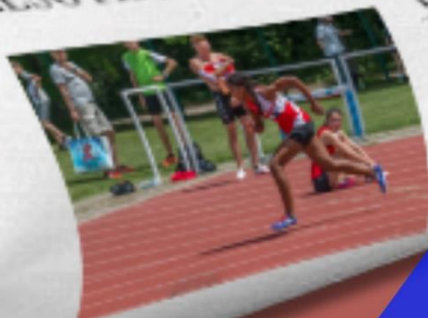




# ... Set The Pace ...

LESOTHO NATIONAL OLYMPIC COMMITTEE



## STRATEGIC PLAN 2017-2024

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## THE MANDATE

The mandate of the Lesotho National Olympic Committee (LNOC) is to promote the fundamental principles of Olympism in Lesotho in accordance with the Olympic Charter, within the framework of sports activity. It further contributes to the diffusion of Olympism in the teaching programmes of physical education and sports in schools and other institutions of higher learning.

The LNOC is also entrusted to organize and develop sports in Lesotho within the framework of good governance using best practices as guided by its governance instruments. The LNOC uses Sport Development and Sport for Development settings to deliver its core business.

Following the 2013 – 2016 quadrennial completion, the LNOC stakeholders gathered together to review and reflect on the previous plan against the four (4) years performance but most importantly; to develop a **Long Term Strategic Plan (2017 – 2024)** to be used as a guiding tool for the next 8 years.

### Stakeholders Composition

The LNOC Board members, members of its secretariat, the Presidents and Secretaries General of all the NFs, Course Directors, the representatives of Government Ministries, Media and the Sponsors developed this strategic plan with the assistance of RL Consulting (Pty) Limited.

## THE LNOC 2017 – 2024 STRATEGIC PLAN FRAMEWORK

### Vision Statement

To be in the rank of top 5 African countries in Olympic and Commonwealth Games.

### Mission Statement

To promote Olympism in Lesotho and establish an environment conducive to excellent podium performance in cooperation with key stakeholders.

### Value Statement

We shall employ *teamwork*, exercise *good governance*, and promote *excellence* in all our relationship with stakeholders.

### Motto!

*...set the pace...*

# **1. POSITION AUDIT AND STRATEGIC PROFILE**

## **1.1 Organisational Internal Environment**

- 1.1.1 LNOC depends on limited funding mostly from the Olympic Solidarity. The funding is to address the sporting programmes to promote performance excellence of the athletes, meanwhile promoting the philosophy of Olympism in Lesotho. The means of funding remains critical to the LNOC as finances remain insufficient to address the programmatic needs of athletes in preparation for and during the Olympic Games, especially when the Government of Lesotho and Corporate donors still contribute fairly minimum towards athletes' welfare while preparing and attending the Games. The power houses being the National Federations (NFs) are still not able to finance their very own administrative costs to function effectively and grant necessary support towards their respective athletes' development programmes, which then warrants the LNOC to charge a very minimal subscription fee especially when sport in Lesotho is generally governed by volunteer administrators.
- 1.1.2 The insufficient funding has impact on adoption of modern technologies which would simplify operations, as well acquisition of materials for proper functioning of the LNOC and sporting community. The LNOC currently has equipment and facilities such as buildings or at least access to buildings, computers, high speed internet, meanwhile the NFs do not have such and that dampens efforts of the organisations as a result of operational gap. Public (state owned) sporting facilities are also in poor condition, let alone to be mostly available in (Maseru) the capital city which then limits other nine (9) districts to have access to proper designed sporting facilities.
- 1.1.3 The LNOC has improved its management processes by properly structuring its secretariat portfolios over recent years; and engaged an office of the Chief Executive Officer (CEO) together with professional senior management team. The Board's role (Executive Committee) has been clearly defined as purely oversight of strategic leadership of the organisation and governance support to the CEO who then remains in charge of the LNOC entire operations holistically. The LNOC recently adopted a process of reviewing its policies, internal

governance structures and business processes from time to time to remain relevant and competitive with the market particularly with those in the same industry. However, the challenge remains on the inadequate approach to regular secretariat and Board capacity buildings (trainings) to be able to benchmark with the best performing; for greater reward of learning from the best. Although the organisation uses Olympic Movement accredited training programmes intensively for the purpose of human capital development particularly for the NFs, the reality is, half the time; the training programmes delivery models do not address the existing operational (organisational) gap needs analysis with the view to building well defined capacity. That in the end still leaves the relationship between the LNOC and NFs not strongly appreciated as they feel the NOC is not giving them the help they need most.

1.1.4 The engagement of professional staff has assisted the effectiveness of the organisation. There is still a need to revisit the structures to ensure that they understand and drive the strategy of the organisation. There still a need to redefine the roles of membership committees (Commissions), with distinct roles for the Board and Secretariat well defined especially on how do they overlap. In some cases there are conflicts as Commissions undertake responsibilities that the Secretariat is of the opinion that they should be undertaken by it. It is apparent that when the restructuring of the Secretariat portfolios was effected and putting in place the office of the CEO, there was no review of functions some of which had been undertaken by Commissions. The role of the Board is strategic oversight, and so are its Commissions more so when all the Commission Directors are literally the Board members only in order to advice the Board of the strategic positioning of the Organisation. There are also numbers of cases where the Board itself undertake the operational functions that should purely remain with the Secretariat.

1.1.5 There are confusions, redundancies and duplication of efforts without value for money assessment given that various organisations are addressing & servicing the same markets as the LNOC. The Lesotho Sports & Recreation Commission (LSRC) is a government owned organisation in charge of implementing government policies on the field of sport and recreation. All the NFs affiliated to the LNOC are also members of the LSRC. There is no clear demarcation of

responsibilities, except for the latest development of Memorandum of Understanding (MoU) which introduces cooperation in the funding, development and execution of programmes but implementation still remains a challenge more so when an MoU is not legally binding. On the other hand, the Ministry responsible for Sport and Recreation also delivers some other sporting programmes targeted to the very same market, not in unison with either the LSRC and/or the LNOC. Lack of synergy between the three (3) mother bodies in Lesotho clearly leaves the athletes at a devastated and critical condition as their programmes are distorted and limited to one particular focus which usually will be funded spontaneously by either or all bodies without concerted efforts to harness each other's effort for the better value.

- 1.1.6 The Olympic and Commonwealth Movements supported the LNOC in many areas, in funding development programmes, access to intellectual properties such as operational frameworks and rights to use of trade marks. The instruments of the Olympic Movement are some of the key documents used in ensuring that the LNOC processes (administrative, governance, operational) and value system are of high standard. The LNOC enjoys a massive support from use of accredited Volunteers to serve as Course Directors of the IOC patronised administration courses such as Advance Sport Management Course (ASMC) and Sport Administration Courses. The organisation has in the recent past reviewed its policies, processes and procedures and has just exposed its Board to good governance training. The recent changes and greater appetite to engage technology are expected to increase effectiveness and efficiency. However the effectiveness of programmes and their long-term impact is yet not measurable, as there is no National Sport & Recreation Policy which goes together with clear Ministerial Strategy to provide guidance, as well as monitoring and evaluation being done. Currently, the monitoring and evaluation framework is none existence within the LNOC. Although the past strategic plan was used in decision making; the Board was not strategic in some elements of its management approach as a result of lack of M&E framework and one, for risk management. Furthermore, the LNOC has an existing database of information that could be used for planning and decision making, however the systems are not

comprehensively integrated, and are insufficient to assess athletes and programmes performance for clear control and strategic direction.

- 1.1.7 Despite some deficiencies and constraints, the goodwill and brand of LNOC still make it an influential sporting organisation in the country and an engine to spread the philosophy of Olympism throughout the country. The poor performance of athletes in the Olympic Games, while their performance in regional events is considerably good severely causes dents on the effectiveness of LNOC. Corporate donors have expressed dissatisfaction on effectiveness of the LNOC as result of not bringing medals home and therefore remain reluctant of their financial support.

## **1.2 Organisational External Environment**

- 1.2.1 The declining global economic performance brings in challenges that could have an effect on global sporting and funding thereof. The most likely organisational global risks for 2017 according to survey conducted by Consulting firm Protiviti are: *Economic conditions, regulatory changes and scrutiny, cyber threats, speed of disruptive innovation, identity and information security, succession challenges with ability to attract and retain talent, Global market and currency volatility, Organisational culture hindering escalation of risk issues, resistance to change operations, and sustaining customer loyalty and retention.* The organisational global risks have a great bearing to organisations such as Olympic Movement and its National Olympic Committees. The LNOC currently has immediate challenges on succession and talent retention, culture and resistance to change, customer (NFs) loyalty and retention, and economic conditions that may paralyse sponsorships and people participation in sports.

- 1.2.2 Economies around the World need to watch out for populist which is likely to sweep through in the western world. The European Union (EU) is likely to come to pieces, after British Exit (Brexit) from the EU, additional Eurozone states such as France, Germany are likely to follow populist views of the right wing leaders and divorce their neighbours. The dominant economies are United States (US), EU in its current combined form, and China. The Protectionist views of the new

US under Donald Trump, his views on Israel and Russia, as well as on NATO, and his promotion of disentangling EU could seriously affect the global economy and possibly to a lower performance. There is uncertainty on depth and magnitude of US fiscal stimulus and the repercussions of trade protectionism for inter-regional trade and its resultant impact on global growth. The multitude of upcoming European elections in 2017 – including the Dutch, French and Germany could extend the global trend of disestablishmentarianism started with BREXIT and Trump election. Geopolitical shocks such as Middle East hotspots, China's over-indebtedness or systemic failure of the European banking system. A disruption in trade between the US and China, in particular, could have dire consequences for the rest of the world. Recent calculations by International Monetary Fund have found that, should the US levy tariffs on China and they retaliated, growth would be 0.2% lower in the US and both imports and exports would drop by 2%. If worldwide tariff and non-tariff barriers increased so that import prices rose 10% over three years, global growth would plummet by 2%.

- 1.2.3 Lesotho may not be ready for any economic downturn with only its five months reserves. There is a decline in capital spending in the National budget for 2016-17, mixed with possible removal of European Union (EU) budget support and the expected decline in Southern African Customs Union (SACU) receipts may threaten any possible growth. As the subset of the global etc. Lesotho is in the midst of political divide which threatens the stability necessary for sound economic activity and growth. The government however remains firm on promoting negotiations and implementing Southern African Development Community (SADC), a regio-political organisation, following instability that led to 2014 snap elections. Political instability is critical to sporting activities and free movement of people (athletes). According to 62<sup>nd</sup> Monetary Policy Committee meeting statement, the current account deficit was 12.6 % of the Gross Domestic Product in the third quarter of 2016/17, and in the same period the Gross Official Reserves declined by 8.2% translating into 5.3 months of imports cover.
- 1.2.4 Lesotho's demographics are changing thus reducing demand in consumption. There is a growing cohort of unemployed youth with inadequate strategies in place to curb the effects. The prevailing health situation as a result of HIV & TB,



increasing incidences of cancer, poor nutrition as a result of drought and poor economic performance are negatively impacting on expected sponsorship and active participation by athletes, rendering operational risks in all developmental programmes. The said social challenges coupled with high youth unemployment estimated to be 43% inhibits active participation in sports, however the same provides for greater opportunity to promoting sport as career opportunity to the youth.

- 1.2.5 Technology is rapidly changing throughout the world and new products are being released based on enhancements of technology. Business models that do not incorporate technology and innovation are not sustainable. The World Economic Forum Global Risks 2017 still brings in technological risks growing in the year. Over-dependency on technology increases vulnerability to outage of critical information infrastructure which could cause wide operational disruptions. There is a growing cyberattacks and threat of fraud as such data integrity becomes difficult to maintain. At the same time failure to adopt new technologies will make the organisation fail to be competitive.
- 1.2.6 The ecological challenges bring in both opportunities and threats to modern business. Issues of climate change, waste management, water scarcity, fuel and natural reserves depletion, carbon emissions, bio-diversity, human rights challenges have direct impact on business sustainability. Organisational business models have to incorporate sustainability. This calls for ingenuity in the way business is to be done in future. Organisations that will cope with the change will see the dawn of the future and considered responsible. LNOC innovative programing and infrastructure development should, as well as its processes should embody green solutions. The fierce climatic conditions could lead to worse conditions of drought and natural disasters leading to more adverse economic conditions.
- 1.2.7 There is a low legal compliance requirement for sport in Lesotho other than the normal laws and regulations relating to Labour, Safety, Health & Environment; coming at increasing cost and operational risks. The Government could later awake to development of Sport & Recreation policy and national strategy which

may increase expectation of compliance to the same by the Ministry responsible for Sport & Recreation. LNOG stakeholders are increasingly aware of their rights under principles of good corporate governance, which creates agency cost and more fiduciary obligations on the Board and a threat to dethrone the Board any time but also is a good measure of having a performing Board.

- 1.2.8 The general outlook of the external environment on the organisation reflects worse challenges for which proper use of organisational capacity is needed to match the challenges and win.

## 2. STRATEGIC PROFILING OF THE LESOTHO NATIONAL OLYMPIC COMMITTEE

### 2.1 Critical Success Factors

From the analysis of capacity (internal environmental analysis) and largely challenges (external environmental analysis); the LNOC has to perform exceptionally well in number of areas to achieve its anticipated success. The Critical Success Factors should represent the Key Focus Areas in this strategic planning period. The table below sets out those specific areas:

Key Focus Area	Mission Criticality	CSF KPIs	Goal
Financial Independence	Financial Independence will facilitate effective operations and execution of strategies. There is need to diversify sources of funding especially as foreign funding may be damped by global economic threats. Currently most funding comes from Olympic Solidarity which itself could have funding shrinking because of new global economic phenomenon.	<ul style="list-style-type: none"> <li>Sufficient Funding for all programmes and administration. Measure being Increase in sponsorship (from all sources) on year on year terms, with increasing diversification as secondary measure.</li> </ul>	Achieving financial sustainability and independence
Customer & Stakeholders Relationship Management	The LNOC business depends on satisfaction of stakeholders. Customer Loyalty is regarded as one of top global organisational risk. If LNOC fails to provide value to its stakeholders, then the execution of its strategies will be complex.	<ul style="list-style-type: none"> <li>Results of targeted Stakeholder surveys. The measure being increase in satisfaction percentage year on year.</li> </ul>	Consistent increase of value proposition to stakeholders.
Good Governance	Stakeholders such as sponsors, NFs, Olympic Movement at large and the general public expect the Board to fulfil its fiduciary obligations overcoming the agency problem. Where there are questions about observance of good governance principles, then the integrity and reputation of the organisation gets dented. It is important that <i>Responsibility, Accountability, Fairness and</i>	<p>There are a number of KPIs depending on each element of governance:</p> <ul style="list-style-type: none"> <li>Financial Governance – Reduction in audit queries;</li> <li>Risk Governance – Improving risk register with lowering occurrence on unmitigated risks; &amp;</li> <li>Ethical Governance – Lowering</li> </ul>	Achieving a peaceful, inclusive and effective organisation.

Key Focus Area	Mission Criticality	CSF KPIs	Goal
	<i>Transparency</i> are reflected in all organisational policies, processes, and values.	negative reporting on reputation or non-compliance to social and environment responsibilities (socio-environmental footprints)	
Innovation, Learning & Human Capital Management	Human capital leads to creation of knowledge and facilitates innovation. One of the global organisational risks relates to succession and talent retention. Without a strong human capital the LNOC will not be able to develop winning programmes and support them. Attention to human resources development from Board level to Secretariat, volunteers, leadership and technical staff of NFs, as well as development of Athletes is critical for success of the organisation. Development processes should be framed long-term as such it would relate to people today and people of the future both as relates to sport administration and leadership for both the athletes and their technical support teams, hence development needs to be ongoing.	<ul style="list-style-type: none"> <li>Retaining a status as organisation to work with and for within the sporting arena. This can be measured by 3 year surveys.</li> <li>Another measure could be employee satisfaction surveys that can be done annually.</li> </ul>	Retention and effective employ of value adding human and intellectual resources.
Olympism	Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with Culture and Education, Olympism seeks to create a way of life based on the joy found in effort; the educational value of good example and respect for universal fundamental ethical principles. This philosophy is what defines the Olympic Movement, thus what defines the LNOC. While winning medals is an important aspect, it is only done as a means to promoting Olympism as an end result for	<ul style="list-style-type: none"> <li>The indicator could be positive response to education and awareness programmes and this can be measured by increasing satisfaction levels in workshops run for targeted public.</li> <li>Olympic Value Education Programme (OVEP) being adopted and introduced by the IOC/LNOC into the Lesotho Primary Schools Curriculum through the Ministry of Education and Training (MOET).</li> </ul>	Promoting national friendship, respect and solidarity through sport.

Key Focus Area	Mission Criticality	CSF KPIs	Goal
	the greater impact. The philosophy itself could prevent or mend wounds of social injustice, ignorance and hostilities.		
Qualification for the major Games.	While Olympism is not about winning, medals are a symbol of active participation and understanding of sport business in the Olympic Games, meanwhile also promote the world friendship and solidarity. Medals would promote passion laying foundation for better promotion of the Olympic philosophy. Some stakeholders, in particular sponsors have indicated more willingness to provide financial assistance where there are tangible symbols of commitment of athletes in the form of medals. Obtaining medals can also promote rankings of athletes which will help them to move faster to professionalism, taking sport as career.	<ul style="list-style-type: none"> <li>• The indicator could be record of performance in any Olympic and/or Commonwealth Games. The primary measure could be a number of medals obtained from the Games.</li> <li>• Another measure could be number of qualifying athletes to the Games.</li> </ul>	Obtaining increasing number of qualifying athletes to major Games and win medals.

### 3. STRATEGIES

Key Focus Area 1: Financial Independency				
GOAL: Achieving Financial Sustainability and Independence				
Strategic Objective	Strategic Intervention	Risk	KPI	Targets (to be annualised under a schedule)
1.1 Ensure increases in funding.	1.1.1 Promotion of corporate & business sponsorship, negotiating for better tax incentives and process	<ul style="list-style-type: none"> <li>Strategic Risk – loss of independence influenced by pursuing business objectives more than Olympism.</li> </ul>	<ul style="list-style-type: none"> <li>More sponsors coming on board and tax incentive negotiations achieved.</li> </ul>	<ul style="list-style-type: none"> <li>2 official sponsors signed every year.</li> </ul>
	1.1.2 Development, promotion and sale of intellectual assets, or rights to use Olympic Movement intellectual assets	<ul style="list-style-type: none"> <li>Legal Risks – Potential litigation for plagiarism, patents and copy rights infiltration</li> </ul>	<ul style="list-style-type: none"> <li>Number of patents (products developed) and made publicly available</li> </ul>	<ul style="list-style-type: none"> <li>1 patent issued out to the public every year.</li> </ul>

<b>Key Focus Area 1: Financial Independency</b> <b>GOAL: Achieving Financial Sustainability and Independence</b>				
<b>Strategic Objective</b>	<b>Strategic Intervention</b>	<b>Risk</b>	<b>KPI</b>	<b>Targets (to be annualised under a schedule)</b>
	1.1.3 Establishing sports Shop in major towns (gears, sports equipment etc.) through a special purpose vehicle.	<ul style="list-style-type: none"> <li>• Divulge from focus.</li> <li>• Financial Risks – business failure.</li> </ul>	<ul style="list-style-type: none"> <li>• Shops opened in major towns</li> </ul>	<ul style="list-style-type: none"> <li>• 20% annual increases in Profits.</li> </ul>
	1.1.4 Co-ownership through co-financing of sports facilities with private sector.	<ul style="list-style-type: none"> <li>• Financial Risks – business failure</li> </ul>	<ul style="list-style-type: none"> <li>• Sport facilities established under care of the LNOC</li> </ul>	<ul style="list-style-type: none"> <li>• 10% - annual increases in profits</li> </ul>
	1.1.5 Diversify investments through other channels.	<ul style="list-style-type: none"> <li>• Divulge from focus.</li> <li>• Athletes suffers</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing profitability</li> </ul>	<ul style="list-style-type: none"> <li>• 5% - annual increases in profits</li> </ul>

<b>Key Focus Area 1: Financial Independency</b> <b>GOAL: Achieving Financial Sustainability and Independence</b>				
<b>Strategic Objective</b>	<b>Strategic Intervention</b>	<b>Risk</b>	<b>KPI</b>	<b>Targets (to be annualised under a schedule)</b>
1.2 Sustain Financial Accountability	1.2.1 Audited Integrated Reporting	<ul style="list-style-type: none"> <li>Compliance Risks – failure to comply with reporting standards, and safeguard assets.</li> </ul>	<ul style="list-style-type: none"> <li>Audit qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Clean audits (Zero tolerance)</li> </ul>
1.3 Maintenance of adequate liquidity.	1.3.1 Engage aggressive working capital management Policy (matching timings of financing i.e. long-term funds not to fund short-term expenditure).	<ul style="list-style-type: none"> <li>Financial Risk (liquidity) – inability to meet short-term obligations as they fall due.</li> </ul>	<ul style="list-style-type: none"> <li>Defined Cash Conversion period</li> </ul>	<ul style="list-style-type: none"> <li>30 days Cash Conversion period</li> </ul>
1.4 Management of Financial & Organisational Risks.	1.4.1 Development of Risk Plan and Policy thereof.	<ul style="list-style-type: none"> <li>Loss of entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Performance on Risks (Risk Reporting)</li> </ul>	<ul style="list-style-type: none"> <li>To remain under risk appetite</li> </ul>



Key Focus Area 2: Customer & Stakeholders Relationship Management				
GOAL – Consistent Increase of Value Proposition to Stakeholders.				
Strategic Objective	Strategic Intervention	Risk	KPI	Target
2.1 Ensure Stakeholder support and loyalty.	2.1.1 Engage participative model in programming design and execution.	<ul style="list-style-type: none"> <li>Strategic Risk (Oversight risk) – loss of strategic control in that the Board may no longer make independent decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing performance in annual stakeholder surveys.</li> </ul>	80% minimum satisfaction rate per annual review
	2.1.2 Undertake regular reporting on governance, strategy, financial and operational performance	<ul style="list-style-type: none"> <li>Information Risk – confidentiality, misuse of information etc.</li> </ul>	<ul style="list-style-type: none"> <li>Number of reports shared out with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual integrated reporting to stakeholders.</li> <li>Quarterly NOC internal reviews of performance progress.</li> </ul>

Key Focus Area 2: Customer & Stakeholders Relationship Management				
GOAL – Consistent Increase of Value Proposition to Stakeholders.				
Strategic Objective	Strategic Intervention	Risk	KPI	Target
	2.1.3 Develop a Policy and implementation framework for stakeholder communication (including media policy and strategy).	<ul style="list-style-type: none"> <li>Reputation Risk – harmful information released, or good information released harmfully.</li> </ul>	<ul style="list-style-type: none"> <li>Occurrence of harmful communication.</li> <li>Number of times content sent to print media globally.</li> <li>Number of times content sent out to IOC TV Channel</li> </ul>	<ul style="list-style-type: none"> <li>Zero harm to brand reputation.</li> </ul>
2.2 Ensure responsiveness to sustainability issues.	2.2.1 Develop Socio-environmental responsibility and programmes by engaging sports in community building and overcoming	<ul style="list-style-type: none"> <li>Reputation Risk</li> </ul>	<ul style="list-style-type: none"> <li>Targeted Footprint</li> </ul>	<ul style="list-style-type: none"> <li>5 events delivered to leave good footprint results.</li> <li>Align with global environmental standards.</li> </ul>

<b>Key Focus Area 2: Customer &amp; Stakeholders Relationship Management</b>				
<b>GOAL – Consistent Increase of Value Proposition to Stakeholders.</b>				
<b>Strategic Objective</b>	<b>Strategic Intervention</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
	environmental hazards.			
2.3 Promote sport as a tool for prevention of social conflicts and crime, promotion of good health and as a career opportunity.	2.3.1 Develop and execute an educational & awareness programme targeted at areas of conflict and social challenges including HIV/AIDS epidemic.	<ul style="list-style-type: none"> <li>Political Risk – potential for conflict with politicians.</li> <li>Potential for conflict with civil society organisations in the space of addressing and advocating for social change.</li> </ul>	<ul style="list-style-type: none"> <li>Number of projects implemented.</li> <li>Number of events delivered.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 2 major projects implemented at community level per year.</li> <li>A minimum of 150 communities reached with services per year.</li> </ul>
2.4 Promote gender equality and zero tolerance to gender based violence using sport as a tool	2.4.1 Design a leadership capacity building programme targeting women in sport.	<ul style="list-style-type: none"> <li>Inequality Risk - potential gap between men and women on leadership space</li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of women enrolling into sport programmes</li> </ul>	<ul style="list-style-type: none"> <li>30% of women representation sitting in Executive Committees of NFs.</li> </ul>
	2.4.2 Develop a tailor-made awareness	<ul style="list-style-type: none"> <li>Imbalance Attention – possible future downgrade on boys potential vs girls</li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of girls reach-out at the community level</li> </ul>	<ul style="list-style-type: none"> <li>3 000 girls reached every year.</li> </ul>

Key Focus Area 2: Customer & Stakeholders Relationship Management				
GOAL – Consistent Increase of Value Proposition to Stakeholders.				
Strategic Objective	Strategic Intervention	Risk	KPI	Target
	programmes on social issues facing a girl child in sports.			
2.5 Promote an athlete centred environment within the Lesotho sporting fraternity.	2.5.1 Develop Athletes Career Programmes (ACP) initiatives.	<ul style="list-style-type: none"> <li>Loss of control – Athletes concentrating on money making opportunities than their sporting programme.</li> </ul>	<ul style="list-style-type: none"> <li>Number of athletes enrolled in ACP initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>2 events per year</li> </ul>

<b>Key Focus Area 3: Good Governance</b>				
<b>GOAL : Achieving a Peaceful, Inclusive and Effective Organisation</b>				
<b>Strategic Objective</b>	<b>Strategic Intervention</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
3.1 Ensure effective and efficient organisation.	3.1.1 Undertake Organisational review (lean organisational principle).	<ul style="list-style-type: none"> <li>Change acceptance risk – risk that it may be difficult to make changes.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of effective structure (as per review).</li> </ul>	<ul style="list-style-type: none"> <li>Developed structures implemented (as required).</li> </ul>
3.2 Introduce proper governance practices.	3.2.1 Compliance with RSA Kings Code IV & IOC Basic Principle of Good Governance (BPGG) and development of other complementing charters.	<ul style="list-style-type: none"> <li>Heavy compliance costs e.g. processes, number of Board meetings, enlarged composition etc.</li> </ul>	<ul style="list-style-type: none"> <li>RSA Kings Code IV &amp; IOC BPGG full compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Developed the following governance frameworks: Board Charter; Investment Policy; Risk Management Framework; Ethical Codes and Communication &amp; Marketing Policy in year 1.</li> <li>Establish Board Committees (Commissions) especially for Risk, Audit, and Social &amp; Ethics in year 1 &amp; 2.</li> </ul>

<b>Key Focus Area 3: Good Governance</b>				
<b>GOAL : Achieving a Peaceful, Inclusive and Effective Organisation</b>				
	3.2.2 Review LNOC constitution to ensure that it is in accordance with Kings Code IV, IOC Charter & BPGG, ANOC, CGF and other Continental bodies' constitutions including separation of oversight and execution responsibilities.	<ul style="list-style-type: none"> <li>• Membership acceptability.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed and presented to membership the LNOC Constitution to comply with Kings Code IV and all other sporting mother bodies governing instruments in year 1 &amp; 2.</li> </ul>
3.3 Create operational efficiency	3.3.1 Development of policies, processes, frameworks and other internal controls.	<ul style="list-style-type: none"> <li>• Increasing bureaucracy.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed Policy &amp; Procedural Manual (financial, human resources, procurement, risk etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Major policies reviewed between year 1 &amp; 3.</li> </ul>

<b>Key Focus Area 4: Innovation, Learning &amp; Human Capital Management</b>				
<b>Goal: Retention and effective employ of value adding human and intellectual resources</b>				
<b>Strategic Objectives</b>	<b>Strategic Interventions</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
4.1 Maximisation of productivity.	4.1.1 Undertake Board, senior management and staff capacity development programmes.	<ul style="list-style-type: none"> <li>Personnel Risk – increased productivity demands may lead to staff demotivation.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Targets (based on Employee Development &amp; Performance Management System (EPMDS)).</li> </ul>	<ul style="list-style-type: none"> <li>EPMDS implemented by end of year 1.</li> <li>Not below 70% performance targets met by staff by end of year 1.</li> </ul>
	4.1.2 Seek to retain expert staff through retention programmes.	<ul style="list-style-type: none"> <li>Key Staff Loss – if a rewarding environment is not created, the competitors could take key staff.</li> </ul>	<ul style="list-style-type: none"> <li>Staff turnover ratio.</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of 90% of key staff (senior management and knowledge staff).</li> </ul>
	4.1.3 Introduce Employee Performance Management & Development System (EPMDS)	<ul style="list-style-type: none"> <li>Intrapreneurship Risk – risk that people will only comply to EPMDS and remove innovation.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>85% performance targets met by end of year 2.</li> </ul>
4.2 Promote learning and innovation environment	4.2.1 Create a Knowledge Management System	<ul style="list-style-type: none"> <li>Innovation Risk – risk that people will only be complying to coded knowledge and not creates new ways.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting performance targets</li> </ul>	<ul style="list-style-type: none"> <li>80% performance targets met by end of year 2.</li> </ul>
	4.2.2 Encourage research and programme innovation.	<ul style="list-style-type: none"> <li>Information Risk – risk of overload, insufficient data leading to poor decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Time spent per employee on Research and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>&gt;24 hours per employee per year.</li> </ul>

<b>Key Focus Area 4: Innovation, Learning &amp; Human Capital Management</b>				
<b>Goal: Retention and effective employ of value adding human and intellectual resources</b>				
<b>Strategic Objectives</b>	<b>Strategic Interventions</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
	4.4.2 Undertake benchmarking & study tours.	<ul style="list-style-type: none"> <li>Higher costs</li> </ul>	<ul style="list-style-type: none"> <li>Conduct study tours.</li> </ul>	<ul style="list-style-type: none"> <li>At least 1 per year</li> </ul>



<b>Key Focus Area 5: Olympism</b>				
<b>Goal: Promoting National Friendship, Respect and Solidarity through Sport</b>				
<b>Strategic Objective</b>	<b>Strategic Interventions</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
5.1 Promotion of philosophy of Olympism.	5.1.1 Development and execution of awareness and education programmes	<ul style="list-style-type: none"> <li>Reputation risk – on the upside the philosophy could be understood, on the downside it could lead to perception that there is a move from winning Games</li> </ul>	<ul style="list-style-type: none"> <li>Number of events for awareness and education</li> </ul>	<ul style="list-style-type: none"> <li>4 events per year</li> </ul>
	5.1.2 Facilitate the inclusion of OVEP within the Physical Education (PE) in the MOET Primary Schools Curriculum.	<ul style="list-style-type: none"> <li>Diverge from focus</li> </ul>	<ul style="list-style-type: none"> <li>Pilot Schools selected</li> <li>Roll out programme</li> </ul>	<ul style="list-style-type: none"> <li>10 schools for pilot.</li> <li>Countrywide activation in schools in year of 4 of the strategy.</li> </ul>
	6.1.4 Partner with giants NOCs to learn their success stories and possible incubation.	<ul style="list-style-type: none"> <li>Loss of independence – Giant powerful bodies usually possess a lot of control in partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Exchange programmes initiated.</li> </ul>	<ul style="list-style-type: none"> <li>Deployment and/or study visit by Lesotho delegates achieved at least once every year.</li> </ul>

<b>Key Focus Area 6: Qualification for the major Games</b> <b>Goal: Obtaining Increasing Number of Qualifying Athletes and Winning Medals</b>				
<b>Strategic Objective</b>	<b>Strategic Interventions</b>	<b>Risk</b>	<b>KPI</b>	<b>Target</b>
6.1 Achieving top 5 status in Africa in terms of awards.	6.1.1. Use of Podium Performance Programme (PPP) strategy and other high performance techniques.	<ul style="list-style-type: none"> <li>Disenchantment Risk – other sporting codes may feel ignored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of medals</li> </ul>	<ul style="list-style-type: none"> <li>Being in top 5 in Africa each Olympic year.</li> </ul>
	6.1.2 Develop targeted & specific high performance programmes.	<ul style="list-style-type: none"> <li>Disenchantment Risk – other sporting codes may feel ignored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of athletes qualifying.</li> <li>Athlete centred high performance framework developed.</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 10 athletes qualifying for the Olympic Games.</li> <li>Long Term Athlete Development (LTAD) Programme developed by end of year 2.</li> </ul>
	6.1.3 Implement an adoption athlete model (businesses pick one or more athletes and sponsor every aspect of the athlete(s)).	<ul style="list-style-type: none"> <li>Disenchantment Risk – other athletes may feel ignored, being those who have not found a sponsor.</li> </ul>	<ul style="list-style-type: none"> <li>Number of athletes adopted by the business community.</li> </ul>	<ul style="list-style-type: none"> <li>Being in top 5 in Africa each Olympic year.</li> </ul>

## 4 ANNEXURES

### 1. Implementation Matrix Template

	Strategic objective	Activity/milestone	KPI	Target	Driver	Resources e.g. Budget
<i>Financial Management</i>	1.1					
	1.2					
	1.3					
	1.4					
<i>Customer &amp; Stakeholder Relationship Management</i>	2.1					

## 2. Performance Score Card

Key Focus Area (theme)	Theme Weight	No	Strategic Objective	Strategic Objective Weight	KPI	Goal Weight	Target Baseline	Remarks
Financial Independence								
Customer and Stakeholder Relationship Management								
Good Governance								
Learning, Innovation and Human Capital								
Olympism								
Qualification for the Major Games								

### 3. Risk Register

<b>Risk Class</b>	<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Risk Rating</b>	<b>Risk Owner</b>	<b>Risk Mitigation</b>	<b>Risk Previous Rating</b>
1. Financial Risks	1.1 Liquidity						
	1.2 Solvency						