



STRATEGIC PLAN

2021-2025

MISSION

We promote sport excellence and Olympism within the Olympic and Commonwealth spirit through innovation and an enabling sporting environment.

VISION

We are a leading champion of excellence and Olympism.

CORE VALUES

- Excellence
- Life-long learning
- Integrity
- People welfare
- Environmental consciousness

CORE VALUE STATEMENTS

Excellence

We use team work and collaboration to drive our desire to succeed and realise our full potential.

Life-long Learning

We believe in self - empowerment and motivation for a sustainable future.

Integrity

We are governed by the fundamental principles of being accountable, ethical and transparent to achieve the right human conduct that projects us as credible and reliable.

People Welfare

We believe that our people are our greatest asset. We invest our efforts and resources in developing and motivating our people ensuring inclusion and equity.

Environmental Consciousness

We believe that excellence can be achieved when operating in an environment that is well conserved and free from pollution.

KEY ROLES

- Ensure adherence to the Olympic Charter.
- Propagate the fundamental principles of Olympism within the framework of sports activity.
- Promote Olympic values through educational institutions and other appropriate platforms.
- Encourage participation in sport by all.
- Ensure consistent support to programs of affiliates that are aligned to the MOC strategy.
- Maintain harmonious and cooperative relations with government agencies and other key stakeholders.
- Provide support to high performance athletes as a matter of priority.
- Ensure sustainability of the MOC and its programs.

KEY PERFORMANCE AREAS (STRATEGIC PRIORITIES)

- 1. Organisational Effectiveness and Sustainability**
- 2. Business Development**
- 3. Sport Development**
- 4. Olympic Legacy**

KEY PERFORMANCE AREA

1. Organisational Effectiveness and Sustainability

Overall Goal:

MOC is governed and managed in line with best practice and embraces sustainability.

Strategic Objective 1

To systematically and effectively implement the 2021-2025 strategic plan.

Strategies:

1. Develop and implement MOC annual operational plans
2. Monitor and evaluate implementation periodically
3. Focus MOC reports on implementation of strategic plan
4. Build capacity for monitoring and evaluation
5. Conduct a mid-term review of the strategic plan in 2023 involving MOC stakeholders in the process
6. Periodically review and enhance Monitoring and Evaluation processes

Strategic Objective 2

To ensure compliance by all Board members, Staff, Commissions, National Federations, athletes and volunteers with agreed good governance standards at all times.

Strategies:

1. Review and enhance appropriate governance, standards, tools or instruments for MOC
2. Induct and train board, staff, commissions and affiliates on good governance
3. Provide appropriate orientation to MOC volunteers
4. Ensure consistent and fair enforcement of the governance tools
5. Monitor and evaluate compliance
6. Periodically review and enhance MOC governance standards, tools or instruments

Strategic Objective 3

To review the MOC structure and align it to the strategic plan by December 2021.

Strategies:

1. Review structures of all MOC organs and align them to the new strategic plan.
2. Benchmark MOC structures with other NOCs for enhanced effectiveness
3. Enhance separation of roles between Executive Board and Secretariat
4. Review, monitor and evaluate the functionality of the structures periodically.

Strategic Objective 4

To enhance the MOC governance and management system in order to ensure accountability and effectiveness.

Strategies:

1. Conduct annual stakeholder needs assessment exercise
2. Engage and consult MOC stakeholders on an ongoing basis
3. Develop and implement MOC service charter
4. Monitor and evaluate effectiveness of MOC service delivery annually
5. Enhance the use of technology
6. Enhance information technology capacity within the Secretariat
7. Ensure effective risk management in conducting MOC business
8. Review and enhance performance management tools for all MOC organs
9. Review, develop or enhance MOC policies, procedures, processes and systems

Strategic Objective 5

To ensure MOC financial sustainability.

Strategies:

1. Enhance and implement sound financial policies, procedures, guidelines, financial management systems, budgeting and reporting protocols
2. Present quarterly management accounts for adoption.
3. Conduct and report on internal audits
4. Conduct scheduled Board and Secretariat training on budgeting & financial management
5. Ensure cost effective operations
6. Operate within approved budgets
7. Explore and leverage sound investment project options
8. Periodically review financial systems, policies, processes and procedures

Strategic Objective 6

To facilitate leadership and management training for MOC Board, Commissions, Secretariat and leaders of all affiliated National Sports Federations by 2025.

Strategies:

1. Conduct and access available sport administration and management training courses
2. Utilise all training opportunities provided by Olympic Solidarity
3. Encourage National Federations to leverage International Sports Federation sport administration and management courses
4. Set performance standards and provide performance incentives for National Federations
5. Periodically review sport management training needs

Strategic Objective 7

To cultivate a mindset and culture of sustainability.

Strategies

1. Develop and disseminate guidelines on sustainability to promote awareness and advocacy
2. Incorporate sustainability in all MOC operations, programs and activities
3. Widen MOC revenue base by creating new sources
4. Manage MOC resources prudently avoiding wastage and minimizing costs
5. Invest in and utilize renewable resources
6. Offer incentives for innovation to promote sustainability

KEY PERFORMANCE AREA

2. Business Development

Overall Goal:

The MOC brand is attractive, competitive and sustainable.

Strategic Objective 1.1

To secure and effectively manage at least four (4) long term sponsorships and at least 10 event based sponsorships by 2025.

Strategic Objective 1.2

To increase MOC marketing revenue generation by at least 10% annually.

Strategies:

1. Enhance and implement appropriate marketing plan
2. Increase brand awareness by improving publicity and strengthening media engagement
3. Build capacity on marketing for MOC employees and board members
4. Engage potential sponsors with well structured partnership proposals ensuring strategic fit
5. Leverage Olympic Solidarity and IOC programmes to fund and promote marketing initiatives.
6. Establish and develop TV and radio programmes for promotion of all sports disciplines and MOC events
7. Manage all sponsorships effectively ensuring a good return on investment for sponsors
8. Brand MOC events effectively
9. Review the sponsorship portfolio and impact annually
10. Enhance media publicity
11. Establish an online MOC sports TV channel for enhanced publicity and revenue generation
12. Enhance MOC image on an on-going basis
13. Explore and leverage television broadcasting rights

Strategic Objective 2

To increase effectiveness of MOC stakeholders' communication satisfaction level by at least 50% by 2025, based on 2021 baseline index.

Strategies

1. Establish the 2021 communication satisfaction index
2. Fully utilize MOC media commission.
3. Develop capacity of MOC Marketing and Communications Officer
4. Review, enhance and implement MOC communication strategy and policy
5. Monitor and evaluate implementation of the communication strategy and policy
6. Maintain a professionally structured website and social media platforms that are constantly updated
7. Maintain and enhance the use of official emails for all formal communications

Strategic Objective 3

To generate at least MK60,000,000.00 through MOC's commercial activities by 2025.

Strategies

1. Produce and market MOC branded commercial products
2. Leverage MOC online Sports TV station
3. Leverage communication strategy and policy
4. Leverage the MOC sports museum and sports library
5. Conduct viable fundraising activities
6. Introduce and enforce access fees to MOC facilities and services

Strategic Objective 4

To ensure that the MOC effectively collaborates with at least ten (10) strategic partners by 2025.

Strategies

1. Identify and prioritise appropriate potential strategic partners
2. Establish mutually beneficial partnership agreements with strategic partners.
3. Implement the partnership agreements effectively
4. Review partnership agreements, deliverables and impact annually

KEY PERFORMANCE AREA

3. Sport Development

Overall Goal:

MOC has well supported and well prepared athletes that qualify directly and become competitive at world level competitions by 2025.

Strategic Objective 1

To carry out at least one scientific research project in each of the areas of Athlete Development by 2025.

Strategies

1. Prioritise areas of athlete development research
2. Review and activate Sports Science and Research programme through the relevant MOC commissions.
3. Establish and leverage research partnerships with Tertiary and other relevant institutions
4. Review the partnerships and programme annually

Strategic Objective 2

To build capacity for athletes, coaches, competition officials, sports medicine personnel and other relevant sports professionals by 2025.

Strategies

1. Facilitate technical courses for coaches in sport disciplines benefiting from the Podium Performance Programme.
2. Facilitate scholarships, attachments and exposure for athletes, coaches and competition officials in line with the Podium Performance Programme.
3. Support affiliated National Sport Federations in developing their own sport education programmes.
4. Encourage and support affiliates to enhance talent identification and development programmes.
5. Facilitate and leverage appropriate training for other relevant sports professionals.

Strategic Objective 3.1

To ensure at least two sport disciplines qualify for the 2022 Commonwealth Games with at least one of them winning a medal.

Strategic Objective 3.2

To ensure at least two sport disciplines qualify directly and are competitive at the 2024 Olympic Games.

Strategies

1. Develop and implement a long term Podium Performance Programme
2. Leverage relevant Olympic Solidarity programmes to support Athletes and Coaches
3. Source appropriate sports scholarships for athletes
4. Utilise existing training facilities within and outside Malawi for athlete development
5. Facilitate participation of athletes in major sports competitions locally and abroad
6. Host major sports competitions in Malawi
7. Introduce a special high performance project for prioritized sports in preparation for major games
8. Review and enhance a reward and incentive programme for podium performers
9. Monitor and evaluate effectiveness and impact of Podium Performance Programme periodically

KEY PERFORMANCE AREA

4. Olympic Legacy

Overall Goal:

The gospel and spirit of Olympism has permeated the nation of Malawi by 2025.

Strategic Objective 1

To establish at least 1 Olympic legacy project by 2025.

Strategies

1. Prioritize Olympic legacy projects such as Olympic Museum or sports library
2. Collaborate with relevant partners
3. Leverage Olympic Solidarity programmes for effective implementation
4. Develop capacity within Secretariat and relevant MOC Commission or organ to manage projects
5. Monitor and evaluate effectiveness and impact of the project

Strategic Objective 2

To increase the reach of Olympic Values Education Project by targeting at least 20 new schools in each region annually.

Strategies

1. Develop and implement appropriate initiatives of the Olympic Values Education Programme (OVEP)
2. Collaborate with relevant ministries for effective delivery
3. Collaborate with MOC stakeholders to leverage resources/platforms
4. Collaborate with other relevant strategic partners
5. Enhance OVEP activities for the existing targeted sector
6. Develop human resource capacity for promotion of OVEP
7. Leverage Olympafrica Centre and other existing platforms for promotion of Olympism and Olympic Values Education
8. Develop a monitoring and evaluation mechanism for impact and effectiveness

Strategic Objective 3

To implement at least one environmental initiative annually.

Strategies:

1. Prioritize environmental project options
2. Develop awareness about environmental issues through various existing platforms and other MOC activities
3. Develop capacity within MOC to manage the projects
4. Collaborate with relevant partners
5. Monitor and evaluate effectiveness and impact periodically

Strategic Objective 4

To increase women participation at all levels by at least 30% by 2025.

Strategies

1. Identify and engage female role models to inspire other women
2. Develop and implement awareness and advocacy programs for girls and women
3. Collaborate with MOC partners to leverage resources/platforms
4. Develop and implement women empowerment projects
5. Develop capacity within the relevant MOC Commissions to manage women empowerment projects
6. Monitor and evaluate progress

Strategic Objective 5

To implement at least 1 project that blends sport and culture by 2025.

Strategies

1. Develop and implement an appropriate sport and culture project
2. Collaborate with relevant ministry, communities and partners in blending and promoting sport and culture
3. Integrate culture in all MOC activities
4. Monitor, evaluate, review and enhance project

Strategic Objective 6

To promote a sport for all culture through physical activity, sport, a healthy lifestyle and sport for development by 2025.

Strategies:

1. Develop and implement an appropriate sport for all and sport for development programme
2. Enhance Olympafrica Centre activities
3. Establish and leverage partnerships with educational institutions, local authorities and other facility owners
4. Leverage available Olympic Solidarity programme or opportunities
5. Establish and coordinate community Sport for All structures and programmes
6. Advocate for teaching of Physical Education in schools and tertiary institutions
7. Engage the media for publicity