ➤ There is effective Board oversight

ARRANGEMENTS FOR IMPLEMENTATION

The implementation of the strategic plan will be the responsibility of all ZOC members under the leadership of the ZOC Chief Executive Officer, with the Board providing strategic leadership and effective oversight. The Board will ensure that the ZOC structure is reviewed such that it is capable of implementing this strategic plan and approve annual budgets that will support the strategy implementation. Further, the Board should ensure that a culture supportive of strategy implementation is established and that policies that facilitate strategy implementation are formulated. The Chief Executive Officer will take the lead in mobilising the necessary resources, and ensuring that ZOC is well managed. He/she will ensure that annual business plans are drawn and implemented as part of the implementation of the overall strategic plan, instill commitment to the strategic plan and ensure that staff rewards and motivation are linked to attainment of strategic plan performance targets. Further, he/she should ensure that an information and reporting system to track progress and monitor performance is developed.

PROPOSED APPROACH TO MONITORING AND EVALUATION

Appropriate Monitoring and Evaluation should be conducted to monitor the implementation of this strategic plan according to the set strategic and annual plan objectives.

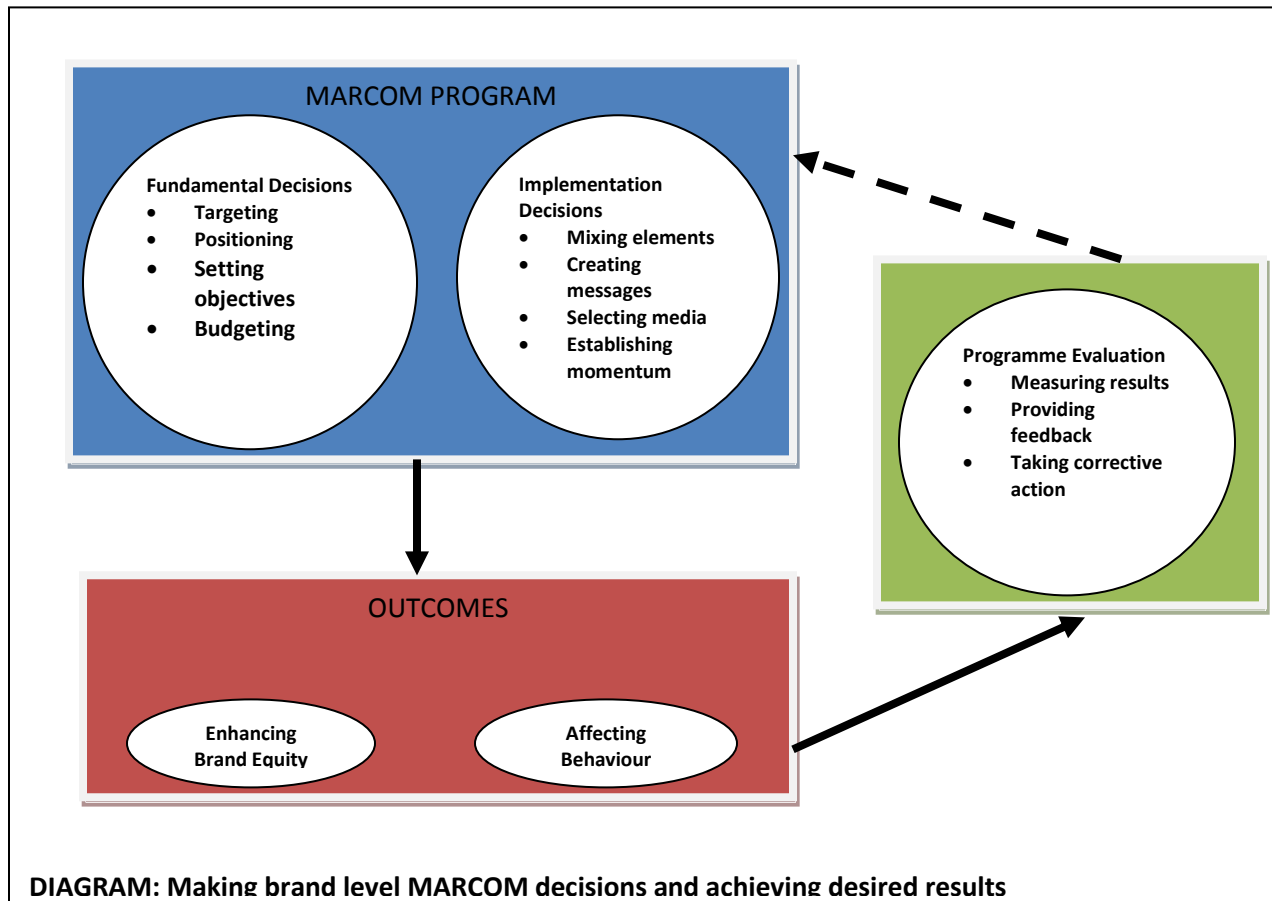
The ZOC Board shall conduct regular Monitoring and Evaluation (M & E) on implementation of the strategic plan through progress reports by respective Commissions and other relevant ZOC organs, whose reports shall focus on the key focus areas. Additionally, a mid-term evaluation of the implementation of the strategic plan shall be carried out. Records of performance against set targets shall be kept and any variations observed shall be addressed progressively.

4. FUNCTIONAL STRATEGIES

4.1 MARKETING STRATEGIES

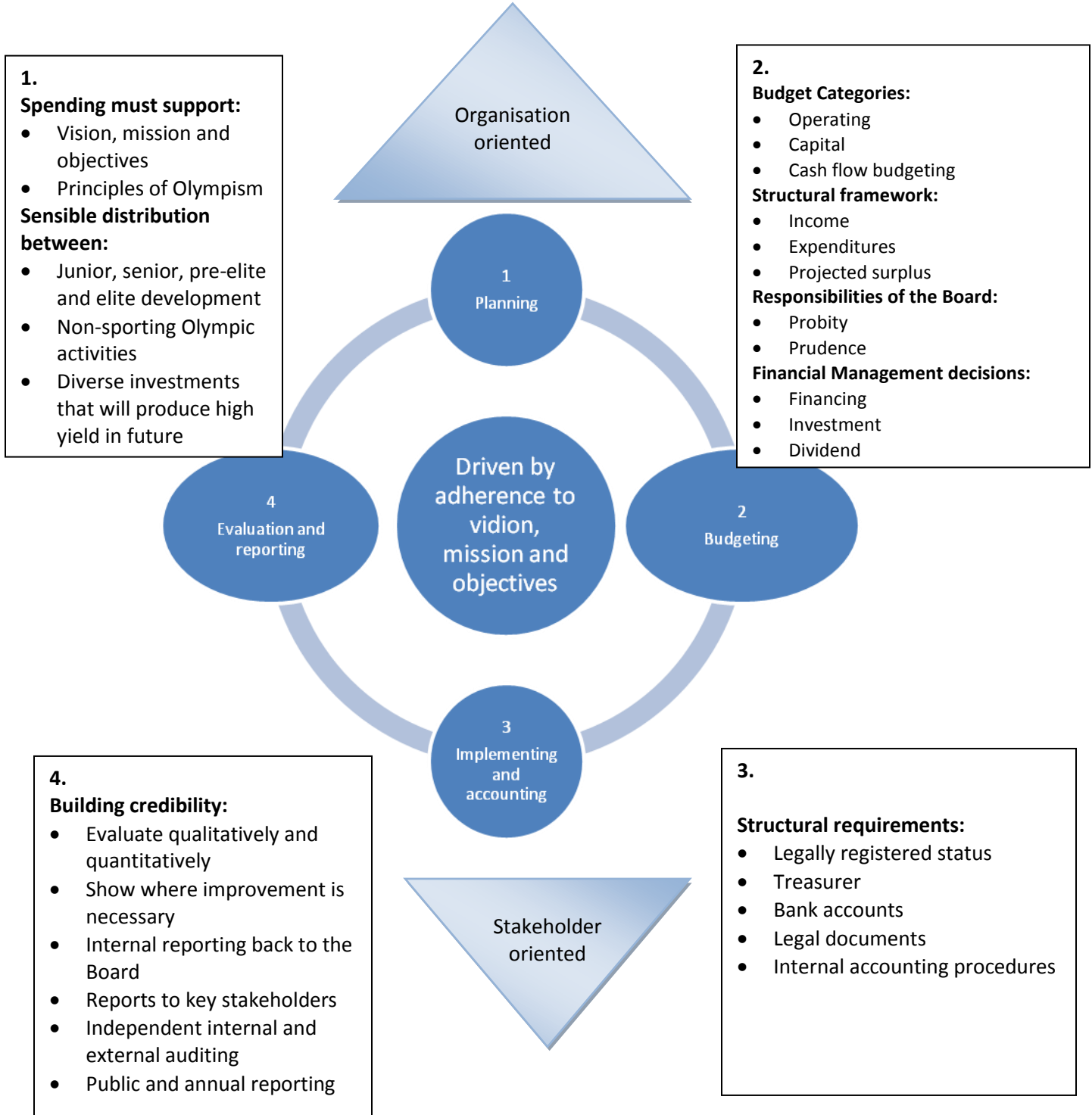
4.1.1 Broad Marketing Strategies

- 4.1.1.1 Market development – existing product to new market. Target additional new sponsors and business partners for greater visibility and reinforcement of their corporate image.
- 4.1.1.2 Market penetration – existing market with existing products. Target existing sponsors to sponsor more than one product so they derive greater return on their sponsorship
- 4.1.1.3 Integrated Marketing Communication - see below lifted from Terrence Shimp model (2007)



4.2 FINANCIAL MANAGEMENT STRATEGY

(Adapted from Camy and Robinson page 166).



4.3 HUMAN RESOURCES MANAGEMENT STRATEGY

To build and strengthen long lasting relations and organizational loyalty to ensure optimum output from qualified, competent and motivated human resources through:

- 4.3.1 Recruitment and selection
- 4.3.2 Job and policy formalization and standardization including organizational transformation and redesign
- 4.3.3 Designing and implementing training and development plans and programmes
- 4.3.4 Coming up with suitable remuneration, motivation and compensation packages
- 4.3.5 Staff promotion, transfer of training and succession planning

4.4 INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGY

Database Systems and Management Approach which focuses on:

- 4.4.1 Office automation – for improved operations, financial management and Human resources management
- 4.4.2 Information management and retrieval systems
- 4.4.3 Decision support systems
- 4.4.4 Application development
- 4.4.5 Information security and protection system – legal ethical dilemmas; ICT policy, Multi-user environment, access privileges; privilege revocation, database audit; use of keys, back-up systems

5. Challenges Encountered

The planning period was rather short, resulting in inadequate preparations. Baseline surveys in respect of stakeholder satisfaction, Olympism and Olympic Education, among other areas, could not be conducted as a result. Further, this created difficulties relating to the setting of smart objectives, as first, the baseline survey should be conducted.

6. Recommendations

In view of the challenges encountered, it is recommended that in future:

- 6.1 A longer period, say, at least three months should be set aside for the formulation of the strategic plan, to allow for adequate preparation and information gathering.
- 6.2 Where baseline surveys are required, they should be conducted ahead of the strategic planning workshop to facilitate the setting of 'smart' objectives.

Edward Siwela

CONSULTANT

15 January 2011

ZOC STRATEGIC PLAN STRATEGIC OBJECTIVES STATUS REPORT

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	SOURCE OF VERIFICATION	STATUS	VARIANCE
Olympism and Olympic Education	ZOC promotes Olympism to 40% of the targeted population of Zimbabwe	ZOA Work plan	<i>Difficult to measure</i>	Baseline survey not conducted
Corporate Governance	ZOC is 100% compliant to agreed corporate governance standards	Board Charter SRC Act Olympic Charter ZOC Policies PVO Certificate	All statutes are adhered to	Board Collective responsibility Review of Policies
Organisational Effectiveness	ZOC achieves 60% customer satisfaction index and 100% compliance by ZOC staff to agreed service delivery standards ZOC staff have 100% relevant skills and achieve at least 75% score in their annual performance appraisal assessments ZOC achieves 80% staff satisfaction index	2010 Strategic Planning Session questionnaire Staff skills audit Performance appraisal reports Team building session report page 8 and 9	TBA after questionnaire analysis All staff members have 100% skills and achieve All staff members attained at least 75% score	TBA after questionnaire analysis Professional personal growth skills e.g. advanced IT, MBA etc see also Team building session report page 13
Sport Development	Fifteen affiliated National Sports Associations meet agreed qualifying standards to participate at World level competitions	TBA – survey being administered. 2010 YOG team	3/5 Sporting disciplines qualified athletes – 60% (4/27 athletes = 15%)	

	All ZOC courses and programmes are run based on research findings	Long Term Winning Strategy	All programmes aligned to LTWS	Needs based training Need for Enhanced research in other areas e.g. Olympic Sports Centre, Sport For All, Olympism etc
Capacity Development	15 affiliated National Sports Associations are 100% compliant to agreed management standards All affiliated National Associations meet set minimum good governance standards 15 affiliated National Associations are 100% compliant to agreed corporate governance standards	Agreed Management standards ZOC constitution NAs' audit report on minimum membership standards NAs' audit report Affiliation fees register	Difficult to measure 8 out of 29 complied with Minimum membership standards 19 out of 29 paid affiliation fees on time	Agreed Management Standards not developed Only 8 out of 29 NAs meet all 15 minimum membership standards Serious governance flaws existing within NAs notably financial mismanagement, constitutional breach
Image Enhancement	ZOC achieves 80% stakeholder satisfaction index	TBA - Questionnaire on the 2010 Strategic plan	TBA	TBA
Revenue Generation	ZOC increases its partnership portfolios by at least 50% of 2008 levels ZOC utilizes at least 90% of project funding within the funding cycle	Partnership agreements Olympic Solidarity Partner Summary	Portfolio increased by 100% - WWS, ZMHS and SASCO 89.5% utilisation	Winter Olympic Games grants

APPENDIX 2

ENVIRONMENTAL ANALYSIS

OPPORTUNITIES	THREATS
<p><u>Political Environment</u></p> <ol style="list-style-type: none"> 1. Stable economic environment 2. Better performance by Industry and commerce 3. Attract new investors 4. Constitution amendment <ol style="list-style-type: none"> 4.1 Rejected or affirmed constitution <u>Rejected Constitution</u> <ul style="list-style-type: none"> - No significant impact 5. Elections <ol style="list-style-type: none"> 5.1 Likely hood to be held during period under review – very high <ul style="list-style-type: none"> - If held next year – high negative impact - If held later – medium <u>Scenario – political positive outcome</u> <ul style="list-style-type: none"> - Sport prioritized by government - Positive Economic turn around – result of positive political environment <ul style="list-style-type: none"> • Increased business partnerships <ul style="list-style-type: none"> <i>More funds</i> <i>Enhanced Delivery</i> <i>Growth</i> <i>Quality performance</i> <i>Improved disposable income</i> <i>greater participation</i> <i>Return to participate at the Commonwealth competitions</i> <i>Better country image</i> • Indigenization (51%) <ul style="list-style-type: none"> - Infrastructural development - Hosting of major events 6. Restoration of relations with International community i.e. sporting bodies e.g. Commonwealth family 7. Lifting of political sanctions 8. Governance – effective management <p><u>Economic Environment</u></p> <ol style="list-style-type: none"> 1. Establishment of High performance centres 2. Increased revenue (sports lotto) 	<p><u>Political Environment</u></p> <ol style="list-style-type: none"> 1. Diminished focus on sport 2. Lack of political will power to fund sport 3. Uncoordinated efforts in the sporting industry – policy 4. Politicising sport 5. Patronage 6. Political interference in the selection of teams 7. Poor governance and management <p><u>Economic Environment</u></p> <ol style="list-style-type: none"> 1. Heavy taxation 2. External assistance diminished

3. Increased investment incentives
4. Increased disposable income
5. Recapitalization of industry (increased standard of living)
6. Hosting international conferences
7. Government policy - telecoms
8. Telecoms company sponsorship
9. Job creation for sportspersons
10. Rejuvenation of sport in mines and forces
11. Investment opportunities for sports people
12. Improved communication
13. Improved social responsibility
14. Increased industry competitiveness – marketing
15. Introduction of regional currency
16. Reintroduction of local currency
17. Commercialization of sport

Social Environment

1. Significant GAP in sport delivery
2. Unifying value of sport
3. Greater participation
4. Cultural exchange
5. Harnessing & shaping the Youths (moral development)
6. HIV & Aids
7. Media
8. Leveraging

Technology environment

1. NAs to embrace I.T – fibre optic
2. Cloud computing- Database access
3. National ICT policy
 - Access and literacy
4. ZOC Business Centre – Accessible to NAs
5. Scientific monitoring and testing of athletes

3. Competition for resources
4. Global Recession
5. Return of local currency
6. Natural disasters
7. Overpricing
8. Short term investments rather than long-term investments

Social Environment

1. Doping in sport
2. HIV & Aids
3. Lack of understanding and appreciating development
4. Dependency syndrome
5. Dishonesty/ value/Bribery and corruption
6. Cultural decadence
7. Media
8. Other leisure and social activities
9. Poor culture of sporting support
10. Weak sport culture
11. Stereotypes – Stigma and discrimination
12. ZITISU – Tertiary Institutions
13. Weak culture of implementation
14. Limited strategic thinking

Technological Environment

1. Fraud – cyber crimes
2. Computer viruses
3. Rapid change in technology
4. People become inactive (computer games etc.

<ol style="list-style-type: none">6. Mobile phones7. Use of plastic money8. Renewed appeal to capture the young people in sport9. More exposure to sport	
---	--

APPENDIX 3

REVIEW OF 2006 – 2010 ZOC STRATEGIC PLAN

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	STATUS REVIEW FEEDBACK FROM THE GROUPS
Olympism and Olympic Education	ZOC promotes Olympism to 40% of the targeted population of Zimbabwe	<ul style="list-style-type: none"> - Objective to be more specific on the target - Evaluation necessary - Baseline survey to be conducted - Targeted population not specific - No performance indicators - Work plan may not have been effective - Objective to be modified to define targeted population - Difficult to measure the objective - Population to specify between mass and high performance
Corporate Governance	ZOC is 100% compliant to agreed corporate governance standards	<ul style="list-style-type: none"> - Establish monitoring mechanisms on compliance – risk management - Governance checklist to be developed - Target achieved - Collective responsibility necessary - Policies to be reviewed regularly – Secretariat to remind the Board - 1005 adherence achieved – need for constant review - Is there “standard” corporate governance standards
Organisational Effectiveness	<p>ZOC achieves 60% customer satisfaction index and 100% compliance by ZOC staff to agreed service delivery standards</p> <p>ZOC staff have 100% relevant skills and achieve at least 75% score in their annual performance appraisal assessments</p>	<ul style="list-style-type: none"> - Focus on invisible activities? - Create more evaluation methods - No monitoring and evaluation - Index higher than 60% - challenge the mark and cultivate CRM - Data on previous satisfaction index missing - External assessment of skills required - Gap identification on staff and Board skills - Skills enhancement required – ongoing - Continuous staff development

	ZOC achieves 80% staff satisfaction index	<ul style="list-style-type: none"> - Skills dynamics to be considered – skills evaluation necessary. Development noted - To measure staff satisfaction index - No monitoring tool for customer assessment - Index depends on needs and rank/position – need to carry out survey
Sport Development	<p>Fifteen affiliated National Sports Associations meet agreed qualifying standards to participate at World level competitions</p> <p>All ZOC courses and programmes are run based on research findings</p>	<ul style="list-style-type: none"> - To develop baseline of qualifying standards - Create and avail data management system to stakeholders - No monitoring tools - YOG misplaced - Objective relevant - NAs meet standards??? - Need to continue facilitating effective participation - A number of NAs exists because of events. Need to continuously monitor NAs’ existence - LTWS to be clearly defined???? - Well done. Needs based - Strengthen research - Target achieved - LTWS introduced in final year - Objective relevant - Further research to be ongoing - Continue with needs based service delivery
Capacity Development	<p>15 affiliated National Sports Associations are 100% compliant to agreed management standards</p> <p>All affiliated National Associations meet set minimum good governance standards</p>	<ul style="list-style-type: none"> - Management standards not developed - Objective to be re-stated – “exposed to ...” - Objective relevant - Management standards required - NAs’ capacity development needs serious attention - Remedial action to be taken on NAs that do not meet standards - Verification misplaced - Affiliation – one aspect of compliance

	15 affiliated National Associations are 100% compliant to agreed corporate governance standards	<ul style="list-style-type: none"> - Broaden corporate governance standards
Image Enhancement	ZOC achieves 80% stakeholder satisfaction index	<ul style="list-style-type: none"> - Customer satisfaction to be measured - Index to be ascertained - Strategic issue- Need to continue managing image - Participation at the Olympic Games – enhanced ZOC visibility - Mass participation to be revived/promoted e.g. Olympic Day
Revenue Generation	<p>ZOC increases its partnership portfolios by at least 50% of 2008 levels</p> <p>ZOC utilizes at least 90% of project funding within the funding cycle</p>	<ul style="list-style-type: none"> - Objective to be amended to partnership funding portfolios??? - State in quantitative terms – tie with a figure - Target met - Project funds not new revenue - Participation in Winter Olympic Games can add revenue - Strategic issue - Need to broaden revenue base

APPENDIX 4

MESS FORMULATION

ADDITIONAL ISSUES RAISED BY GROUPS TO THOSE THAT EMERGED FROM THE SURVEY

1. Interactive website
2. Gap between ZOC and stakeholder perceptions
3. Limited appreciation of ZOC's mandate
4. Lack of proactiveness on the part of National Associations (NAs)
5. Need for research-based programmes
6. Weak follow-up, monitoring, evaluation and reporting of ZOC programmes
7. Non-involvement of tertiary institutions
8. Formal partnerships with National Association of Secondary School Heads (NASH) and National Association of Primary School Heads (NAPH)
9. Under-utilization of trained personnel such as coaches
10. Re-introduction of HR Commission
11. Induction of NAs administrators
12. Enhance Sports for All programmes beyond the Olympic Day
13. Challenge of communication systems- NAs
14. Revenue generation- base too small
15. Interference with NAs issues
16. HR Commission for volunteer management
17. Explore opportunities for sport administrators outside Zimbabwe (attachments)
18. Organization capacity and effectiveness
19. Need for sport development
20. Research and education
21. Improved Olympism and Olympic Education
22. Selection criteria for games
23. Quality performance at the games
24. Officials taking part at the games
25. OlympAfrica, Museum, Sports Library, OSC
26. Olympic Day, ZOC event in all provinces and should incorporate all sporting disciplines
27. Newsletter- update and profile potential Olympians
28. ASMC graduates to be utilized by NAs
29. ZOC strategic plan to be communicated to NAs for buy-in
30. Ownership of OD
31. Capacity building- service providers (including volunteers)
32. ZOA vehicle to bring in tertiary institutions
33. Communication continuity with NAs
34. Evaluate ZOC courses- ASMC
35. Communicate with beneficiary NAs to understand Long Term Winning Strategy
36. Review structure
37. Scientific analysis in competitions
38. Bridge gap between ZOC and NAs.

ZOC 2011 – 2015 STRATEGIC PLAN QUESTIONNAIRE TO STAKEHOLDERS

Questionnaire: An exercise in gathering contributions and inputs from stakeholders towards the formulation of Strategic Plan of the Zimbabwe Olympic Committee (ZOC) for the period 2011 – 2015.

Please, read carefully and answer the following questions honestly and objectively and assist us come up with an effective strategic plan for the period 2011-2015, whose implementation will contribute in a meaningful way to the development of sport in Zimbabwe and beyond. Your contribution in this regard is truly appreciated.

1. SECTION 1 – BACKGROUND

1.1 Your Personal Background

Name of respondent (optional).....

Name of your Organization.....

Position held.....

Your age.....

Are you involved in sports? Please indicate with an 'x' against the correct answer. Yes..... No.....

Please, state the nature of your involvement, e.g. as an athlete or coach or administrator or technical official or spectator or sponsor etc.

.....

Please, state the sporting discipline(s) which you are involved with.....

1.2 Affiliation to and support for ZOC

1.2.1. Is your organization affiliated to ZOC? Please indicate with an x against the correct answer. Yes..... No.....

1.2.2. Please, state if your organization currently gives any support to ZOC financially or in kind.....

2. SECTION 2 – STRATEGIC ISSUES

2.1 Service/ Support to Affiliated Associations

2.1.1 Please, rate the service or support given to your organization by ZOC (for Affiliated bodies/ client organizations only) on a scale of 1 to 5 where 1 is unsatisfactory and 5 is excellent: 1.... 2... 3..... 4..... 5.....

2.1.2 Please, state up to a maximum of three challenges or problems that your organization is experiencing regarding service/support from ZOC.....
.....
.....
.....

2.2 Communication

2.2.1 Please, describe the effectiveness of the ZOC communication as it relates to your organization.....
.....
.....

2.2.2 Please, state three ways in which ZOC could improve communication with its Affiliates and Stakeholders.....
.....
.....
.....

2.2.3 Please, state up to three improvements that you would like ZOC to implement in relation to its

.....
.....
.....

2.3 Operations

2.3.1 Please, describe your experience with current ZOC operations.....

.....
.....

2.3.2 Please, suggest three ways in which ZOC could improve its operations.....

.....
.....

2.4 Strategy

2.4.1 Please, give your views about the current ZOC strategic plan, 2006 – 2010 under the following subheadings:

2.4.1.1 Vision.....
.....
.....

2.4.1.2 Mission.....
.....
.....
.....

2.4.1.3 Objectives.....
.....
.....

