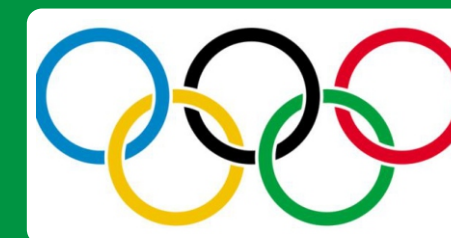


# LESOTHO NATIONAL OLYMPIC COMMITTEE 2013 -2016 STRATEGIC PLAN



...Redefining our Commitment...

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## Foreword by the President

The 2013 – 2016 Strategic period marks the beginning of a paradigm shift in how the LNOC approaches the fulfilment of its mandate, the 2013 – 2016 Strategic Planning process has been an inclusive process: stakeholders were involved from the very initial phase of the strategic planning process.

The International sporting landscape has continued to change while here at home we have remained the same, for example technology such as geographic information system is now being used to monitor performance of athletes while Lesotho lacks even basic sporting grounds.

Strategic planning process is a key management process that defines the direction for which the LNOC must take. In this 2013 – 2016 strategic period, we have engaged on, a continual need for re-evaluation of strategy, development of new services and most importantly improved governance and enhanced professionalism to assist our national federations across the country to become more effective and efficient.

Our role at the NOC is to assist our national federations in the development of their sports, the effective management of their own organisation and in the sharing of best practices for betterment of sports. My role as the President is to ensure that we, as an NOC, are just as effective in our own management practices and development.

It has been observed that our national federations on daily basis struggle to deal with the following issues: financing, doping and general governance, hence the areas where the NOC is developing services to support our members. We will be and still are striving to assist our national federations to approach all these issues in a more pro-active way, while at the same time encouraging the development of tools and skills so they can face the challenges of the future head on.

Having been re-elected as the President of the NOC, and continued to assume my role during a heavy period of change for the NOC, we, at board level are looking carefully with focus at the set strategic objectives in detail to ensure optimum delivery towards their achievement.

To conclude, on behalf of myself, the NOC Board and the sporting fraternity, I wish to thank the Olympic Solidarity (OS) for its continual financial support particularly towards the development of this Strategic Plan and thank the OS facilitator Mr. Sanjaye Goboodun for the direction and technical support he provided.

The Board approved this 2013 – 2016 Strategic Plan for LNOC on the \_\_\_\_\_

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**LNOC President**

## Executive Summary

The LNOC 2013 – 2016 Strategic Plan followed a four-phased process: Stakeholder identification; Environmental Scan; Strategic Planning Workshop and Development of Implementation plan and establishment of the Monitoring and Evaluation Committee.

This Strategic Plan addresses six core issues classified as strategic goals:

- Organisational sustainability
- Strong and sustainable organisation
- Enhanced compliance
- Sporting excellence
- Capable and motivated sporting environment
- Service excellence

28 stakeholders participated in the Strategic-planning workshop and 32 strategies were developed during the workshop. The 32 strategies were developed to achieve the six strategic goals set by the LNOC to see the organisation become a **“leading performance oriented Olympic Sports and Common Wealth Games Association by 2016”**.

# 1. Introduction

## 1.1. The LNOC Mandate

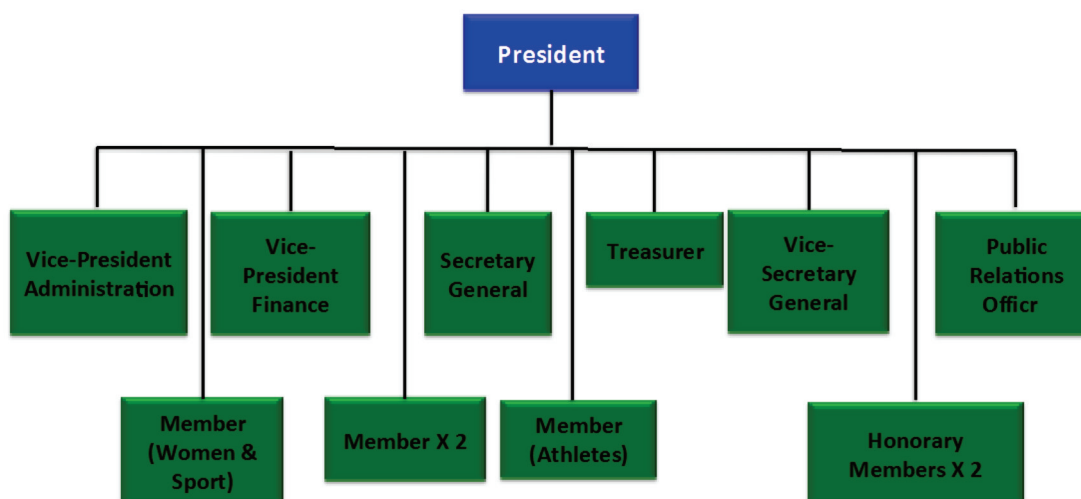
The LNOC, which became a member of the International Olympic Committee in 1971, was established in terms of the Olympic Charter and in accordance with the provisions of the law governing associations in Lesotho as a non – profit making organisation.

The mandate of the LNOC is to promote the fundamental principles of Olympism in Lesotho in accordance with the Olympic Charter, within the framework of sports activity and otherwise contribute to the diffusion of Olympism in the teaching programmes of physical education and sports in schools and other institutions of higher learning. Organise and develop sports in Lesotho in accordance with the Olympic Charter.

## 1.2. The LNOC Structure

The LNOC's Executive Committee comprises of eleven elected members: the President; Vice-President Administration; Vice-President Finance; Secretary General; Vice Secretary General; Treasurer; Public Relations Officer; and six Members.

### The LNOC Executive Committee Organogram



### 1.3. LNOC Stakeholders

Approach	Stakeholders
One to one interviews	<ul style="list-style-type: none"><li>• Minister of Sport, Principal Secretary (PS) &amp; Sport Director</li><li>• Ministry of Education (PS)</li><li>• Ministry of Tourism (PS) &amp; Deputy PS</li><li>• Media Institute of Southern Africa – Lesotho Chapter</li><li>• Transformation Resource Centre</li><li>• One Main Sponsor</li></ul>
Focused Groups	<ul style="list-style-type: none"><li>• Lesotho Sport and Recreation Commission</li><li>• Ministry of Sport Officials</li><li>• National Federations</li><li>• Media Houses</li></ul>

### 1.4. The Planning Environment

The LNOC 2013 – 2016 Strategic Plan comes at time when sports in Lesotho are receiving an attention as a priority and this is true from the Lesotho National Strategic Development Plan (NSDP) 2012 – 2016: a document set out as development road map for the country.

The NSDP makes mention of sports as national priority through sports strategic goal set out by the national document. However, sports continue to receive low financial support from the public coffers, hence the need to utilise the little resource available efficiently.

## 2. LNOC Strategic Plan 2013 – 2016

### 2.1 Vision and Mission Statement

#### The Vision

To be a leading performance oriented Olympic Sports and Common Wealth Games Association.

## The Mission

To build a viable and efficient organisation through modernised sporting reforms.

### 2.2 The LNOC's Values

- a) **Integrity** – the LNOC with honesty and strong moral principles.
- b) **Accountability and Transparency** – the LNOC Board and the Secretariat are expected to be responsible for their actions with acceptable standards.
- c) **Commitment** – while Board members join the Committee on voluntary basis, the actions of the Board must be dedicated and loyal to the cause of Olympism.
- d) **Mutual respect** – interactions among members of LNOC and stakeholders should depict feelings of deep admiration.
- e) **Loyalty** – members of the LNOC and stakeholders must possess quality of strong allegiance at all times.
- f) **Peacefulness** – Olympic values, which promote equality, equity, social coherence and better wellbeing, must continue to prevail in the LNOC in order to support necessary freedom for society.
- g) **Team spirit** – An LNOC governed by oneness and ability to work well together for a common cause.

### 2.3 Strategic Goals

STRATEGIC GOAL	DESCRIPTION
Organisational Sustainability	To enhance financial and infrastructural sustainability. To ensure resilience of LNOC operations.
Strong and Sustainable Stakeholder Relationship	To enhance the robustness of the relationships of the LNOC with other sporting leaders in the country. To ensure continuous engagement of partnership with stakeholders for synergy and coordination of sporting activities.
Enhanced Compliance	To provide fair and transparent administration.
Sporting Excellence	To provide the best capacity building program for the sporting fraternity.
Capable and Motivated Sporting Environment	To focus on instilling Olympic Values within the sporting fraternity.
Service Excellence	To provide the best service to the valued clients (National Federations) with: Speed; Courtesy; and Consistency.

## 2.4 Key Strategies and Timelines

### 2.4.1 Organisational Sustainability

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Develop Olympic Home infrastructure	Title deed on LNOC names	Acquire title deed for the land	✓			
	Feasibility study report	Conduct feasibility study for the investment component	✓			
	Architectural floor plans reflecting outcome of the feasibility study	Develop an architectural master plan including: <ul style="list-style-type: none"> <li>• Playing grounds</li> <li>• Offices</li> <li>• Accommodation facilities</li> <li>• Mini – shopping Centre</li> </ul>		✓		
Develop NOC headquarters (HQ)	Title deed for offices secured	Procure offices to be developed as NOC HQ	✓	✓	✓	
Develop a high Performance Training Centre	LNOC site/facility title holder/sublease contract respectively	Identify and secure the development site		✓	✓	✓
	Intend by sponsorships or partners with implementation matrix	Develop an implementation plan and proposal for possible sponsorship and partnership	✓			



Develop a trust fund for the LNOC	Advisors contracted	Engage advisors for development of the fund			✓	
	List of possible investment portfolios	Identify investment opportunities to be hold by the fund				✓
Establish capacity for Winter Games	List of requirements for the Winter Games	Identify minimum requirements for the Winter games	✓	✓	✓	✓
	Winter Games Project Proposal	Develop a project proposal for capacity development of Winter Games	✓			

### 2.4.2 Strong and Sustainable Stakeholder Relations

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Foster relations with key stakeholders	Strategy for partnering with stakeholders identified	Develop a communication strategy for partnering	✓			
	Signed Partnership MOU	Develop partnership agreements with stakeholders	✓	✓	✓	✓
	Program with implementation matrix	Develop public outreach programs	✓			

### 2.4.3 Enhanced Compliance

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Development of Policies and Procedures Manual (PPM)	Signed contract with PPM ToR's	Engage external expertise for development of PPM	✓			
Review of organisational legal framework	Expert review group with relevant expertise	Establish expert review group	✓			
	Review implementation matrix	Develop review plan	✓			
Develop Anti-doping program	Operational structure document	Develop Anti-doping program operational structures	✓			
	Program with implementation matrix	Develop Anti-doping education program		✓	✓	✓
Develop Athlete Commission	Athlete Commission Member representative at the Board level	Establish Athlete who will become members of commission	✓			

### 2.4.4 Sporting Excellence

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Develop athletes development program	Talent identification program with implementation matrix	Develop talent identification program	✓			

	Program with implementation matrix	Develop sports medicine program	✓	✓	✓	
Develop sports administrators	Training of coaches and sports administrators	Train Coaches and sports administrators	✓	✓	✓	✓
Develop athletes high performance program	2014 Youth Olympic Games development program	Enhance a development program for Nanjing 2014 Youth Olympic Games	✓	✓		
	Program with implementation matrix	Develop a high performance program for 2016 Olympics	✓	✓	✓	✓

### 2.4.5 Capable and Motivated Sporting Environment

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Implement Olympic Values Education Program (OVEP)	Implementation matrix	Implement localised OVEP	✓	✓	✓	✓

### 2.4.6 Service Excellence

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	STRATEGY	PERIOD			
			Year1	Year2	Year3	Year4
Human resources development	Capacity assessment report	Conduct capacity assessment exercise for the LNOC Board and secretariat	✓			

	Implementation of capacity needs intervention	Develop LNOC's HR capacity		✓		✓
	Training of the Board on identified needs	Implement interventions to address identified capacity assessment needs in relation to the Board		✓		✓
	Agreed succession plan implementation matrix	Develop a succession plan for the LNOC		✓	✓	✓
<b>Enhance ICT Infrastructure</b>	ICT infrastructure project document	Develop project document for ICT infrastructure development	✓	✓	✓	✓
	LNOC Website	Development LNOC website	✓			