



# STRATEGIC PLAN 2022-2028

[www.nocZ.org](http://www.nocZ.org)



# PRESIDENT'S MESSAGE



**ALFRED FOLOKO**  
**NOC/CGA ZAMBIA**

**Dear** esteemed members of the Olympic and Commonwealth Sports Movements in Zambia, It is with great pleasure and anticipation that I present to you the strategic plan for the period 2022 to 2028.

As the President of the National Olympic Committee and Commonwealth

Games Association Zambia (NOC/CGA Zambia), I am proud to share our vision and roadmap for the future, centered around four key performance areas: Athlete Development and Support, Organizational Effectiveness and Sustainability, Business Development, and Olympism and Olympic Values Education.

**Athlete Development and Support:** Our commitment to nurturing and empowering our athletes remains unwavering. Through this strategic plan, we will focus on providing comprehensive support systems, including training programs, coaching, and other resources, to elevate the performance and potential of our athletes.

**Organizational Effectiveness and Sustainability:** A strong and sustainable organization is the backbone of any successful sporting ecosystem. With this in mind, we will focus on enhancing our effectiveness and efficiency.

**Business Development:** Financial sustainability is crucial for the long-term success of NOC/CGA Zambia. In this strategic plan, we outline our commitment to exploring and expanding revenue streams

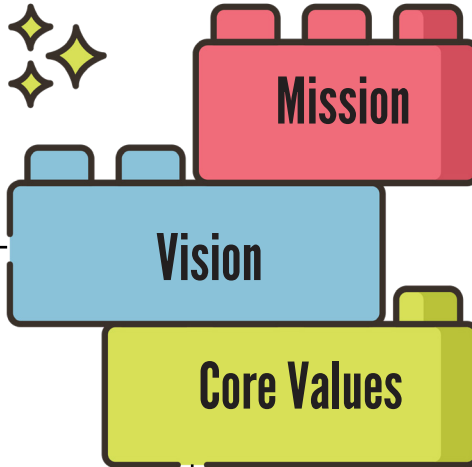
through strategic partnerships, sponsorship opportunities, and innovative fundraising initiatives.

**Olympism and Olympic Values Education:** Our dedication to promoting the spirit of Olympism and instilling Olympic values in our society is paramount. Through various educational initiatives and community engagement programs, we will foster a culture of inclusivity, fair play, respect, and excellence.

This strategic plan serves as a compass for our collective efforts over the next six years. It reflects our commitment to continuously improve and build a stronger sporting landscape in Zambia. I invite each and every one of you to actively participate in the implementation of this plan, as together, we can achieve remarkable milestones and propel our nation's sporting excellence to new heights.

Thank you for your unwavering support and let us embark on this journey of becoming a leading NOC globally in Excellence and promotion of Olympism.

A leading NOC globally  
in Excellence and  
promotion of Olympism.



We promote Sport, Olympism  
and Commonwealth Values  
through sustainable  
programmes for our  
stakeholders.

- Equity
- Respect
- Integrity
- Excellence
- Teamwork
- Commitment

# CORE VALUE STATEMENTS

## Equity:

We are fair, impartial and inclusive in decision making and providing opportunities taking into consideration human rights and gender.

## Respect:

We empathise with and embrace the concerns, interests and rights of others.

## Excellence:

We consistently achieve and maintain quality performance in all spheres.

## Integrity:

We live by the principles of good governance, promoting ethical behaviour, honesty, transparency and accountability.

## Teamwork:

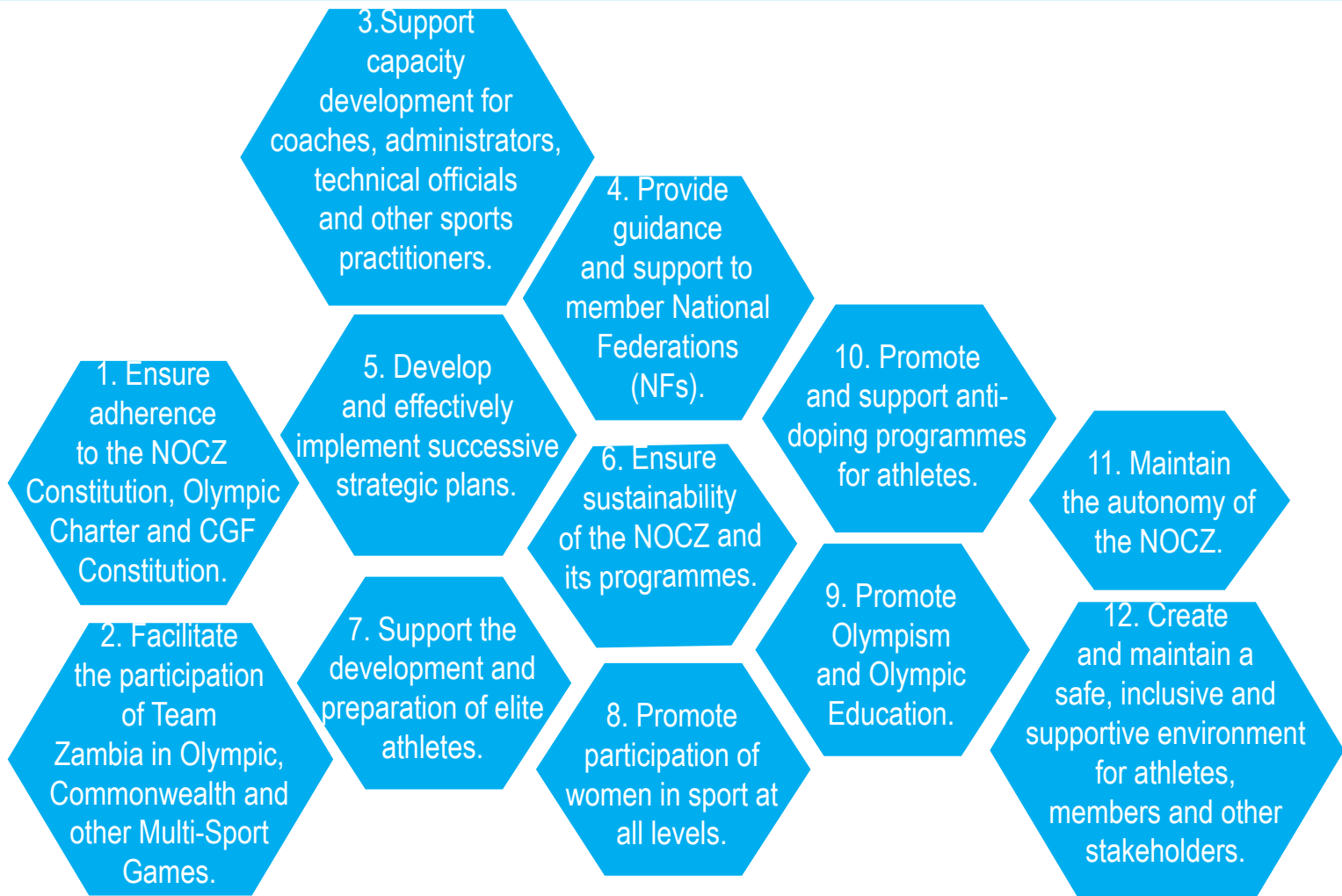
We cooperate, coordinate and collaborate with our stakeholders to achieve the set goals.

## Commitment:

We sacrifice and demonstrate dedication, passion, interest and excitement about what we do and how we do it.

## OUR KEY ROLES

Roles as embedded in the National Olympic Committee of Zambia (NOCZ) Constitution, the Olympic Charter and the Commonwealth Games Federation (CGF) Constitution remain appropriate, relevant and binding.



## KEY PERFORMANCE AREAS

**1**

**Athlete Development and Support**

**2**

**Organisational Effectiveness and Sustainability**

**3**

**Business Development**

**4**

**Olympism and Olympic Values Education**



# Athlete Development and Support

**OVERALL GOAL:** Team Zambia is adequately supported and prepared for competitiveness at major events by 2028.

**STRATEGIC OBJECTIVE 1:**

To develop and implement an appropriate high-performance sports policy.

**Strategies**

- Conduct a needs assessment and benchmarking exercise through research.
- Consult relevant stakeholders.
- Develop policy including a prioritisation system for NFs.
- Implement the policy consistently.
- Encourage member NFs to align with the NOCZ high-performance sports policy guidelines.

- Monitor and evaluate implementation and effectiveness of the policy.

**STRATEGIC OBJECTIVE 2:** To develop and effectively implement an appropriate high-performance strategy.

**Strategies**

- Research and consult on high-performance requirements.
- Develop an appropriate high-performance strategy with some special emphasis on the sports science imperatives.
- Implement the high-performance strategy.
- Support member NFs to adopt an athlete development pathway.
- Collaborate with and assist member NFs and other





relevant stakeholders to develop and implement a talent identification programme and long-term athlete development strategy aligned to the NOCZ high-performance strategy.

- Facilitate access to an appropriate environment for high-performance athletes.
- Collaborate with relevant high-performance experts.
- Collaborate with the relevant stakeholders to develop an integrated sports system in Zambia.
- Monitor and evaluate implementation and impact of the high- performance strategy annually.

**STRATEGIC OBJECTIVE 3:** To enhance and effectively implement the existing team selection policy.

## Strategies

- Review the existing team selection policy.
- Enhance policy content as necessary.
- Implement the policy consistently.
- Encourage member NFs to align with the NOCZ team selection policy.
- Monitor and evaluate implementation and effectiveness of the policy.

**STRATEGIC OBJECTIVE 4:** To ensure optimum qualification and performance by Team Zambia at world level competitions.

## Strategies

- Identify a pool of potential athletes guided by the high-performance strategy and the prioritisation system.
- Develop and implement a podium performance programme.
- Leverage optimally athlete scholarship opportunities



provided by International Federations, Olympic Solidarity and other bodies or entities.

- Facilitate regular exposure to appropriate international competitions in collaboration with NFs and National Sports Council of Zambia (NSCZ).

- Set appropriate qualification and performance targets for world level competitions.

- Ensure Team Zambia athletes and officials sign appropriate and binding contracts.

- Provide meaningful performance incentives, honours and awards.

- Monitor and evaluate implementation and impact of the podium performance programme.

**STRATEGIC OBJECTIVE 5:** To develop, enhance and support pathways for future elite athletes.

### **Strategies**

- Conduct a needs assessment and benchmarking exercise through research.

- Consult key stakeholders.

- Develop and implement an appropriate pathway programme.

- Encourage member NFs to align with the NOCZ pathway programme.

- Monitor and evaluate implementation and impact of the pathway programme.

**STRATEGIC OBJECTIVE 6:** To promote the empowerment of athletes.

### **Strategies**

- Establish high-performance athletes' wellbeing and empowerment needs.

- Develop and implement athlete wellbeing and empowerment programme.

- Leverage Olympic Solidarity and other athlete wellbeing and empowerment opportunities.

- Develop and disseminate athlete wellbeing and empowerment programme guidelines to member NFs.

- Encourage member NFs to align with and leverage the NOCZ athlete wellbeing and empowerment programme.

- Strengthen and support the existing safeguarding framework and function.

- Monitor and evaluate implementation and impact of the athlete wellbeing and empowerment programme.



# Organisational Effectiveness and Sustainability

## OVERALL GOAL: NOCZ

Governance, Management and Sustainability are in line with best practice by 2028.

### **STRATEGIC OBJECTIVE 1:**

To implement systematically and effectively the 2022 – 2028 strategic plan through appropriate annual operational plans.

#### **Strategies**

- Develop appropriate annual operational plans.
- Adopt the annual operational plans.
- Implement the annual operational plans.
- Conduct a mid-term review of the strategic plan in 2025.
- Report in line with operational plan implementation on a quarterly basis.

- Ensure appropriate and timely remedial intervention as required.
- Encourage, guide and support member NFs to develop and implement appropriate strategic plans.
- Monitor and evaluate implementation and impact of annual operational plans periodically.

### **STRATEGIC OBJECTIVE 2:**

To align the NOCZ structures, management systems and governance tools with the new strategic plan by December 2023.

#### **Strategies**

- Review existing structures, management systems and governance tools.
- Determine the appropriateness and adequacy of existing structures, management systems and governance tools in view of the new strategy.
- Align structures, management systems and governance tools accordingly.



- Monitor and evaluate effectiveness of structures, management systems and governance tools.

**STRATEGIC OBJECTIVE 3:** To ensure 100% compliance with agreed good governance and management standards by NOCZ organs and members by 2028.

### Strategies

- Review existing governance and management standards for adequacy and appropriateness in view of the new strategy.
- Establish current status on compliance levels.
- Enhance the governance and management standards in line with best practice.
- Enforce good governance and management standards consistently.
- Monitor and evaluate the

effectiveness and relevance/appropriateness of the good governance and management standards.

### STRATEGIC OBJECTIVE 4:

To ensure efficient and effective delivery of quality services and programmes to all NOCZ stakeholders.

### Strategies

- Establish stakeholder and internal service organs satisfaction index.
- Develop and implement an appropriate service delivery plan.
- Develop an appropriate stakeholder service charter.
- Enhance the service delivery process.
- Carry out appropriate training and development of NOCZ members to enhance service delivery.
- Monitor and evaluate the effectiveness and impact of the

service delivery plan.

**STRATEGIC OBJECTIVE 5:** To utilise appropriate technology optimally in all NOCZ operations.

### Strategies

- Establish current NOCZ technology availability, capability and utilisation status.
- Develop and implement an appropriate technology utilisation plan.
- Acquire appropriate technology tools and skills.
- Manage technology risks effectively.
- Monitor and evaluate the effectiveness and impact of the technology utilisation plan.

**TECHNOLOGY  
OPTIMIZATION**



**STRATEGIC OBJECTIVE 6:** To develop capacity of NOCZ organs, members and volunteers for enhanced delivery of mandates.

**Strategies**

- Conduct a skills audit for all NOCZ Board and full- time staff members.
- Establish capacity development needs of NOCZ organs, members and volunteers.
- Develop and implement a capacity development programme.
- Provide appropriate training and on-going development for organs, members and volunteers.
- Monitor and evaluate the effectiveness and impact of the capacity development programme.

**STRATEGIC OBJECTIVE 7:** To ensure NOCZ self-reliance and financial sustainability.

**Strategies**

- Review current financial systems and controls.
- Develop and implement an appropriate financial sustainability plan.
- Leverage multiple revenue streams including viable fundraising initiatives.
- Ensure prudent financial management, cost effective operations, viable investments, acquisition of strategic capital assets and hosting of national and international events.
- Embrace results-based budget planning system and operate within approved annual budgets.
- Ensure efficient and effective management of resources and attendant risks.
- Monitor and evaluate the effectiveness and impact of the NOCZ financial sustainability plan.

**STRATEGIC OBJECTIVE 8:** To cultivate a mindset and culture of sustainability.

**Strategies**

- Develop and disseminate organisational sustainability guidelines to promote awareness within NOCZ.
- Incorporate sustainability in all NOCZ operations and programmes.
- Manage NOCZ resources prudently avoiding wastage and minimising costs.
- Invest in and utilise renewable resources.
- Offer incentives to NOCZ members for innovation and sustainability.
- Manage organisational risks effectively.
- Evaluate impact of sustainability practices and enhance organisational sustainability guidelines periodically.

# 3

## Business Development

**OVERALL GOAL:** The NOCZ brand is visible, attractive, competitive and leveraged by 2028.

### **STRATEGIC OBJECTIVE 1:**

To increase NOCZ stakeholder communication satisfaction level index to at least 80% by 2028.

#### **Strategies**

- Conduct a communication satisfaction survey to establish the current (2022) baseline index.
- Develop and implement an appropriate communication plan.
- Leverage all appropriate media platforms for enhanced publicity and communication.
- Enhance and periodically measure NOCZ' s digital media visibility.
- Leverage media practitioners and athlete

ambassadors as NOCZ influencers.

- Leverage appropriate stakeholder engagement platforms.
- Strengthen the NOCZ Public Relations function and impact.
- Monitor and evaluate implementation and impact of the communication plan.

**STRATEGIC OBJECTIVE 2:** To adequately protect and enhance the image of the NOCZ brand to at least 80% image perception index score by 2028.

#### **Strategies**

- Establish current (2022) image perception index score.
- Develop and implement an appropriate image enhancement and protection plan.

- Ensure continued stakeholder engagement through shared social responsibility programmes and activities.

- Differentiate, package and position the NOCZ brand appropriately.

- Identify and leverage branding opportunities optimally.

- Monitor and evaluate implementation, effectiveness and impact of the image enhancement and protection plan.

**STRATEGIC OBJECTIVE 3.1:** To secure and effectively manage at least 5 new long-term sponsorships by 2028.

### **STRATEGIC OBJECTIVE 3.2:**

To secure and effectively manage at least 5 new event-based sponsorships by 2028.

## **Strategies**

- Establish sponsorship needs and opportunities.
- Develop and implement an appropriate sponsorship plan.
- Develop and deliver an appropriate sponsorship engagement tool kit.
- Develop and package appropriate brands to attract sponsorship.
- Offer fair value to potential sponsors in exchange for sponsorship consideration.
- Manage the sponsorship relationships effectively.
- Strengthen the NOCZ Marketing function and impact.
- Monitor and evaluate implementation and effectiveness of the sponsorship plan.

## **STRATEGIC OBJECTIVE 4:**

To increase NOCZ sponsorship revenue by at least 10% annually.

### **Strategies**

- Establish the 2022 NOCZ sponsorship revenue baseline index
- Set an appropriate sponsorship revenue target annually from 2023 to 2028.
- Implement the sponsorship plan.
- Monitor and evaluate implementation and effectiveness of the sponsorship plan.

**STRATEGIC OBJECTIVE 5.1:** To optimize NOCZ revenue potential by securing and maintaining at least 2 beneficial commercial and media rights partnerships by 2028.

## **STRATEGIC OBJECTIVE 5.2:**

To generate at least 5% of total NOCZ annual revenue through commercial activities.

### **Strategies**

- Identify potentially viable commercial and media rights opportunities.
- Develop and implement a commercial plan.
- Leverage media rights partnerships.
- Patent (register legally) the NOCZ brand(s).
- Partner athletes to exploit joint commercial opportunities.
- Ensure effective merchandising.
- Leverage sport tourism and host viable sport conferences and events.
- Embrace and secure value in kind support.

- Manage the commercial relationships and media rights partnerships effectively.
- Monitor and evaluate implementation and effectiveness of the commercial plan.

**STRATEGIC OBJECTIVE 6:** To ensure that NOCZ collaborates effectively with at least 8 strategic partners by 2028.

### **Strategies**

- Establish state of current needs linked to NOCZ goals and strategic objectives.
- Identify entities or potential partners with goal congruence or strategic fit to NOCZ.
- Engage the relevant entities and formalise the strategic partnerships through agreements or MoUs.

- Target suppliers and service providers for value in kind partnerships.
- Target and partner well-resourced entities.
- Leverage partnerships benefiting the Olympafrica Centre and OYDC Sports Centre in Zambia.
- Manage the collaborative partnerships and relationships effectively.
- Monitor and evaluate effectiveness and impact of the collaborative partnerships and relationships.



**VALUABLE  
PARTNERSHIPS**



# Olympism and Olympic Values Education

**OVERALL GOAL:** Olympism and Olympic Values Education are embedded in Sports, Educational and other Systems by 2028.

**STRATEGIC OBJECTIVE 1:** To ensure availability of Olympic Values Education Programme (OVEP) trainers and deployment in 100% of member NFs and Teacher Training Institutions by 2028.

## Strategies

- Design an appropriate OVEP training of trainers (TOT) and deployment programme.
- Establish and activate the OVEP Desk at NOCZ.
- Develop and disseminate selection criteria for targeted trainees.

- Develop an appropriate TOT training toolkit based on the IOC OVEP manual.
- Implement the TOT training and deployment programme.
- Report periodically on the progress and impact.
- Monitor and evaluate the effectiveness and impact of the OVEP TOT programme.

**STRATEGIC OBJECTIVE 2:** To mainstream Olympism and Olympic Education programme to schools, tertiary institutions and community sport systems.

## Strategies

- Design an appropriate OVEP mainstreaming project plan.

- Formalise collaboration with the Ministry responsible for education to facilitate access to and cooperation by the relevant institutions.
- Identify, engage and capacitate implementing partners.
- Roll out and implement the OVEP project and promote Olympism in schools and community sport systems.
- Target 200 primary schools, 100 secondary schools, 30 tertiary institutions and all member NFs.
- Report periodically on the project progress and impact.
- Monitor and evaluate the effectiveness and impact of the OVEP mainstreaming project.



**STRATEGIC OBJECTIVE 3.1:**

To collaborate effectively with appropriate partners to deliver Olympism and Olympic Values education programme.

**STRATEGIC OBJECTIVE 3.2:**

To disseminate Olympism and Olympic Values to Zambians leveraging appropriate existing platforms and systems.

**Strategies**

- Design an appropriate OVEP delivery plan.
- Identify and capacitate appropriate OVEP collaborative partners and select existing systems/platforms to be leveraged.
- Roll out and implement the OVEP delivery plan through collaborative partners and existing systems/platforms.
- Leverage the NOCZ studio to create appropriate content

for the spread of Olympism through a radio and television programme.

- Strengthen the National Olympic Academy function and impact.
- Report periodically on progress and impact.
- Monitor and evaluate the effectiveness and impact of the OVEP delivery plan.

**STRATEGIC OBJECTIVE 4:**

To introduce and implement at least 2 new Olympic Legacy projects to enhance Olympism and the Olympic Values Education Programme.

**Strategies**

- Review existing Olympic Legacy projects and establish current status and impact.
- Identify potentially viable Olympic Legacy projects.

- Develop appropriate Olympic Legacy project proposals.
- Secure project funding or support.
- Implement the Olympic Legacy projects.
- Report periodically on the projects' progress and impact.
- Monitor and evaluate effectiveness and impact of the projects.

**STRATEGIC OBJECTIVE 5:** To access and leverage programmes linked to promotion of Olympic Values annually.

**Strategies**

- Identify the relevant needs of NOCZ organs and stakeholders.
- Identify and leverage opportunities available through Olympic Solidarity and other partners for specific initiatives.

- Develop and implement appropriate projects and initiatives effectively.
- Monitor and evaluate the effectiveness and impact of the projects or initiatives.

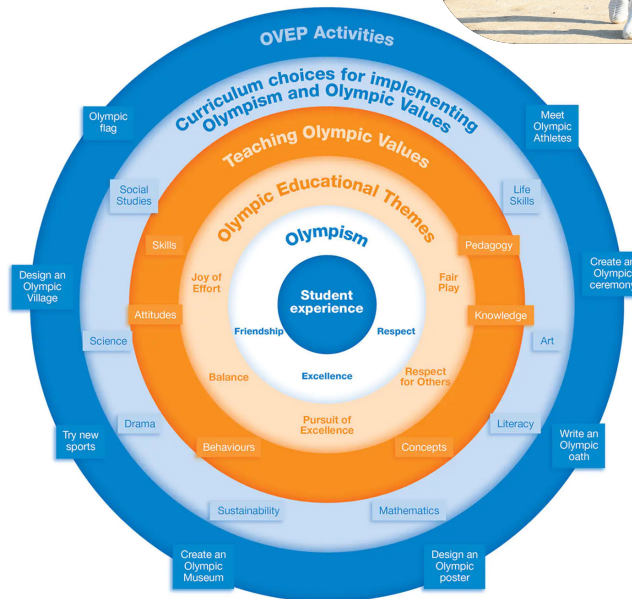
### **STRATEGIC OBJECTIVE 6:**

To promote health, fitness and wellbeing through sport for social development initiatives

### **Strategies**

- Promote regular physical activity as well as social and health community initiatives.
- Create awareness in society on the benefits of physical activity and sport for all.
- Ensure mutually beneficial collaboration with appropriate or relevant entities.
- Provide adequate support for Olympafrica Centre and OYDC

- Zambia - Sports Centre programmes.
- Lobby for and support the construction and management of appropriate functional sports facilities.
  - Organise annual Olympic and Commonwealth Day celebrations and activities.
  - Monitor and evaluate implementation and impact of sport for social development initiatives.



THIS PAGE IS INTENTIONALLY LEFT BLANK

**Address: Stand No. 27007, New Kasangula Road, Lusaka.  
P.O. Box 36119, 10101 Lusaka, Zambia.  
Contact Us: Phone: +260 211 845 641  
Email: [noczsecretariat@nocz.org](mailto:noczsecretariat@nocz.org)  
Website: [www.nocz.org](http://www.nocz.org)**