



ZIMBABWE OLYMPIC COMMITTEE

REVISED

2021 – 2025

STRATEGIC PLAN

MISSION

We Advance the Olympic Movement, Lead and Facilitate the Development of High-Performance Sport, Ensuring Quality Performance at the Olympic Games and other International Sport Competitions.

VISION

We Personify Olympism and Excellence.

CORE VALUES

- **Integrity**
- **Excellence**
- **Team Work**
- **Inclusivity**
- **Innovation**

CORE VALUE STATEMENTS

- **Integrity** – We embrace ethical conduct, transparency, accountability, clean sport and foster mutual respect in discharging our responsibilities.
- **Excellence** – We commit to achieving the highest standards and to succeeding in all spheres.

- **Team Work** – We commit to cooperating and collaborating effectively with internal and external stakeholders to achieve our set goals.
- **Inclusivity** - We facilitate and encourage non - discriminatory participation, management and governance in sport.
- **Innovation** – We commit to and invest in creativity and continuous improvement.

KEY ROLES

- **Roles as outlined in the Olympic Charter & ZOC Constitution remain appropriate, relevant and binding.**
- Ensure adherence to the Olympic Charter.
- Promote the principles of Olympism and Olympic Values.
- Provide appropriate support to high-performance athletes.
- Lead the Olympic Team to the Olympic Games and IOC patronised Games.

- Adopt and implement the World Anti-Doping Code.
- Adopt and implement the Medical Code and other IOC approved codes.
- Support and assist member National Federations in good standing.
- Deliver Olympic Solidarity and partner programmes and activities, as well as encouraging sport for all.
- Develop and maintain harmonious relations, promote linkages and collaboration with Government Agencies and other key stakeholders, while maintaining responsible autonomy.
- Develop and implement appropriate policies.
- Protect and Act against any form of discrimination, abuse, violence and manipulation of competition.
- Ensure sustainability of the ZOC and its programmes.
- Develop and implement appropriate gender, inclusion and diversity policies.

KEY PERFORMANCE AREAS

- **Athlete Development and Support**
- **Organisational Effectiveness and Sustainability**
 - **Business Development**
 - **Olympism and Olympic Education**

Athlete Development and Support

Overall Goal

Team Zimbabwe has well supported and adequately prepared athletes who perform optimally at world level competitions by 2025.

Strategic Objective 1

- To enhance and implement the existing high-performance strategy.

Strategies

- Review the existing strategy to identify shortfalls.
- Enhance the existing strategy with some special emphasis on the sports science imperatives.

- Implement the high-performance strategy.
- Collaborate with and assist NFs and other relevant stakeholders to develop and implement a talent identification programme and long-term athlete development strategy aligned to the ZOC High- Performance Strategy.
- Support prioritised NFs to develop an athlete development pathway.
- Incorporate NFs high-performance strategy development and implementation into minimum membership standards.
- Facilitate access to an appropriate environment for high-performance athletes.
- Collaborate with relevant high-performance experts including Zimbabweans in the diaspora.
- Collaborate with relevant key stakeholders (including Ministry of Sport, SRC, ZNPC and NFs) on national prioritisation of sports and athletes.
- Collaborate with the relevant key stakeholders to develop an appropriate integrated sports system in Zimbabwe.

- Monitor and evaluate implementation of the high- performance strategy annually.
- Establish a database for Olympians and elite athletes in development structures.

Strategic Objective 2

- To develop and enforce an appropriate high-performance sport policy.

Strategies

- Conduct a needs assessment and benchmarking exercise through research.
- Consult key stakeholders.
- Develop policy including a prioritisation system for NFs.
- Implement the policy consistently.
- Incorporate NFs high-performance sport policy development and implementation into minimum membership standards.
- Monitor and evaluate implementation of the policy.

Strategic Objective 3

- To develop and implement an appropriate selection policy.

Strategies

- Conduct a needs assessment and benchmarking exercise through research.
- Consult key stakeholders (including Ministry of Sport, SRC, ZNPC and NFs).
- Develop the selection policy in line with national, continental and international criteria.
- Implement the policy consistently.
- Incorporate NFs appropriate selection policy development and implementation into minimum membership standards.
- Monitor and evaluate implementation of the policy.

Strategic Objective 4

- To build the capacity of athletes, coaches, administrators, competition officials and relevant support services practitioners.

Strategies

- Identify capacity development needs.
- Develop and implement a capacity development programme which includes appropriate exposure for beneficiaries.
- Leverage capacity building opportunities provided by Olympic Solidarity and International Sport Federations and other stakeholders.
- Leverage local and overseas scholarships.
- Partner relevant institutions (clubs, schools sport associations, tertiary institutions, uniformed services and other delivery agents).
- Monitor and evaluate implementation of the capacity building programme.

Strategic Objective 5.1

- To ensure direct qualification of at least 10 individual sport athletes and 1 team sport for Paris 2024.

Strategic Objective 5.2

- To ensure at least 2 athletes achieve top 16 placings or better at Paris 2024.

Strategies

- Identify a pool of potential athletes guided by the high-performance strategy and the prioritisation system.
- Develop and implement a podium performance programme for elite athletes collaborating with other relevant stakeholders (including Ministry of Sport, SRC, ZNPC and NFs).
- Leverage International Federation and Olympic Solidarity athlete scholarships.
- Ensure regular exposure to appropriate international competitions.

- Provide meaningful performance incentives aligned to the National Podium Performance Incentives Scheme.
- Monitor and evaluate implementation of the podium performance programme.

Strategic Objective 6

- To develop and support pathways for future Olympians.

Strategies

- Conduct a needs assessment and benchmarking exercise through research.
- Consult key stakeholders (athletes, clubs, schools sport associations, tertiary institutions, uniformed services and other delivery agents).
- Develop and implement an appropriate pathway programme.
- Incorporate NFs pathway programme into minimum membership standards.
- Monitor and evaluate implementation of the pathway programme.

Strategic Objective 7

- To promote the wellbeing and empowerment of high-performance athletes.

Strategies

- Establish high-performance athletes' wellbeing and empowerment needs (consult with athletes, clubs, schools sport associations, tertiary institutions, uniformed services and other delivery agents).
- Develop and implement athlete wellbeing and empowerment programme.
- Facilitate and support refugee athlete empowerment through sport.
- Leverage Olympic Solidarity athlete wellbeing and empowerment opportunities.
- Develop and disseminate athlete wellbeing and empowerment programme guidelines to member NFs.
- Strengthen and support the safeguarding function.

- Incorporate NFs athlete wellbeing and empowerment programme into minimum membership standards.
- Monitor and evaluate implementation of the athlete wellbeing and empowerment programme.

Strategic Objective 8

- To promote, empower and inspire female athletes and female athlete support personnel.

Strategies

- Conduct needs assessment survey for female athletes and female athlete support personnel.
- Consult with key stakeholders (athletes, clubs, schools sport associations, tertiary institutions, uniformed services and other delivery agents).
- Establish and leverage a database for role models for female athletes and female athlete support personnel.

- Develop and implement an empowerment program for female athletes and female athlete support personnel.
- Partner with like-minded institutions promoting in women and girl child empowerment programs.
- Monitor and evaluate the effectiveness and impact of the female athletes and female athlete support personnel empowerment programme.

Strategic Objective 9

- To facilitate the regular participation of Team Zimbabwe at the Winter Olympic Games.

Strategies

- Strengthen the capacity of the Zimbabwe Snow Sports Federation (ZSSF).
- In collaboration with the ZSSF, research and create a baseline for winter sports providing a realistic opportunity for Winter Olympic Games qualification.

- Assist and support the ZSSF to develop and implement an appropriate talent identification and development strategy as well as programmes to continuously churn out high performance athletes.
- Target talented Zimbabweans practising winter sport in the diaspora.
- Facilitate access to an appropriate environment for high-performance athletes.
- Collaborate with relevant high-performance experts including Zimbabweans in the diaspora.
- Facilitate and support Zimbabwe's participation at successive Winter Olympic Games.
- Monitor and evaluate the effectiveness and impact of the strategy and programmes.

Organisational Effectiveness and Sustainability

Overall Goal

ZOC Governance, Management and Sustainability are in line with international best practice by 2025.

Strategic Objective 1

- To systematically and effectively implement the 2021 – 2025 strategic plan through annual operational plans.

Strategies

- Develop the annual operational plans for the ensuing year by 30 November each year.
- Adopt the annual operational plans at the 4th quarter Board meeting.
- Implement the annual operational plans.
- Conduct a mid-term review of the strategic plan in 2023.
- Report in line with operational plan implementation on a quarterly basis.

- Ensure appropriate and timely remedial intervention as required.
- Advocate for development and implementation of strategic plans in member NFs.
- Encourage and continually support NFs to develop and implement appropriate strategic plans.
- Continually monitor and evaluate implementation of annual operational plans.

Strategic Objective 2

- To align the ZOC structures, management systems and governance tools with the new strategic plan.

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 annually.

- 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 ZOC organs and members.

Strategies

- Review existing governance and management standards for adequacy and appropriateness in view of the new strategy.
- Enhance the governance and management standards in line with international best practice.

- Enforce compliance with good governance and management standards consistently.
- Monitor and evaluate the effectiveness and relevance of the good governance and management standards.

Strategic Objective 4

- To ensure efficient and effective delivery of quality services and programmes to all 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 by making use of available emerging technologies.

- Carry out appropriate training and development of ZOC members to enhance service delivery.
- Monitor and evaluate the effectiveness and impact of the service delivery plan.

Strategic Objective 5

- To strengthen the capacity of ZOC organs, members and volunteers for enhanced delivery of mandates.

Strategies

- Conduct a skills audit for all ZOC Board and full-time staff members.
- Establish capacity development needs of ZOC organs, members and volunteers.
- Develop, enhance 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 6

- To utilise appropriate technology optimally in ZOC operations.

Strategies

- Establish current ZOC 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.

Strategic Objective 7

- To ensure ZOC financial sustainability.

Strategies

- Review current financial systems and controls.
- Develop and implement an appropriate financial sustainability plan.
- Ensure prudent financial management, viable investments and cost-effective operations.
- Leverage multiple revenue streams including viable resource mobilisation initiatives.
- Embrace results-based budget planning system.
- Manage financial risks effectively.
- Monitor and evaluate the effectiveness and impact of the ZOC financial sustainability plan.

Strategic Objective 8

- To cultivate a mindset and culture of sustainability.

Strategies

- Develop and implement an organisational sustainability plan.
- Advocate for sustainability awareness and relevance among ZOC stakeholders.
- Incorporate the economic, environmental and social aspects of sustainability in all ZOC operations and programmes.
- Manage ZOC resources prudently avoiding wastage and minimising costs.
- Invest in and utilise renewable resources.
- Ensure retention and optimisation of appropriate skills.
- Offer incentives for innovation and sustainability.
- Manage organisational risks effectively.

- Monitor and evaluate effectiveness and impact of the sustainability plan.

Business Development

Overall Goal

The ZOC brand is visible, attractive, competitive and optimally leveraged by 2025.

Strategic Objective 1

- To increase ZOC stakeholder communication satisfaction level by at least 20% based on 2023 baseline index.

Strategies

- Conduct stakeholder mapping exercise.
- Conduct a communication satisfaction survey to establish the 2023 baseline index.
- Develop and implement an appropriate communication plan.
- Leverage mainstream media platforms for enhanced publicity.
- Enhance ZOC's website and effectively exploit relevant internal and external alternative social media platforms.
- Leverage media practitioners and athlete ambassadors as ZOC influencers.
- Leverage appropriate stakeholder engagement platforms such as sporting events or ZOC activities.
- Monitor and evaluate implementation of the communication plan.

Strategic Objective 2

- To adequately protect and enhance the image of the ZOC brand to at least 80% image perception index using 2023 baseline.

Strategies

- Establish the current image perception index.
- Develop and implement an appropriate image enhancement and protection plan.
- Strengthen the ZOC Public Relations function and impact.
- Deepen community engagement through CSR activities.
- Differentiate, package and competitively position the ZOC brand.
- Identify and leverage branding opportunities.
- Monitor and evaluate implementation of the image enhancement and protection plan.

Strategic Objective 3.1

- To secure and effectively manage at least 5 new long term business partnerships.

Strategic Objective 3.2

- To secure and effectively manage at least 5 new event-based business partnerships.

Strategies

- Identify business partnership needs and opportunities.
- Develop and implement an appropriate business partnership plan.
- Develop and deliver an appropriate business partnership engagement tool kit or template.
- Establish fair value to potential partners in exchange for business partnership consideration.
- Manage the business partnership relationships effectively.
- Strengthen the ZOC Marketing function and impact.
- Monitor and evaluate implementation of the business partnership plan.

Strategic Objective 4

- To increase ZOC business partnership revenue by at least 20% annually, based on the 2023 business partnership revenue baseline.

Strategies

- Establish the 2023 baseline of the ZOC business partnership revenue.
- Implement the business partnership plan.
- Monitor and evaluate implementation of the business partnership plan.

Strategic Objective 5.1

- To activate and maintain at least 2 beneficial commercial and media rights partnerships to optimise revenue potential for ZOC.

Strategic Objective 5.2

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

Strategies

- Identify potentially viable commercial activities.
- Develop and implement a commercial plan.
- Leverage media rights partnerships.
- Ensure the ZOC brand(s) are patented or legally registered and verify status annually.
- Merchandise effectively.
- Partner athletes to exploit joint commercial opportunities.
- Leverage sport tourism and host viable sport conferences and events.
- Embrace and secure value in kind support.
- Manage commercial relationships effectively.
- Monitor and evaluate implementation of the commercial plan.

Strategic Objective 6

- To ensure that ZOC collaborates effectively with at least 10 strategic partners at least one of which directly promotes gender equality.

Strategies

- Establish state of current needs linked to ZOC goals and strategic objectives.
- Identify organizations or potential partners with goal congruence or strategic fit to ZOC.
- Engage the relevant entities and formalise the strategic partnerships.
- Target suppliers and service providers for value addition.
- Target and partner well-resourced entities.
- Revive and enhance the Olympic Sports Centre partnership, function and impact.
- Manage the collaborative relationships effectively.

- Monitor and evaluate effectiveness and impact of collaborative partnerships and relationships.

Olympism and Olympic Education

Overall Goal

Olympism and Olympic Values permeate the sport and educational systems in Zimbabwe by 2025.

Strategic Objective 1

- Roll out train the trainer programmes to 80% of member NFs, and 80% Tertiary Institutions.

Strategies

- Design an appropriate OVEP TOT training project plan.

- Develop and disseminate selection criteria for targeted trainees.
- Develop an appropriate TOT training toolkit based on the IOC OVEP manual.
- Roll out and implement the OVEP TOT project to NFs and Tertiary Institutions.
- Report quarterly on the project progress and impact.
- Monitor and evaluate the effectiveness and impact of the OVEP TOT project.

Strategic Objective 2

- To mainstream Olympism and Olympic Education programmes to schools and community sport systems.

Strategies

- Design an appropriate OVEP mainstreaming project plan.
- Identify and capacitate implementing partners.
- Roll out and implement the OVEP project to schools and community sport systems.

- Report quarterly on the project progress and impact.
- Monitor and evaluate the effectiveness and impact of the OVEP mainstreaming project.

Strategic Objective 3

- To collaborate with identified partners in disseminating Olympism and Olympic values to the Zimbabwean populace.

Strategies

- Strengthen the National Olympic Academy function and impact.
- 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.
- Report quarterly 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 one new Olympic Legacy project to enhance Olympism and the Olympic Values Education Programme.

Strategies

- Review the existing Olympic Legacy project (Olympic Museum) to establish current status and impact.
- Identify potentially viable Olympic Legacy projects.
- Create and activate an interactive museum.
- Explore the feasibility of establishing a standalone and functional Olympafrica Centre.

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

Strategic objective 5

- To develop and implement at least 2 projects that promote gender equality, inclusivity and diversity.

Strategies

- Conduct a needs assessment exercise.
- Design appropriate project proposals.
- Leverage funding from Olympic Solidarity or other relevant partners.
- Collaborate with relevant stakeholders.
- Implement the projects effectively.
- Report on the projects as required or expected.

- Monitor and evaluate effectiveness and impact of the projects.

Strategic Objective 6.1

- To create a safe, sustainable and inclusive sporting movement.

Strategic Objective 6.2

- To promote Olympic values through encouraging more members of the community to be physically active and practise sport.

Strategies

- Consult and collaborate with relevant stakeholders.
- Design appropriate project proposals.
- Leverage funding from Olympic Solidarity or other relevant partners.
- Implement at least 2 projects effectively annually.
- Report on the projects as required or expected.

- Monitor and evaluate effectiveness and impact of the projects.

Signed off by ZOC Consultant on: 05 - 12 - 2023

Approved by ZOC Executive Board on: