



Strategic Plan

2026 - 2033

TABLE OF CONTENTS

VISION.....	3
MISSION.....	3
OUR CORE VALUES	4
LIST OF ABBREVIATIONS	5
THE OPERATING BACKGROUND.....	6
KEY SECTOR PLAYERS AND STAKEHOLDERS	7
STRATEGIC ISSUES	9
THE SWOT ANALYSIS	11
SITUATION ANALYSIS.....	14
STRATEGIC PILLARS.....	17
ACTION PLAN.....	18
STRATEGIC PILLAR ONE:.....	19
Governance and Leadership for Impact Delivery.....	19
STRATEGIC PILLAR TWO:.....	23
Athlete Development & Sporting Excellence	23
STRATEGIC PILLAR THREE:.....	29
Capacity Development.....	29
STRATEGIC PILLAR FOUR:.....	34
Partnership, Collaboration & Engagement.....	34
STRATEGIC PILLAR FIVE:.....	38
Financial Sustainability.....	38
STRATEGIC PILLAR SIX:.....	43
Olympic Legacy.....	43

VISION

To be a leading champion of excellence and Olympism.

MISSION

To promote sport excellence and Olympism within the Olympic and Commonwealth spirit in Malawi through innovation and an enabling environment.

OUR CORE VALUES

Excellence

We are committed to fostering a culture of continuous improvement and high performance across all levels of sport. We strive for the highest standards in athlete preparation, coaching, governance, and programme delivery. We recognise excellence not only through podium success but also through discipline, professionalism, and the pursuit of personal bests.

Respect

We uphold respect in all interactions within the Olympic ecosystem, including respect for rules, opponents, officials, diversity, human rights and dignity. We are committed to fairness, inclusion and ethical conduct, ensuring that all individuals are treated with dignity and equity.

Friendship

We promote unity, solidarity, and mutual respect among athletes, stakeholders, and nations through sport. We believe in using sport as a platform to build relationships, foster peace, and encourage collaboration across cultural, social, and national boundaries.

Integrity

We are guided by transparency, accountability, and ethical leadership in all our operations. We maintain zero tolerance for corruption, doping, harassment and abuse in sport and any form of sporting malpractice. We uphold strong governance principles, responsible resource management, safeguarding and compliance with national and international standards.

Environmental consciousness

We recognise the importance of environmental sustainability in sports development and operations. We promote responsible use of resources, environmentally friendly infrastructure, and sustainable event management practices to minimize ecological impact.

Life-long learning

We embrace continuous learning and capacity development as key drivers of sporting excellence and institutional growth. We invest in the ongoing education and professional development of athletes, coaches, administrators, and stakeholders to remain aligned with global standards and innovations in sport.

LIST OF ABBREVIATIONS

ANOCA	Association of National Olympic Committees of Africa
BNS	Bingu National Stadium
CGF	Commonwealth Games Federation
CPD	Continuous Professional Development
GESI	Gender Equality and Social Inclusion
HEIs	Higher Education Institutions
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IOC	International Olympic Committee
LTAD	Long-Term Athlete Development
MASSA	Malawi Schools Sports Association
MDF	Malawi Defence Force
MNCS	Malawi National Council of Sports
MOEST	Ministry of Education, Science and Technology
MoYSC	Ministry of Youth, Sports and Culture
MOC	Malawi Olympic Committee
MPS	Malawi Police Service
NCHE	National Council for Higher Education
NGOs	Non-Governmental Organisations
NSAs	National Sports Associations
PE	Physical Education
PESTEL	Political, Economic, Sociocultural, Technological, Environmental and Legal
TESSAM	Tertiary Students Sports Association of Malawi
TEVETA	Technical, Entrepreneurial and Vocational Education and Training Authority
YOG	Youth Olympic Games

THE OPERATING BACKGROUND

The Malawi Olympic Committee (MOC) was formed and officially recognised in 1968 by the Olympic Movement (under the provisions of the Olympic Charter) and the Commonwealth Games Federation. MOC coordinates Malawi's representation in international sporting events, including the Olympic Games, Youth Olympic Games, Commonwealth Games, Youth Commonwealth Games, and Continental Games.

Operating under the purview of the IOC, MOC is mandated “to promote peace and sports for all and also to support and encourage the promotion of sport ethics, to fight against doping and to demonstrate responsible concern for environmental, cultural, gender, corruption and HIV/AIDS issues”. MOC's operations encompass the identification, selection, and training of athletes for international competitions. It also facilitates the development of coaching standards and performance enhancement programmes through collaborative partnerships with both national institutions and international bodies such as the Olympic Solidarity. These initiatives are aimed at elevating Malawi's competitiveness on the global stage while ensuring sustainable sport development at the local level. At the operational level, MOC works with sport governing bodies, which are classified into three categories: federations governing Olympic and Commonwealth sporting codes, federations governing Olympic sporting codes, and sports associations governing non-Olympic and non-Commonwealth sporting codes.

In line with the Olympic Charter, MOC activities are guided by the core values of excellence, respect, friendship, life-long learning, integrity, people's welfare, and environmental consciousness. The organisation works with communities, schools, higher education institutions and national sports associations (NSAs) to develop talent, build capacity, and promote Olympic values among athletes, coaches, officials and sports administrators.

At the national level, MOC closely collaborates with the Ministry of Youth, Sports and Culture, the Malawi National Council of Sports (MNCS) and other relevant ministries, departments and agencies to ensure that its programmes align with the national sports policy. The partnerships are key in championing sport as a tool for national pride, physical health, and socioeconomic development.

KEY SECTOR PLAYERS AND STAKEHOLDERS

The **Ministry of Youth, Sports and Culture** is the primary government authority that formulates policy on sports development. The Ministry oversees policy formulation to guide sports infrastructure, national team development, and youth development. MOC works closely with the Ministry to ensure goal congruence in the development of sport for Malawi's overall socioeconomic development.

The **Malawi National Council of Sports (MNCS)** oversees the development of all sporting codes in Malawi and the participation of teams outside the country. MNCS is the policy implementation agency of the Ministry of Youth, Sports and Culture. It also supervises national sports associations on behalf of the Ministry. MOC collaborates closely with MNCS to ensure national sports associations' compliance with national and international policies and guidelines and to reduce duplication of sport development initiatives.

National Sports Associations (NSAs) are MOC's key implementation partners. NSAs oversee the technical development and administration of individual sporting codes. MOC supports NSAs through structured programmes in talent identification, athlete development, coach development, capacity building for administrators and officials and competition administration.

MOC is affiliated to the **International Olympic Committee (IOC)**, which means that MOC must comply with the Olympic Charter (the IOC's constitution). Through the recognition, the IOC provides MOC with strategic, technical and financial support. Specifically, the IOC provides MOC with funding through Olympic Solidarity to support athlete development and capacity development for coaches, officials and administrators. The IOC also supports Team Malawi's participation at the Olympic and Continental Games, governance and sports management education, and the promotion of Olympic Values.

MOC is also affiliated to the **Association of National Olympic Committees of Africa (ANOCA)** who supports grassroot athletes' development through the Olympafrica International Foundation, Team Malawi's participation at ANOCA Games.

MOC also affiliates to the **Commonwealth Games Federation (CGF)**, who provide avenues for competition including supporting Team Malawi's participation at the Commonwealth Games and capacity building.

MOC also works closely with **schools and higher education institutions (HEIs)**. Schools provide an avenue for talent identification and an opportunity to promote Olympic Values to young people. Schools and HEIs offer sports development and administration curricula, research, and consultancy services, which contribute to the development of a critical mass of sports officiating personnel and administrators.

Private sector entities are also key partners in MOC's work. As the private sector increasingly invests in sports initiatives as part of marketing and corporate social responsibility, MOC partners with the private sector to harness investments for talent identification and development, competitions, and promotion of Olympism.

Media help to publicise MOC's activities. The media also help to shape public perceptions towards sports as a force for good and a field for rewarding careers. Based on these roles, MOC partners with the media to promote Olympic Values among the youth in Malawi.

STRATEGIC ISSUES

Consultations with the MOC Secretariat and key partners, including the MNCS, the Ministry of Youth, Sports and Culture, National Sports Associations, and higher education institutions, revealed the primary internal and external forces shaping the Malawi sports ecosystem and ultimately influencing MOC's ability to achieve its goals. The issues, characterised by both opportunities and challenges, form the basis of the strategic pillars that will guide MOC's institutional aspirations over the next eight-year cycle.

Governance and leadership challenges

Several governance and leadership bottlenecks are plaguing the Malawi sports ecosystem. At the central government level, the sports portfolio is highly fragmented, with various sectoral components falling under different government ministries. For instance, while the Ministry of Youth, Sports and Culture is the overall custodian of the sports policy, the physical education curriculum, which is key to early talent identification and development, falls under the Ministry of Education. Similarly, sports issues at the district level are under the purview of the Ministry of Local Government. All these entities depend on the Ministry of Finance for funding, which makes the resources thinly spread and less impactful.

The overall leadership of the Malawi sports ecosystem faces numerous challenges because key stakeholders often operate in isolation. For example, there is no formal collaboration between MOC and MNCS, leading to the implementation of conflicting or duplicate initiatives by the two organisations. It was observed that NSAs disqualified from MNCS funding due to compliance issues received support from MOC. The more relaxed requirements for support from MOC may contribute to weak governance systems at the NSA level, such as irregular meetings, absence of audited financial reports, and lack of athlete development plans.

Absence of coherent national sports development frameworks

Closely linked to the leadership challenges are coordination weaknesses in the sports ecosystem. The National Sports Policy is long overdue for review, although the Ministry of Youth, Sports and Culture is currently undertaking the process. Malawi also lacks a long-term national sports development plan or strategy, an instrument that other African countries with sustained international sporting success, such as Botswana and Zambia, have adopted. Malawi also lacks a coordination framework for national sports development, which could include representation from the Ministry of Youth, Sports and Culture, MNCS, MOC, NSAs, world sports federations, the corporate world, media, and tertiary institutions. Although there have been efforts to establish an "Inter-Ministerial Sports Coordination Committee" to set and oversee a national sports agenda, it has yet to be operationalised. At the operational level, the Government established a "Supervisory Committee on Schools Sports Development and Preparations for International Competitions". However, there is no mechanism to oversee similar issues in the broader sports ecosystem. There

are also efforts by the Ministry of Education to make sports an examinable subject through physical education in the school curriculum, which could help expand the talent pool. However, there are limited multi-code sports facilities in schools across the country, limiting the growth of individual and minority sporting codes.

The absence of a coordinating framework also results in the lack of a long-term talent development (LTAD) programme, due to limited infrastructure and equipment, poor scouting initiatives, few sports academies and high-performance centres, and a non-commercialised approach to sports management. Without the LTAD programme, young talents are rarely identified, tracked, or supported to reach their full potential.

Sectoral human capital development gaps

Human resource and capacity constraints continue to affect the Malawi sports ecosystem. Most officials holding technical and administrative positions lack the requisite training and qualifications, resulting in weakly structured scouting and training systems, and inadequately prepared athletes and teams. Instances of athlete and technical official selection based on organisational politics and social affiliations have also been reported. The use of foreign coaches as a short-term solution has not brought notable successes, due to cultural and communication challenges, among other factors. Furthermore, limited professional pathways and career opportunities have resulted in a shortage of specialists in key technical areas, including sports medicine, physiotherapy, psychology, nutrition, and data analytics. The interplay of these factors has led to poor performance of Malawian athletes and teams at the international level.

Limited equipment and infrastructure

Due to competing public expenditure interests, there have been limited public investments towards sports infrastructure development. Most NSAs and sports clubs depend on public sports facilities, which usually have limited access, capacity and are poorly maintained. Public education institutions mostly have basic football and netball grounds. The Government is now expanding national and district-level sports infrastructure (e.g. stadia), but most of it is meant for football and netball.

Poor performance at the international level

Consultations also revealed that Malawi participates in the Olympic Games on a solidarity basis, as athletes have failed to qualify competitively. This has been attributed to several factors, including limited funding for the sector; lack of long-term athlete development programmes by NSAs and at the national level; short-termism in preparation; the use of non-standard training equipment and facilities, which disorients athletes during competitions; and participation in major competitions without prior testing matches or trials.

THE SWOT ANALYSIS

To provide a clear picture of MOC’s internal capabilities and how they can be deployed to harness opportunities and ameliorate threats in the external environment, a SWOT analysis was conducted. The SWOT analysis followed a comprehensive data collection exercise, which included a desk review, engagement with MOC executive board and secretariat staff, focus group discussions with MOC’s key stakeholders (MNCS, Ministry of Youth, Sports and Culture, NSAs, HEIs, etc.).

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Unlike most sports stakeholders, MOC practices ‘best practice’ governance systems and a culture for a functional strategic plan. 2. MOC has an appreciable understanding of the challenges plaguing the past performances of Malawian athletes. 3. Commitment to continued support of NSAs in Malawi’s participation in competitive games. 4. Investment in physical and institutional infrastructure - Invested in an office suite that will be available for use to NSAs’ secretariat, which will enhance the capacities of NSAs - a platform for legacy programmes, coordination, and revenue generation. 5. Enviable track record for supporting human capital development targeting athletes and sports administrators - scholarships, technical courses, safeguarding and women-in-sport programmes demonstrate experience in capacity building, even if impact has been uneven. 6. Strong constitutional mandate and international legitimacy - MOC has exclusive authority to represent Malawi at the Olympic, Commonwealth and African Games. 	<ol style="list-style-type: none"> 1. Ineffective expectation to influence the diffusion of Olympism in the teaching programmes of physical education and sport in schools, since PE is no longer a core offering at the school level. 2. MOC is too reliant on IOC/Olympic Solidarity funding. 3. Poor historical performance for Team Malawi at international games. 4. MOC’s support guidelines to NSAs for accessing support are quite liberal and not linked to long-term athlete development. 5. MOC is supporting some NSAs whose institutional capacity to deliver to the anticipated expectations of MOC may be unrealizable. 6. Funding is spread thinly among NSAs, including those with weak governance systems. 7. Weak mechanism for selection and vetting athletes, coaches and officials. 8. Support for NSAs is generally limited to relatively few visible sporting codes, leaving out those that could quickly earn Malawi silverware if they were equally, if not more, supported. 9. Lack of enforceable accountability over National Sports Associations - despite constitutional authority, MOC lacks binding performance contracts, sanctions, or incentives to compel associations’ compliance and results.

	<ol style="list-style-type: none"> 10. Event-driven rather than system-driven athlete preparation - short-term camps dominate; long-term athlete development, academies, sports science and data systems are underdeveloped. 11. Thin spreading of limited resources across too many associations – no comprehensive evaluation framework to guide support, resulting in diluted impact. 12. Weak post-game evaluation and feedback loops - no institutionalised post-mortems; mistakes are repeated cycle after cycle. 13. Poor training facilities and equipment within MOC premises. 14. Lack of a robust database system for athletes and officials at MOC.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Increased Olympic Solidarity Budget for 2025-28 offers MOC the opportunity to access funds for: <ul style="list-style-type: none"> ● championing athletes ● building NOCs’ capacity and ● empowering communities 2. Government’s commitment to revise the Sports Policy and roll out the Sports Strategic Plan - creating space for clearer role definition and coordination. 3. Expanding sports infrastructure at national and district levels - new stadia, district sports officers, and multipurpose facilities offer platforms for talent identification and decentralised development. 4. Renewed debate on Physical Education in schools - potential to rebuild school-to-elite pathways in partnership with MoEST and MASSA. 5. Prospect of converting the PE syllabus in schools into an examinable subject. 6. Government decision to appoint Sports Desk Officers at the District Assembly 	<ol style="list-style-type: none"> 1. Overly fragmented government departments involved with sports development result in negative synergy. 2. No coherent athlete development frameworks to influence targeted support of NSAs by MOC. 3. Negative perception of sports as a potential career, hence not attracting the best minds - talent attrition and limited athlete commitment undermine long-term pipelines. 4. Chronic underfunding and weak capacity of NSAs - federations remain structurally weak and overly dependent on MOC support. 5. Weak external enforcement of federation compliance - registrar of NSAs is inactive in exacting sanctions for NSA’s failure to comply with stipulated eligibility requirements. 6. Fragmented sports governance and inter-institutional overlap - multiple actors (Ministry of Youth, Sports and Culture,

<p>level will provide a platform for MOC's interface with grassroots structures.</p> <p>7. High-density international competition cycle (2026–2028) - Glasgow 2026, Dakar 2026 YOG, Cairo 2027 African Games, LA 2028 Olympics provide a natural performance and reform timeline.</p> <p>8. Increased interest of the corporate sector and philanthropists towards sports in the country - an opportunity for partnerships & sponsorships.</p>	<p>MNCS, MOC) with blurred roles reduce system efficiency.</p> <p>7. Persistent poor international performance eroding confidence - failure to qualify or compete credibly risks donor fatigue and political disengagement.</p> <p>8. Slow adoption of modern approaches to sports management by NSA leadership – exacerbated by a casual approach to leadership by volunteer administrators.</p>
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SITUATION ANALYSIS

To ensure that the 2025 – 2033 Strategic Plan addresses the prevailing issues in the macro environment, an external environmental scan was conducted, focusing on the policy environment and stakeholder analysis. This is in cognisance of the fact that MOC’s programmes are hinged on government policy, international regulations, and social dynamics. The analysis was undertaken to understand the context in which MOC operates, and was guided by the PESTEL framework (political, economic, sociocultural, environmental, and legal factors).

Political factors

Politically, there are both opportunities and barriers to sports development. Opportunity-wise, there is strong government support and political will towards the sports sector. Specifically, the Government is committed to revising the Sports Policy and rolling out the Sports Strategic Plan, which might create a space for MOC to advocate for clearer role definitions and inter-agency coordination. Nonetheless, some political challenges need to be addressed. Stakeholders, particularly NSAs, lament the Government’s perceived lack of support for “minority sporting codes” compared to football and netball. The NSAs expressed that this prevents the country from winning international medals in some sporting codes if they were equally supported. The Malawi National Council of Sports is also shifting from being a ‘funder’ of the NSAs to being a “registrar and enforcer” of the sports ecosystem. This presents both a challenge and an opportunity. The shift might result in reduced availability of financial resources for the NSAs. Nonetheless, this also provides impetus for MOC to play an advocacy role by partnering with NSAs to lobby the Ministry of Finance for corporate tax incentives for sports sponsors to unlock private sector funding.

Economic factors

Currently, MOC does not have the capacity to generate resources to fund its daily operations and programmes. Its funding primarily comes from the Olympic Solidarity and other international partners such as the Commonwealth Games Federation. Similarly, NSAs in Malawi have very limited capacity to generate resources for their operations. Consequently, they depend on the Government, MOC, and international federations for financial and technical support. Due to global economic challenges and government-wide austerity measures, Government subvention for most NSAs, particularly those overseeing minority sports, is inadequate. A volatile economic environment has also resulted in reduced investment in the sports sector by the private sector. All these factors have created a challenging economic environment for sports development. Ultimately, MOC and Olympic Solidarity grants have become more crucial than ever to the financial well-being of the sports ecosystem, particularly among minority NSAs.

Nevertheless, the challenging economic environment, particularly forex shortages, presents an opportunity to the MNCS, MOC and NSAs to collaborate in convincing the Government of the role of sports in generating foreign currency through international hosting, which aligns with the

government's economic recovery. This, however, requires initial capital investment from the Government.

Social factors

Malawi's youthful population presents an opportunity to develop the sports sector. Most young and middle-aged people are increasingly interested in sports, physical fitness, and recreation as both participants and spectators. The growing public awareness and acceptance of gender equality and social inclusion (GESI) also align with MOC's women-in-sport and safeguarding programmes and Olympic values of people welfare, ethics, and integrity. There is also renewed debate to reintroduce physical education (PE) as an examinable subject in the school curriculum, which could help rebuild the school-to-elite-athlete pathway. The increasing prevalence of mental health challenges and other social ills, such as gambling and drug abuse, among young people also positions sport among the accessible and affordable first-line solutions.

Despite the opportunities, some sociocultural challenges persist. Sports careers are not widely considered rewarding and elite in Malawi, leading to "talent flight" as the best minds are traditionally inclined to pursue academic careers. This attitude also extends to most athletes (particularly in minority sports) and sports administrators who participate casually, while pursuing established careers elsewhere. It is incumbent, therefore, on MOC and other stakeholders, including MNCS, the Ministry of Education, and NSAs, to promote sport not only as a competitive pursuit but also as a rewarding career and tool for social change. This has the potential to attract non-traditional funding partners (e.g. CSOs and development partners), as observed in other sectors such as music and theatre.

Technological factors

The rise of digital tools and platforms presents MOC and its partners with the chance to improve their operations. As the MNCS is developing a comprehensive database for athletes and coaches, MOC could assist NSAs in enhancing their IT systems to be interoperable with the Council's to avoid data silos. This will help MOC and its partners track athlete development and prevent duplication of funding and age cheating. Digital tools could also help MOC enhance its research and affiliate monitoring capabilities. However, internet costs, limited connectivity, particularly in rural areas, and limited digital literacy among athletes and administrators could limit the uptake of digital technologies.

At the broader level, while the Government is expanding national and district-level sports infrastructure (e.g. stadia), there is a lack of high-performance facilities and modern athlete performance systems. MOC could work with its partners to advocate for the required facilities and systems in the government-funded infrastructure.

Environmental factors

Sport is a potential tool for driving change and addressing societal challenges, such as climate change and youth delinquency. MOC and its partners can use sport to raise awareness and mobilise resources towards environmental initiatives, such as tree planting, waste recycling, and student athlete mentorship programmes. By supporting these initiatives, MOC and its partners could help athletes and administrators unlock future opportunities after their sporting careers. Furthermore, extreme weather conditions may disrupt event planning and execution, and expose athletes, officials and spectators to physical harm. Public sports facilities, such as training grounds and stadia, also require significant maintenance costs due to physical damage during extreme weather events, such as cyclones.

Legal factors

There are several legal and regulatory issues that MOC should address to achieve its aspirations in the next planning period. First, there is an “apparent overlap” between MOC’s mandate for the Commonwealth Games and the provisions of the MNCS Act. MOC also lacks an enforceable accountability framework for NSAs, as there are no binding performance contracts or sanctions to compel the NSAs to comply with standards. An emerging issue worth noting is that the MNCS “September 2022 Guidelines” are now the law. Therefore, MOC must treat NSA compliance as a legal prerequisite for support (e.g. funding, capacity building, and scholarships). This presents MOC with the basis for developing its own compliance and accountability framework for the NSAs. The framework could also include dispute resolution guidelines, since unresolved disputes can damage MOC’s image and disrupt programming. It is also important for MOC to formalise its relationship with MNCS through a memorandum of understanding. The formal agreement can help reduce misunderstandings and duplication of efforts.

STRATEGIC PILLARS

SP1: Governance & Leadership for Impact Delivery

SP2: Athlete Development & Sporting Excellence

SP3: Capacity Development

SP4: Partnership, Collaboration and Engagement

SP5: Financial Sustainability

SP6: Olympic Legacy

ACTION PLAN

Governance & Leadership for Impact Delivery

- To strengthen governance frameworks and leadership capacity within MOC and its key stakeholders to ensure effective coordination, accountability, and delivery of high-performance sport outcomes in a dynamic sports environment.

Athlete Development & Sporting Excellence

- To establish integrated and structured athlete development pathways that strengthen early talent identification, enhance progression from grassroots to elite levels, and improve Malawi's competitiveness in regional, continental, and global sporting events.

Capacity Development

- To strengthen the institutional, technical, and human capacity of MOC and National Sports Associations to effectively drive high-performance sport and transition Malawi from participation-based to competitive success at international level.

Partnership, Collaboration & Engagement

- To strengthen coordination, alignment, and collaboration among all stakeholders in the sports ecosystem to ensure integrated talent development, synchronised competition structures, and collective delivery of national sports development objectives.

Financial Sustainability

- To strengthen MOC's capacity to mobilise, diversify, and sustainably manage financial resources to support NSA transformation, athlete development, and the long-term delivery of competitive sport outcomes.

Olympic Legacy

- To leverage Olympic values and sports development initiatives to create inclusive opportunities that empower Malawian youth socially and economically, while positioning MOC to effectively access and utilise Olympic Solidarity resources for community transformation.

STRATEGIC PILLAR ONE:

Governance and Leadership for Impact Delivery

Rationale

MOC operates in a dynamic sports environment that requires strong leadership and effective governance systems. However, existing structural and capacity challenges have limited its ability, alongside key stakeholders, to adapt and deliver on its strategic aspirations. This pillar therefore focuses on strengthening leadership and governance to enhance coordination, accountability, and delivery of the sports excellence agenda.

Overall Goal

To strengthen governance and leadership systems within MOC and its stakeholders, particularly NSAs, by enhancing structures, capacity, and coordination to effectively deliver on the sports excellence agenda.

Strategic Objective 1:

To enhance MOC's leadership and administrative structures and systems

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Strengthen Board composition and governance capacity	1) Conduct a comprehensive Board skills gap analysis using a structured skills matrix (finance, law, marketing, governance, sports science, athlete representation).	❖ Clearly defined skills, qualifications, and experience required for Board membership.	2026 - 2027
		2) Undertake a constitutional review to align Board composition with IOC governance best practices.	❖ Board composition formalised and codified in the MOC Constitution.	2026 - 2027
		3) Introduce diversity and eligibility reforms (gender balance, regional representation, integrity standards, leadership experience).	❖ A competent, diverse, and credible Board capable of evidence-based decision-making.	2026 – 2027
		4) Implement structured induction and Continuous Professional Development (CPD) programmes for Board members.	❖ A well-oriented and high-performing Board responsive to emerging trends in sport governance.	2026 – 2027

Strategic Objective 2:

To enhance MOC's catalytic role through effective coordination with MNCS, NSAs, and Ministry of Youth, Sports and Culture

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Establish a functional and strategic management structure	1) Establish a High-Performance and Technical Department to drive the "Podium Performance Agenda".	❖ Strong coordination of athlete development pathways and performance programmes.	2026 – 2027
		2) Recruit/assign a liaison officer to coordinate sports science support (nutrition, psychology, medical services).	❖ Improved athlete preparation and performance outcomes.	2026 – 2027
		3) Reposition technical roles to focus on logistics management for Team Malawi in major competitions.	❖ Efficient coordination and delivery of international participation logistics.	2026 – 2027
		4) Reposition the Marketing & Communications function into a Commercial and Business Development Unit.	❖ Increased sponsorships, partnerships, and revenue generation opportunities.	2026 – 2028

Strategic Objective 3:

To promote governance compliance and professional management culture within NSAs

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Strengthen governance systems and compliance in NSAs	1) Develop and roll out a standardised NSA Governance Compliance Toolkit (constitutions, financial templates, safeguarding policies, reporting tools).	❖ Improved governance standards and consistency across NSAs.	2026 – 2027
		2) Introduce a shared services model to support smaller NSAs (accounting, administration).	❖ Enhanced operational efficiency and compliance among resource-constrained NSAs.	2026 – 2029
		3) Develop a digital compliance-linked funding system requiring NSAs to meet governance criteria before accessing funding.	❖ Increased accountability, transparency, and compliance.	2026 – 2028
		4) Introduce a performance-based funding model linked to NSA results and compliance.	❖ Improved performance and efficient resource utilisation.	2026 – 2032
		5) Conduct mandatory governance and compliance training for NSA leadership.	❖ Professional and well-managed NSAs with increased stakeholder confidence.	Ongoing

STRATEGIC PILLAR TWO:

Athlete Development & Sporting Excellence

Rationale

Malawi's continued under-performance in regional and international competitions reflects weak and uncoordinated athlete development systems, including poor talent identification and limited progression pathways from grassroots to elite levels. Despite this, the country possesses significant untapped talent, as evidenced by emerging athletes achieving global success. This pillar therefore seeks to strengthen structured athlete development systems to unlock this potential and improve competitive performance.

Overall Goal

To support and strengthen coordinated investments and frameworks that enhance grassroots structures and enable effective athlete development pathways from schools and institutions to National Sports Associations.

Strategic Objective 1:

To support development of systems to enhance early talent identification and ensure seamless transition from grassroots (schools, community) to elite levels

#	Strategies	Activities	Desired Outcomes	Timeline
1	Conduct situational analysis of grassroots sports systems	<ol style="list-style-type: none"> 1) Undertake nationwide assessment of infrastructure, gender inclusion, technical skills, leagues, and databases 2) Engage NSAs to provide sport-specific data 3) Develop national grassroots development report 	<ul style="list-style-type: none"> ❖ Comprehensive national baseline report ❖ Identification of gaps and priority interventions 	2026–2027
2	Facilitate coordination among grassroots institutions	<ol style="list-style-type: none"> 1) Engage District Sports Officers, academies, schools, and NSAs 2) Develop coordination framework for talent identification 3) Establish district and national coordination committees 	<ul style="list-style-type: none"> ❖ Integrated grassroots sports system ❖ Improved coordination among stakeholders 	2026–2028
3	Establish athlete development management systems	<ol style="list-style-type: none"> 1) Develop district, school, and national athlete databases 2) Train stakeholders on data collection and management 3) Integrate systems across MASSA, NSAs, MNCS 	<ul style="list-style-type: none"> ❖ Functional national athlete database ❖ Improved talent tracking and progression 	2026–2029
4	Strengthen collaboration with tertiary institutions (TESSAM)	<ol style="list-style-type: none"> 1) Develop tertiary-level athlete database 2) Provide technical support to institutions 3) Align tertiary sports with NSA pathways 	<ul style="list-style-type: none"> ❖ Strengthened transition from school to elite level ❖ Improved athlete retention 	2026–2029

#	Strategies	Activities	Desired Outcomes	Timeline
5	Integrate MDF and MPS athlete systems	<ol style="list-style-type: none"> 1) Align institutional athlete programmes with NSA systems 2) Integrate MDF and MPS athlete data into national database 3) Involve NSAs in institutional competitions 	<ul style="list-style-type: none"> ❖ Unified national athlete pipeline ❖ Increased talent pool for national teams 	2026–2029
6	Support NSA Athlete Development Plans	<ol style="list-style-type: none"> 1) Develop and monitor NSA-specific athlete development plans 2) Track athlete progression and technical staff continuity 3) Standardise development frameworks across sports 	<ul style="list-style-type: none"> ❖ Structured athlete pathways ❖ Reduced bias in athlete selection ❖ Improved technical continuity 	2026–2032

Strategic Objective 2:

To support NSAs to transition from participation (solidarity) to competitive performance at regional and continental levels

#	Strategies	Activities	Desired Outcomes	Timeline
1	Strengthen athlete progression tracking systems	<ol style="list-style-type: none"> 1) Maintain and update athlete databases 2) Develop athlete monitoring dashboards 3) Align data with competition pathways 	<ul style="list-style-type: none"> ❖ Accurate athlete progression tracking ❖ Data-driven decision making 	2026–2033
2	Support NSA athlete and technical development strategies	<ol style="list-style-type: none"> 1) Develop career pathways for athletes 2) Conduct technical staff census (coaches, referees, medical) 3) Develop accreditation and training programmes 4) Partner with international federations 	<ul style="list-style-type: none"> ❖ Skilled technical bench ❖ Clear athlete career pathways ❖ Improved performance standards 	2026–2030
3	Strengthen competitive structures and exposure	<ol style="list-style-type: none"> 1) Develop league systems across sports codes 2) Organise national tournaments (MASSA, MNCS, Presidential) 3) Facilitate friendly matches (regional) 4) Ensure NSA participation in competitions 	<ul style="list-style-type: none"> ❖ Increased competition opportunities ❖ Improved athlete readiness ❖ Competitive environment established 	2026–2032
4	Increase NSA participation in regional and continental competitions	<ol style="list-style-type: none"> 1) Share competition calendars (Region 5, Africa Games etc.) 2) Support NSA participation financially and technically 3) Monitor participation and performance metrics 	<ul style="list-style-type: none"> • Increased number of participating NSAs • Enhanced international competitiveness 	2026–2032
5	Set and monitor NSA performance targets	<ol style="list-style-type: none"> 1) Analyse past performance (3–5 years) 2) Develop sport-specific targets (medals, rankings) 	<ul style="list-style-type: none"> • Clear performance benchmarks 	2026–2032

#	Strategies	Activities	Desired Outcomes	Timeline
		3) Monitor and evaluate progress annually	<ul style="list-style-type: none"> Improved accountability and results 	

Strategic Objective 3:

To support preparation of Team Malawi for competitive participation at global level (Commonwealth, Olympic Games)

#	Strategies	Activities	Desired Outcomes	Timeline
1	Strengthen merit-based athlete selection systems	<ol style="list-style-type: none"> 1) Use athlete database and performance metrics 2) Ensure transparent and inclusive selection processes 3) Engage all stakeholders (MoYSC, MNCS, NSAs, MOC) 	<ul style="list-style-type: none"> ❖ Fair and transparent selection ❖ Best athletes selected for competition 	2026–2033
2	Develop Team Malawi preparatory programmes	<ol style="list-style-type: none"> 1) Develop 6–12-month training camps before competitions 2) Mobilise funding (government, sponsors) 3) Provide technical and medical support 4) Align preparation with international standards 	<ul style="list-style-type: none"> ❖ Well-prepared athletes ❖ Improved performance at global events 	2026–2032 (aligned to Olympic cycles)
3	Set and achieve global competition targets	<ol style="list-style-type: none"> 1) Define medal and qualification targets 2) Monitor performance during competitions 3) Conduct post-event evaluations 4) Adjust development strategies accordingly 	<ul style="list-style-type: none"> ❖ Increased qualification rates ❖ Breakthrough medal achievements 	2026–2032
4	Strengthen international exposure and benchmarking	<ol style="list-style-type: none"> 1) Participate in international competitions 2) Facilitate athlete exchange programmes 3) Benchmark against leading nations 	<ul style="list-style-type: none"> ❖ Improved athlete confidence and competitiveness ❖ Exposure to global standards 	2026–2033 (On going)

STRATEGIC PILLAR THREE:

Capacity Development

Rationale

Malawi's continued under-performance at international level is partly due to weak and uncoordinated capacity development across the sports sector. To transition from participation-based to competitive performance, there is a need to strengthen institutional, technical, and human capacity to support high-performance sport and deliver improved results.

Overall Goal

To strengthen MOC's capacity to effectively support and guide NSAs towards improved performance and competitive participation in elite international competitions.

Strategic Objective 1:

To enable MOC have sufficient mix of skills, experience, and competencies at Board and Secretariat level to provide strategic leadership for NSA transformation

#	Strategies	Activities	Desired Outcomes	Timeline
1	Leverage Board– Secretariat relationship	<ol style="list-style-type: none"> 1) Conduct annual Board induction and orientation workshops 2) Develop board-management engagement framework 3) Introduce performance contracts for Secretariat staff 	<ul style="list-style-type: none"> ❖ Improved governance cohesion ❖ Clear accountability and performance culture ❖ Effective board oversight 	2026–2027 (continuous annually)
2	Develop Secretariat competencies in critical areas	<ol style="list-style-type: none"> 1) Conduct capacity building workshops in: <ul style="list-style-type: none"> • Athlete development & sports science • Athlete data management systems • Financial management • Resource mobilization 2) Develop internal training manuals 	<ul style="list-style-type: none"> ❖ Skilled Secretariat capable of supporting NSAs ❖ Improved programme delivery ❖ Enhanced athlete development systems ❖ Improved resource mobilization 	2026–2028
3	Facilitate development of accredited sports professional courses	<ol style="list-style-type: none"> 1) Map local and international training programmes 2) Develop certification pathways (Certificate → Diploma → Advanced Diploma) 3) Engage NCHE, TEVETA, IOC, Universities- Develop new programmes (sports medicine, psychology, nutrition) 	<ul style="list-style-type: none"> ❖ Structured sports career pathways ❖ Increased number of certified professionals ❖ Professionalisation of sports sector 	2026–2030

#	Strategies	Activities	Desired Outcomes	Timeline
4	Develop grassroots coaching capacity	<ol style="list-style-type: none"> 1) Collaborate with MOEST to integrate coaching into PE curriculum 2) Train PE teachers as certified coaches 3) Partner with MASSA for certification uptake 	<ul style="list-style-type: none"> • Increased number of certified grassroots coaches • Improved talent identification and development 	2026–2029
5	Enhance sports volunteer capacity	<ol style="list-style-type: none"> 1) Develop national volunteer training framework 2) Introduce certification for sports volunteers 3) Create volunteer database 	<ul style="list-style-type: none"> • Skilled volunteer workforce • Improved event and programme delivery 	2026–2028
6	Access international scholarships for athletes	<ol style="list-style-type: none"> 1) Identify global scholarship opportunities 2) Partner with foreign institutions 3) Establish athlete scholarship desk within MOC 	<ul style="list-style-type: none"> • Increased international exposure • Enhanced athlete development pathways 	2026–2033 (continuous)

Strategic Objective 2:

To support capacity building initiatives that enable NSAs to transition to competitive international performance

#	Strategies	Activities	Desired Outcomes	Timeline
1	Conduct NSA performance evaluation	<ol style="list-style-type: none"> Undertake national NSA skills gap assessment Develop tailored capacity development plans for each NSA 	<ul style="list-style-type: none"> Evidence-based interventions Improved NSA operational efficiency 	2026–2027
2	Upgrade technical bench capacity	<ol style="list-style-type: none"> Audit qualifications of coaches, officials, medical staff Develop accreditation roadmap with international federations Facilitate certification programmes 	<ul style="list-style-type: none"> Fully accredited technical teams Improved athlete performance outcomes 	2026–2030
3	Strengthen NSA administrative capacity	<ol style="list-style-type: none"> Deliver training in: <ul style="list-style-type: none"> Strategic management Financial management Governance Marketing & PR Develop NSA governance toolkits 	<ul style="list-style-type: none"> Professional NSA administration Improved governance and compliance 	2026–2029
4	Build capacity for league and competition management	<ol style="list-style-type: none"> Conduct situational analysis of leagues Develop training programmes in: <ul style="list-style-type: none"> League management Event management Facility operations 	<ul style="list-style-type: none"> Functional national leagues- Increased competition frequency Improved athlete exposure 	2026–2030

#	Strategies	Activities	Desired Outcomes	Timeline
5	Expand athlete scholarship opportunities	1) Develop partnerships with universities abroad 2) Establish athlete scholarship fund 3) Track athlete progress	❖ High-performance athlete pipeline ❖ Increased elite athlete pool	2026–2033
6	Strengthen performance monitoring systems	1) Develop NSA performance dashboards 2) Introduce quarterly reporting frameworks 3) Align monitoring tools with Olympic cycles	❖ Data-driven decision making ❖ Improved accountability and performance tracking	2026–2033

Strategic Objective 3:

To enhance preparedness for effective participation at international competitions

#	Strategies	Activities	Desired Outcomes	Timeline
1	Enhance athlete and entourage preparedness	1) Conduct pre-games training camps 2) Provide training for technical teams (coaches, managers, medical staff) 3) Develop competition readiness guidelines	❖ Improved athlete readiness ❖ Professional athlete support systems	2026–2033
2	Strengthen NSA training programmes	1) Align NSA training programmes with international federation standards 2) Provide funding support for training camps 3) Monitor compliance with global standards	❖ Competitive athletes at international level ❖ Increased qualification rates	2026–2032 (aligned to Olympic cycles)
3	Improve competition exposure	1) Facilitate participation in regional and international competitions 2) Organise friendly matches and tournaments 3) Support athlete exchange programmes	❖ Increased athlete exposure ❖ Enhanced competitiveness	2026–2033

STRATEGIC PILLAR FOUR:

Partnership, Collaboration & Engagement

Rationale

The sports ecosystem in Malawi is characterised by fragmented and uncoordinated efforts among key stakeholders, leading to weak talent tracking and development. Disjointed competition calendars and limited collaboration among institutions hinder effective monitoring of athlete progression, necessitating stronger coordination and partnership across the sector.

Overall Goal

To strengthen collaboration and coordination among all stakeholders to align efforts towards achieving national sports development objectives.

Strategic Objective:

To enable MOC support development and influence frameworks that facilitate effective cooperation among all key stakeholders in the sports ecosystem

#	Strategies	Activities	Desired Outcomes	Timeline
1	Develop a thematic agenda for partnerships with key stakeholders (MoYSC, MNCS, Embassies, NGOs, Private Sector)	<ol style="list-style-type: none"> 1) Develop national partnership framework aligned to sports priorities 2) Engage stakeholders through consultative forums 3) Develop concept notes for funding and partnerships (scholarships, infrastructure, tax reforms) 4) Lobby for inclusion of sports in National Lottery funding 	<ul style="list-style-type: none"> ❖ Coordinated national sports agenda ❖ Increased funding and partnerships ❖ Improved access to scholarships and infrastructure development 	2026–2028
2	Engage Ministry of Youth, Sports and Culture to strengthen enabling policy frameworks	<ol style="list-style-type: none"> 1) Advocate for development/ implementation of National Sports Development Strategy 2) Establish National Sports Coordination Committee (MoYSC, MNCS, MOC, NSAs, MOEST, Local Government)- Integrate sports into Vision 2063 priorities 	<ul style="list-style-type: none"> ❖ Strong policy environment ❖ Improved coordination across sectors ❖ Enhanced national sports visibility and prioritisation 	2026–2028
3	Secure land for Malawi Olympic Village	<ol style="list-style-type: none"> 1) Engage MoYSC and MNCS for land allocation 2) Conduct feasibility and planning studies 3) Develop concept and business model for Olympic Village 	<ul style="list-style-type: none"> ❖ Land secured for Olympic Village ❖ Foundation for high-performance infrastructure development 	2026–2028

#	Strategies	Activities	Desired Outcomes	Timeline
4	Strengthen collaboration with schools (MASSA) for grassroots sports development	<ol style="list-style-type: none"> 1) Develop School Sports Development Framework- Establish talent identification systems 2) Develop school-level competition structures (district → national) 3) Create athlete database from schools 	<ul style="list-style-type: none"> ❖ Structured grassroots development system ❖ Increased talent identification and tracking ❖ Improved transition from school to elite sport 	2026–2030
5	Engage media and public stakeholders to promote sports	<ol style="list-style-type: none"> 1) Conduct media sensitisation workshops- Develop national sports awareness campaigns 2) Profile successful athletes and sports careers 3) Promote sports as a viable profession 	<ul style="list-style-type: none"> ❖ Increased sports participation and viewership ❖ Positive mindset shift towards sports careers ❖ Enhanced national support for sports development 	2026–2029
6	Formalise MOC-MNCS collaboration framework	<ol style="list-style-type: none"> 1) Develop MoU defining roles and responsibilities 2) Establish joint planning and reporting mechanisms 3) Conduct quarterly coordination meetings 4) Align athlete development and competition programmes 	<ul style="list-style-type: none"> ❖ Clear institutional roles ❖ Reduced duplication of efforts ❖ Improved NSA performance outcomes 	2026–2027 (establishment), ongoing
7	Strengthen collaboration with International Sports Associations	<ol style="list-style-type: none"> 1) Engage world federations through NSAs 2) Develop proposals for technical support 3) Secure funding for equipment and training programmes 4) Facilitate coach development initiatives 	<ul style="list-style-type: none"> ❖ Increased technical and financial support ❖ Improved standards across NSAs ❖ Enhanced competitiveness in priority sport codes 	2026–2032

#	Strategies	Activities	Desired Outcomes	Timeline
8	Collaborate with MDF, Malawi Police, and TESSAM	<ol style="list-style-type: none"> 1) Integrate athlete data into national database 2) Align institutional competition calendars 3) Involve NSAs in institutional competitions 4) Develop shared athlete development pathways 	<ul style="list-style-type: none"> ❖ Comprehensive national athlete database ❖ Improved talent tracking ❖ Increased collaboration across institutions 	2026 – 2029
9	Engage tertiary institutions for sports education development	<ol style="list-style-type: none"> 1) Partner with universities (MZUNI, MUST, KUHES) 2) Introduce new sports-related programmes 3) Align curricula with IOC and global standards 4) Promote research in sports science disciplines 	<ul style="list-style-type: none"> ❖ Increased availability of sports professionals ❖ Strengthened sports science ecosystem ❖ Improved athlete support systems 	2026–2032

STRATEGIC PILLAR FIVE:

Financial Sustainability

Rationale

Despite having significant sporting talent, Malawi's performance at regional and international levels remains limited due to inadequate investment and over-reliance on volunteer-driven systems. While some sports have shown promising progress, many still lack the resources and structures needed for competitive success. This places increasing pressure on MOC, highlighting the critical need for sustainable financing to support NSA transformation and long-term sports development.

Overall Goal

To secure sustainable financial resources to support the implementation of the strategic plan and drive the transformation of National Sports Associations.

Strategic Objective 1:

To ensure that MOC develops capacity to mobilise sufficient and sustainable financial resources to support the strategic plan

#	Strategies	Activities	Desired Outcomes	Timeline
1	Diversify MOC's resource generation capacity	<ol style="list-style-type: none"> 1) Develop comprehensive annualised Strategic Plan budget for 2026-2033 2) Prepare annual operational budgets aligned to strategic priorities 3) Develop Resource Mobilisation Strategy (mapping thematic areas to funders) 4) Establish Resource Mobilisation Unit within MOC 	<ul style="list-style-type: none"> ❖ Clear financial projections for implementation ❖ Diversified funding portfolio ❖ Sustainable financing framework established 	2026–2027 (establishment), ongoing
2	Access Olympic Solidarity funding (2024–2032 cycle and beyond)	<ol style="list-style-type: none"> 1) Develop high-quality proposals targeting Olympic Solidarity windows 2) Align proposals to priority areas (Olympic Village, capacity building, high performance) 3) Strengthen proposal development capacity within MOC 	<ul style="list-style-type: none"> ❖ Increased funding from Olympic Solidarity ❖ Improved programme implementation capacity 	2026–2032 (aligned to Olympic cycles)
3	Develop new income streams through marketing and media partnerships	<ol style="list-style-type: none"> 1) Design national sports awareness and branding campaigns 2) Negotiate broadcasting rights with media houses 3) Develop digital content monetisation platforms 4) Partner with sponsors for event branding rights 	<ul style="list-style-type: none"> ❖ Increased revenue from media and marketing ❖ Enhanced visibility of Olympic sports ❖ Strong MOC brand positioning 	2026–2030
4	Strengthen corporate sponsorship and partnerships	<ol style="list-style-type: none"> 1) Develop corporate sponsorship packages (Team Malawi, events, infrastructure) 2) Engage private sector through structured partnership forums 	<ul style="list-style-type: none"> ❖ Increased private sector investment in sports ❖ Reduced reliance on donor funding ❖ Sustainable corporate partnerships 	2026–2033

#	Strategies	Activities	Desired Outcomes	Timeline
		<ul style="list-style-type: none"> 3) Establish sponsorship tiers (gold, silver, bronze) 4) Secure funding for major competitions and events 		
5	Introduce cost-sharing for professional development programmes	<ul style="list-style-type: none"> 1) Set fee structures for sports management and coaching programmes 2) Introduce subsidised training models 3) Partner with institutions for co-funded training programmes 4) Expand online/distance learning courses 	<ul style="list-style-type: none"> ❖ Increased revenue from training programmes ❖ Expanded access to professional development ❖ Sustainable training delivery model 	2026–2029
6	Strengthen financial prudence and commercialisation initiatives	<ul style="list-style-type: none"> 1) Enforce strict budget adherence and financial controls 2) Improve procurement efficiency and contract management 3) Commercialise MOC facilities (office space, training venues) 4) Lease equipment and assets (where applicable) 5) Develop business model for Olympic Village (self-sustaining) 	<ul style="list-style-type: none"> ❖ Efficient utilisation of resources ❖ Reduced wastage and financial leakages ❖ Increased internally generated revenue 	2026–2033

Strategic Objective 2:

To promote a financial management culture of prudent utilisation of resources among all beneficiaries (NSAs)

#	Strategies	Activities	Desired Outcomes	Timeline
1	Develop and enforce funding policy guidelines for NSAs	<ol style="list-style-type: none"> 1) Develop NSA funding policy framework 2) Define funding eligibility criteria (compliance, governance, reporting) 3) Conduct training on financial management for NSAs 4) Monitor adherence to funding conditions 	<ul style="list-style-type: none"> ❖ Increased financial accountability among NSAs ❖ Improved governance and compliance ❖ Transparent allocation of resources 	2026–2027 (establishment), ongoing
2	Strengthen NSA financial capacity and sustainability	<ol style="list-style-type: none"> 1) Provide training in resource mobilisation and sponsorship development 2) Introduce performance-based funding model 3) Support NSAs to develop income-generating projects 4) Facilitate partnerships between NSAs and sponsors 	<ul style="list-style-type: none"> ❖ Reduced dependency on MOC funding ❖ Increased NSA financial independence ❖ Sustainable NSA operations 	2026–2032
3	Strengthen financial reporting and accountability systems among NSAs	<ol style="list-style-type: none"> 1) Introduce standardised financial reporting templates 2) Require quarterly and annual financial reports 3) Conduct audits and compliance reviews 	<ul style="list-style-type: none"> ❖ Improved transparency and accountability ❖ Reliable financial data for decision-making ❖ Reduced financial mismanagement risks 	2026–2033

#	Strategies	Activities	Desired Outcomes	Timeline
		4) Develop digital financial tracking systems		
4	Promote performance-based funding allocation to NSAs	1) Develop funding allocation criteria linked to performance 2) Reward high-performing NSAs 3) Introduce incentives for compliance and results 4) Align funding to strategic priorities	<ul style="list-style-type: none"> ❖ Improved performance across NSAs ❖ Efficient use of resources ❖ Motivation for results-driven culture 	2026–2033

STRATEGIC PILLAR SIX:

Olympic Legacy

Rationale

Aligned to Vision 2063, which promotes a youth-centred and self-reliant nation, MOC recognises sport as a critical pathway to address youth unemployment and limited economic opportunities. Where access to sport has been provided, significant talent has emerged, with some athletes achieving global success. In this context, MOC seeks to leverage the Olympic Solidarity Movement, anchored on Olympic Values, inclusion, and community development, to harness sport as a tool for empowering youth and transforming livelihoods, supported by increased funding and targeted initiatives for National Olympic Committees and communities.

Overall Goal

To promote Olympic values and empower youth as agents of change, while positioning MOC to access Olympic Solidarity resources to enhance their social and economic wellbeing through sport.

Strategic Objectives 1:

To document and promote the role and impact of the Olympic Solidarity Movement in advancing Olympic values and positioning sport as a key driver of community transformation in Malawi.

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Support the establishment of an Olympic Village Sports Development Centre (OVSDC) as a sustainable legacy initiative, providing multi-sport training facilities and camp sites to enhance access, athlete development, and community engagement across Olympic and non-Olympic sports.	<ol style="list-style-type: none"> 1) Engage the Ministry of Youth, Sports and Culture to allocate land for the construction of the Olympic Village Sports Development Centre near the Griffin Saenda Sports Complex. 2) Establish a multi-stakeholder taskforce comprising the Ministry of Youth, Sports and Culture, MNCS, MOC, NSAs, and the private sector to oversee the conceptualisation, development, and operationalisation of the facility. 	<ul style="list-style-type: none"> ❖ A strategically located facility established in proximity to key national sports infrastructure, including Bingu National Stadium (BNS) and the Griffin Saenda Sports Complex, to maximise accessibility and utilisation. 	2026 - 2033
2	The proposed Olympic Village Sports Development Centre (OVSDC) will be developed as a multi-purpose facility comprising high-performance training and camping infrastructure, affordable accommodation for athletes across multiple sports codes, and a sustainable business model to	<ol style="list-style-type: none"> 1) Conduct a land suitability assessment around the Griffin Saenda Sports Complex and identify alternative sites, if necessary, including areas near the Kamuzu Institute for Sports. 2) Undertake an infrastructure gap analysis for all Olympic sports codes to determine facility and equipment needs.3) Identify, design, and cost 	<ul style="list-style-type: none"> ❖ Confirmed availability and suitability of land for the proposed facility. ❖ Identification of alternative site(s) where necessary. ❖ Clearly defined requirements for equipment and training facilities across sports codes. 	2026 - 2033

#	Strategies	Specific Activities	Desired Outcomes	Timeline
	ensure long-term financial viability.	the required training facilities for each Olympic sport.4) Engage consultants to develop a sustainable business and operational model for the Olympic Village Sports Development Centre.	❖ Development of a sustainable and viable business model for long-term operation of the facility.	
3	Develop a proposal that targets a financial window in the 2026 - 2033 Olympic Solidarity funding earmarked for developing capacities of NOCs and offering access to sports facilities to the community to accommodate the proposed OVSDC	1) Engage a consultant to develop the proposal for submission to Olympic Solidarity Movement	❖ Approval and successful funding of the proposal by Olympic Solidarity.	2026 - 2028
4	Collaborate with National Sports Associations to engage their respective international federations in mobilising support for specialised equipment and sport-specific facility development.	1) Engage individual National Sports Associations to lead advocacy and lobbying efforts with their respective international federations to fund specialised equipment and facilities. 2) Strengthen the capacity of NSAs to develop and present effective funding proposals and pitches to their international federations.	❖ Increased support from International Sports Associations for the provision of specialised equipment and sport-specific training facilities for National Sports Associations.	2026 - 2030

Strategic Objective 2:

To promote sport as a tool for transforming societal mindsets and creating inclusive opportunities for rural youth.

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Support and influence multi-sectoral consultations with the Ministry of Youth, Sports and Culture, Ministry of Education, and Local Government to facilitate the adoption and implementation of a mandatory school sports programme.	<ol style="list-style-type: none"> 1) Engage the MNCS to establish a joint advocacy platform to lobby for the adoption and implementation of mandatory school sports programmes. 	<ul style="list-style-type: none"> ❖ Formal adoption and implementation of a mandatory school sports programme at national level. 	On-going
2	Support capacity building workshops for District Sports Officers, headteachers, and PE instructors	<ol style="list-style-type: none"> 1) Conduct nationwide assessment of challenges affecting school sports at divisional, district, and school levels. 2) Organise consultative workshops with MoYSC, MOEST, MNCS, and NSAs to develop solutions. 3) Develop and disseminate a School Sports Operational Framework. 	<ul style="list-style-type: none"> ❖ A standardised and functional framework guiding implementation of school sports programmes nationwide. 	2026 – 2028
3	Introduce incentives for school sports excellence	<ol style="list-style-type: none"> 1) Develop criteria for identifying top-performing schools in sports. 2) Design incentive packages (ICT equipment, sports gear, facility upgrades). 3) Partner with private sector for sponsorship of school awards. 	<ul style="list-style-type: none"> ❖ Increased motivation and participation of schools in sports programmes. 	2026 – 2029

#	Strategies	Specific Activities	Desired Outcomes	Timeline
4	Establish female athlete mentorship programme	<ol style="list-style-type: none"> 1) Identify and profile elite Malawian female athletes. 2) Develop mentorship programmes linking elite athletes to schools. 3) Produce media content (TV, radio, social media campaigns). 	❖ Enhanced participation and empowerment of girls in sport.	2026 – 2030
5	Promote girls’ participation in male-dominated sports	<ol style="list-style-type: none"> 1) Identify priority sports codes (football, tennis, boxing, etc.). 2) Develop targeted empowerment programmes with NSAs. 3) Organise girls-only competitions and training camps. 	❖ Provision of opportunities for girls to participate in designated sports codes Increased participation of girls in male-dominated sports	2026 – 2030
6	Roll-out national sports awareness campaign	<ol style="list-style-type: none"> 1) Develop national communication strategy on sport benefits. 2) Partner with media houses for regular programming. 3) Use community radios for grassroots outreach. 	❖ Increased public awareness of the value of sport in education and development.	2026 – 2030
7	Institutionalise Olympic Commemoration Day	<ol style="list-style-type: none"> 1) Develop national calendar for annual Olympic Day celebrations. 2) Rotate hosting across educational divisions. 3) Integrate talent identification activities during events. 	❖ Widespread promotion of Olympic values and structured talent identification opportunities.	2026 – 2033 (annual)

Strategic Objective 3:

To promote community “sport for all” initiatives

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Engage the Ministry of Youth, Sports and Culture to Integrate Sport for All agenda into the national sports policy	<ol style="list-style-type: none"> 1) Facilitate stakeholder consultations including vulnerable groups. 2) Advocate for inclusion in National Sports Policy. 	❖ Inclusive national sports policy addressing all population groups.	2026 – 2028
2	Support community-based sports initiatives	<ol style="list-style-type: none"> 1) Partner with NGOs, faith-based organisations, and academies. 2) Develop community outreach programmes. 	❖ Active community participation in sports programmes.	2026 – 2033 (On going)
3	Extend Olympic Day to refugee communities	<ol style="list-style-type: none"> 1) Organise joint sporting activities at Dzaleka Refugee Camp. 2) Facilitate participation of surrounding communities. 	❖ Improved social cohesion and inclusion.	2026 – 2030
4	Promote participation of persons with disabilities	<ol style="list-style-type: none"> 1) Partner with disability organisations and NSAs. 2) Develop inclusive sports programmes and competitions. 3) Provide adaptive sports equipment and training. 	❖ Increased participation of persons with disabilities in sport.	2026 – 2032

Strategic Objective 4:

To institutionalise anti-doping culture to ensure a clean sport and protection of vulnerable athletes from vices on drug use

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	MOC to adopt and publicise IOC zero-tolerance policy against use of drugs in sports	<ol style="list-style-type: none"> 1) MOC to ensure that all NSAs incorporate a zero-tolerance culture in their constitutions as well as in training programs 2) NSAs arrange testing of their athletes as eligibility for global competitions 	<ul style="list-style-type: none"> ❖ MOC and affiliate NSAs adopt zero-tolerance policies against use of drugs in sports ⊖ Reduced number of athletes involved in drug use in sport 	On-going (as part of NSA compliance)
2	Engage and capacitate tertiary institution involved in training sports administrators to develop and deliver an IOC certified Anti-Doping course which meets World Anti-Doping Agency standards	<ol style="list-style-type: none"> 1) Adapt IOC Anti-doping policies to align with our local environment. 2) Capacitate local training-of-trainers 	<ul style="list-style-type: none"> ❖ MOC collaborates with at least one tertiary institution to develop and deliver an IOC certified anti-doping course to sports administrators, officials, and athletes drawn from various sports codes 	On-going
3	Motivate NSAs' administrators, coaches and athletes to undertake the anti-doping course and institutionalise implementation as a pre-requisite for accessing funding from MOC	<ol style="list-style-type: none"> 1) Explicit pre-requisite for MOC's funding of NSA 2) MOC considers offering scholarships for training of administrators, coaches, officials and athletes 	<ul style="list-style-type: none"> ❖ NSA administrators, coaches, officials and athletes trained in anti-doping courses. ❖ NSAs compliant with MOC requirements on anti-doping policies. 	On-going

#	Strategies	Specific Activities	Desired Outcomes	Timeline
4	Establish anti-doping testing facility	<ol style="list-style-type: none"> 1) Conduct feasibility study for national testing laboratory. 2) Partner with tertiary institutions and medical facilities. 3) Secure funding and technical support. 	<ul style="list-style-type: none"> ❖ Full compliance of NSAs with anti-doping regulations and increased awareness among athletes and officials. ❖ A fully operational anti-doping testing facility. 	2027 - 2029

Strategic Objective 5:

To institutionalise safeguarding systems that protect athletes and all stakeholders from harassment, abuse, and exploitation in sport.

#	Strategies	Specific Activities	Desired Outcomes	Timeline
1	Build institutional safeguarding capacity within MOC	<ol style="list-style-type: none"> 1) Appoint a designated Safeguarding Officer within MOC. 2) Enrol the officer in an IOC-certified Safeguarding course. 3) Establish internal safeguarding policies and guidelines aligned to IOC standards. 	<ul style="list-style-type: none"> ❖ A certified Safeguarding Officer recognised by IOC. ❖ Functional safeguarding structures within MOC. ❖ Institutional safeguarding policy framework established. 	2026 – 2027
2	Establish safeguarding governance and coordination structures	<ol style="list-style-type: none"> 1) Develop and operationalise a Safeguarding Framework for MOC and NSAs. 2) Integrate safeguarding requirements into NSA compliance systems. 3) Designate safeguarding focal points within NSAs. 	<ul style="list-style-type: none"> ❖ Coordinated safeguarding structures across MOC and NSAs. ❖ Safeguarding integrated into governance and compliance systems. ❖ Improved accountability across the sports ecosystem. 	2026 – 2028
3	Strengthen safeguarding awareness and education	<ol style="list-style-type: none"> 1) Conduct baseline assessment of safeguarding awareness and risks. 2) Develop safeguarding education materials and toolkits. 3) Roll out national awareness campaigns targeting athletes, coaches, officials, parents, and communities. 	<ul style="list-style-type: none"> ❖ Baseline data to inform safeguarding interventions. ❖ Increased awareness and understanding of safeguarding issues. ❖ Reduced risk of abuse and exploitation in sport. 	2026 – 2033 (Ongoing)

#	Strategies	Specific Activities	Desired Outcomes	Timeline
		4) Integrate safeguarding into training programmes and curricula.		
4	Establish safe and accessible reporting and response systems	<ol style="list-style-type: none"> 1) Develop confidential, user-friendly reporting mechanisms (digital and physical). 2) Establish case management and referral protocols. 3) Train personnel in safeguarding response and case handling. 	<ul style="list-style-type: none"> ❖ Functional and trusted reporting system. ❖ Effective handling and resolution of safeguarding cases. ❖ Increased confidence among athletes and stakeholders. 	2026 – 2028
5	Strengthen partnerships for safeguarding and athlete protection	<ol style="list-style-type: none"> 1) Identify and engage key stakeholders (law enforcement, child protection agencies, NGOs, legal bodies). 2) Develop and sign MoUs with safeguarding partners. 3) Establish referral pathways for specialised support services. 	<ul style="list-style-type: none"> ❖ Strong multi-sectoral partnerships for safeguarding. ❖ Access to specialised support services. ❖ Coordinated response to safeguarding issues. 	2026 – 2028
6	Mainstream safeguarding across all MOC programmes and events	<ol style="list-style-type: none"> 1) Integrate safeguarding standards into competitions, training camps, and events. 2) Include safeguarding compliance as a requirement for funding and participation. 3) Monitor and evaluate safeguarding practices across programmes. 	<ul style="list-style-type: none"> ❖ Safeguarding embedded in all MOC operations. ❖ Reduced cases of harassment and abuse. ❖ Safe and inclusive sporting environment. 	2026 – 2033 (Ongoing)

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