



# FINAL STRATEGIC PLAN

## 2025 - 2035

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# 1. Why are we here

## 1.1. Our Purpose

To promote and uphold the fundamental principles of Olympism in the Kingdom of Lesotho in full accordance with the Olympic Charter.

## 1.2. Mission

To advance Olympism in Lesotho by developing sport, empowering athletes through National Federations, and promoting stakeholder collaboration to enhance excellence and integrity.

## 1.3. Vision

To become the leading National Olympic Committee in Southern Africa, recognized for cultivating world-class athletes, driving high performance, and championing the Olympic spirit.

## 1.4. Our Core Values

We are guided by **Excellence**, **Empowering** all individuals through inclusive and **Equitable** sport, while embracing **Simplicity** in all we do.

## 1.5. Our Slogan

Driven by Excellence, united by Sport.

## 2. Foreword by the President – Mr. Letsatsi NTSIBOLANE

This ten-year Strategic Plan begins as a simple dream to do better across high-performance sport and in pursuit of the Olympic Ideal. There is no iota of doubt that sporting success provides an inspiration and effects a lasting positive change to the athletes themselves, sporting community and the entire nation. By winning medals and winning with integrity, the nation does not only become inspired but also united, and dividends thereto cannot be overemphasised. **However, medals cannot be won when athletes emerge by chance and chance alone.**

It is this foregoing axiom that has driven leadership for a decisive paradigm shift in the development of athletes. Working in collaboration with national federations and other key stakeholders, Lesotho National Olympic Committee (LNOC) shall intentionally identify talent in schools for development and high performance. We strongly believe that working together is the only way to achieve sustained sporting excellence and positive impact in society.

As we foster athletes' well-being and competitive excellence and a positive sports culture, it is of paramount importance not to negate the indelible marks that LNOC has made thus far which will act as a catalyst to the realisation of this dream to make our nation happy through winning medals and winning well. Achieving competitive excellence at regional, continental and on the world stage shall therefore be at the heart of what we do.

Driven by the Olympic Ideal, integrity shall be the Deoxyribonucleic Acid of LNOC in carrying out its business. We will not only inspire the nation to emulate but will do more to use sport as a tool to bring a positive change amidst eminent morale crisis. It is our conviction that a healthy and ethical lifestyle cultivated from school through Physical Education and values-based education respectively are a fertile ground for a peaceful nation. This is an ideal that we shall strive to advocate for our nation.

Finally, through the sporting excellence and building an ethical and peaceful society through sport in collaboration with the Government of Lesotho and other key partners and stakeholders, we hope to make our nation healthier, happier, prouder, united, safer and more peaceful with itself and its neighbours.

## 3. Message by the SG | CEO – Mr. Morake RALEAKA

The beginning of the 2025 – 2028 Quadrennial became a significant period for the Lesotho NOC as it was time to develop its new Strategic Plan following the successful delivery of the 2017 – 2024 eight (8) years Strategic Plan. Creating a Long-Term Strategic Plan (2025 – 2035) ten (10) years for the Lesotho NOC involves aligning national priorities with the Olympic Movement's principles, enhancing athlete performance, developing infrastructure, and strengthening governance and partnerships.

Grounded in Olympic values and national development goals, the plan aims to build institutional excellence, empower athletes, and create inclusive sporting opportunities across the Country. With six Capitals and phased implementation roadmap, this strategy sets the foundation for Lesotho's emergence as a leading sporting nation in the Southern Region of Africa.

The Lesotho NOC Strategic Plan is a blueprint for transforming Lesotho's Sports landscape. It aims to unlock the Country's athletic potential while using sport as a tool for education, development, and national pride.

We look forward to working with our key stakeholders to make this dream a reality.

## 4. Operating Background

The Lesotho National Olympic Committee (LNOC) which also known as the Commonwealth Games Association of Lesotho (CGA), was established in 1971 and recognized by the International Olympic Committee (IOC) and the Commonwealth Games Federation (CGF) in 1972, operates as the central body responsible for coordinating Lesotho's representation in international multi-sport events, including the Olympic Games, Youth Olympic Games, Commonwealth Games, Commonwealth Youth Games and Continental Games. Functioning under the auspices of the IOC and the CGF, the LNOC is mandated to lead and support the development of sport across the country, with a particular focus on elite athlete preparation and national sports governance.

LNOC's operations encompass the identification, selection, and training of athletes for international competitions. It also facilitates the development of sports infrastructure, coaching standards, and performance enhancement programs through collaborative partnerships with both national institutions and international bodies such as Olympic Solidarity. These efforts are aimed at elevating Lesotho's competitiveness on the global stage while ensuring sustainable local development of sport.

As part of its compliance with the Olympic Charter and the CGF Constitution, the LNOC upholds and promotes core values such as fair play, gender equality, youth empowerment, and anti-doping integrity. The organization has increasingly prioritized grassroots development and capacity building, delivering programs that engage communities, schools, and sports clubs across the country. This includes strengthening coaching education, administrative governance, and performance analytics.

The LNOC works closely with the Ministry of Tourism, Sports, Arts and Culture (MTSAC) and other sector stakeholders to align its programs with national development priorities. These partnerships are instrumental in promoting sport not only as a competitive pursuit but also as a catalyst for social cohesion, national pride, and identity formation.

Overall, the LNOC's operational focus reflects a dual mission: achieving international sporting excellence while leveraging sport as a developmental tool to enhance the well-being and unity of Basotho society.

## 5. Operating Sector Players and Stakeholder Relationships

The **Ministry of Tourism, Sports, Arts and Culture (MTSAC)** serves as the primary government authority responsible for formulating national policy on sport and recreation. As a strategic partner to the LNOC, the Ministry provides policy guidance, resource allocation, and infrastructure development support. Through coordinated initiatives and joint planning, the Ministry and LNOC work to ensure that sport in Lesotho aligns with national development goals and contributes to broader social and economic outcomes.

The **Lesotho Sport and Recreation Commission (LSRC)** plays a complementary regulatory and developmental role within the national sports sector. It is mandated to oversee the implementation of sports policy and supervise National Sport Federations (NSFs) at the grassroots and community levels. LNOC collaborates closely with LSRC in aligning elite athlete development with grassroots participation, ensuring a coherent pathway from community sport to international representation.

The **National Sport Federations/ Associations (NSFAs)** are critical operational partners for the LNOC. They are responsible for the technical and developmental growth of individual sports disciplines in the country. Through structured programs supported by the LNOC, NSFAs undertake athlete identification, coach development, and competition planning. Their work enables the LNOC to execute talent development pipelines, prepare athletes for international events, and uphold standards of governance and integrity across sporting codes.

The **International Olympic Committee (IOC)**, through its recognition of the LNOC, provides technical, financial, and strategic support. This is primarily channelled through the **Olympic Solidarity** programme, which offers funding for athlete scholarships, coaching education, and organizational capacity building amongst many others. The IOC also ensures LNOC compliance with the Olympic Charter and promotes the universal values of Olympism. Additionally, the LNOC engages with **Association of National Olympic Committees of Africa (ANOCA)** and the **Commonwealth Games Federation (CGF)**, which facilitate continental and commonwealth cooperation and provide additional opportunities for competition and development.

The **academic and educational institutions** in Lesotho also form an important stakeholder group. By offering sports-related curricula, physical education programs, and research in sports science, these institutions help build the human capital required in coaching, officiating, and athlete development. The LNOC partners with these institutions to promote Olympism in schools and to identify emerging talents for long-term development.

The **private sector and development partners** are increasingly becoming valuable contributors to the national sports ecosystem. LNOC engages businesses and sponsors to mobilize financial and in-kind support for athletes, teams, and events. Similarly, development organizations and donor agencies assist in advancing strategic projects, especially those tied to youth empowerment, gender equality, and inclusive participation in sport.

The **media and civil society organizations** also play a vital role in shaping public perception of sport and promoting Olympic values. Media partners help amplify LNOC campaigns, profile national athletes, and broadcast competitions to local audiences. Civil society organizations support advocacy efforts around anti-doping, safeguarding, and gender-based inclusion, thereby reinforcing the social impact of sport.

## 6. Macro-Environmental Scan

To ensure that the 2025–2035 Strategic Plan is responsive and future-oriented, the Lesotho National Olympic Committee (LNOC) integrates macro-environmental analysis using the PESTEL framework—focusing on Political, Economic, Social, Technological, Environmental, and Legal factors. This approach strengthens the strategic foundation by providing a structured assessment of external dynamics that may influence the national sports ecosystem.

Building on the insights gathered through the SWOT analysis and stakeholder consultations, the PESTEL framework helps LNOC to identify and interpret emerging trends, potential disruptions, and new opportunities in the broader context. This enables the Committee to make informed decisions, anticipate change, and strategically position itself within evolving national, regional, and international landscapes. The result is a strategic plan that is grounded in external realities, adaptable to uncertainty, and oriented toward sustainable impact.



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## 6.1. Political Factors

The evolving political landscape in Lesotho presents both enabling conditions and governance challenges for the Lesotho National Olympic Committee (LNOC). On the opportunity front, increased government commitment to sport, as reflected in the National Sport and Recreation Policy, creates a supportive policy environment. Additionally, the prioritization of youth development and national unity through sport offers potential for greater subventions and statutory recognition. The recent election of new executives within both the IOC and LNOC could inject fresh perspectives and innovative leadership into the Olympic movement. However, political risks persist. Bureaucratic overlaps between LNOC, the Lesotho Sports and Recreation Commission (LSRC), and the Ministry of Tourism, Sports, Arts and Culture contribute to institutional role confusion. Political instability could divert critical funding away from sport, while politically influenced appointments risk undermining effective leadership and strategic continuity.

## 6.2. Economic Factors

Economically, sport in Lesotho is increasingly recognized as a viable sector for development and investment. The extended National Development Strategic Plan II (NSDP II) identifies sport as a key investment area, opening pathways for youth employment, tourism growth, and entrepreneurship. There is growing access to green financing and development partnerships, especially as LNOC pivots towards sustainability. Regional economic integration, such as the African Continental Free Trade Area, could unlock new avenues for cross-border sports partnerships and competitions. Nevertheless, economic fragility remains a threat. Limited private sector investment due to slow economic growth and persistent donor dependency poses sustainability risks. Moreover, rising operational costs from inflation and currency instability could strain LNOC's financial resilience.

## 6.3. Social and Relational Factors

Lesotho's youthful and increasingly health-conscious population offers a promising social base for expanding sports participation. There is heightened public interest in health, fitness, and recreational activity, creating momentum for LNOC to engage communities more deeply. Moreover, growing societal demands for inclusion, empowerment, and gender equality align with LNOC's mission and values. The consistent investment of the LNOC in **Olympic Values Education Program (OVEP)** through its partnership with the Ministry of Education and Training (MOET) has brought a positive change in how sport is perceived by the MOET. Collaborative opportunities with partners like LSRC to build capacity across federations further enhance the social environment. However, social challenges continue to evolve with day to day evolution such as inequalities between urban and rural areas risk limiting access to sports opportunities. Ineffective communication strategies and weak alignment with stakeholders hinder trust and operational synergy. High youth unemployment also poses a risk of disillusionment if sports fail to deliver viable career pathways. Additionally, inconsistent performance and governance among federations may fragment the broader movement.

## 6.4. Technological Factors

The rise in digital connectivity across Lesotho provides LNOC with a valuable platform for innovation. Increasing mobile and internet access supports digital outreach, virtual training, and online stakeholder engagement. There is also scope for implementing digital Monitoring and Evaluation (M&E) systems to enhance accountability and data-driven decision-making. Emerging sectors such as e-sports provide new engagement and revenue-generation opportunities. However, the digital divide between rural and urban populations remains a barrier to equitable access. Limited digital literacy among some athletes, administrators, and partners slows the adoption of technology. Expanding digital infrastructure also brings with it cybersecurity risks, which require mitigation strategies and awareness-building.

## 6.5. Environmental Factors

As environmental sustainability gains global prominence, LNOC is well positioned to champion eco-conscious sports practices. There are significant opportunities to access international green funding for environmentally friendly sports infrastructure and programmes. By embedding sustainability into its operations, LNOC can build a unique brand identity around environmental stewardship and responsible sports development. At the same time, climate change poses practical challenges. Extreme weather conditions may disrupt training cycles and competition calendars. Maintenance costs for sports facilities are likely to increase due to environmental wear and tear. Additionally, compliance with evolving environmental regulations could place new demands on event planning and facility management.

## 6.6. Legal Factors

Lesotho's ongoing legal reforms offer LNOC a strategic window to advocate for updated and fit-for-purpose sports legislation. By aligning with international standards such as those of the IOC, LNOC can enhance its global credibility and operational legitimacy. There are also opportunities to lead nationally on critical issues such as safeguarding, anti-doping compliance, and ethics in sport. However, the current legal framework presents notable risks. Outdated and overlapping legislation contributes to governance uncertainty and institutional inefficiencies. Legal disputes between national sporting bodies can damage the LNOC's reputation and disrupt programming. Failure to comply with international legal and ethical standards may result in funding restrictions or sanctions from global sport's governing bodies.

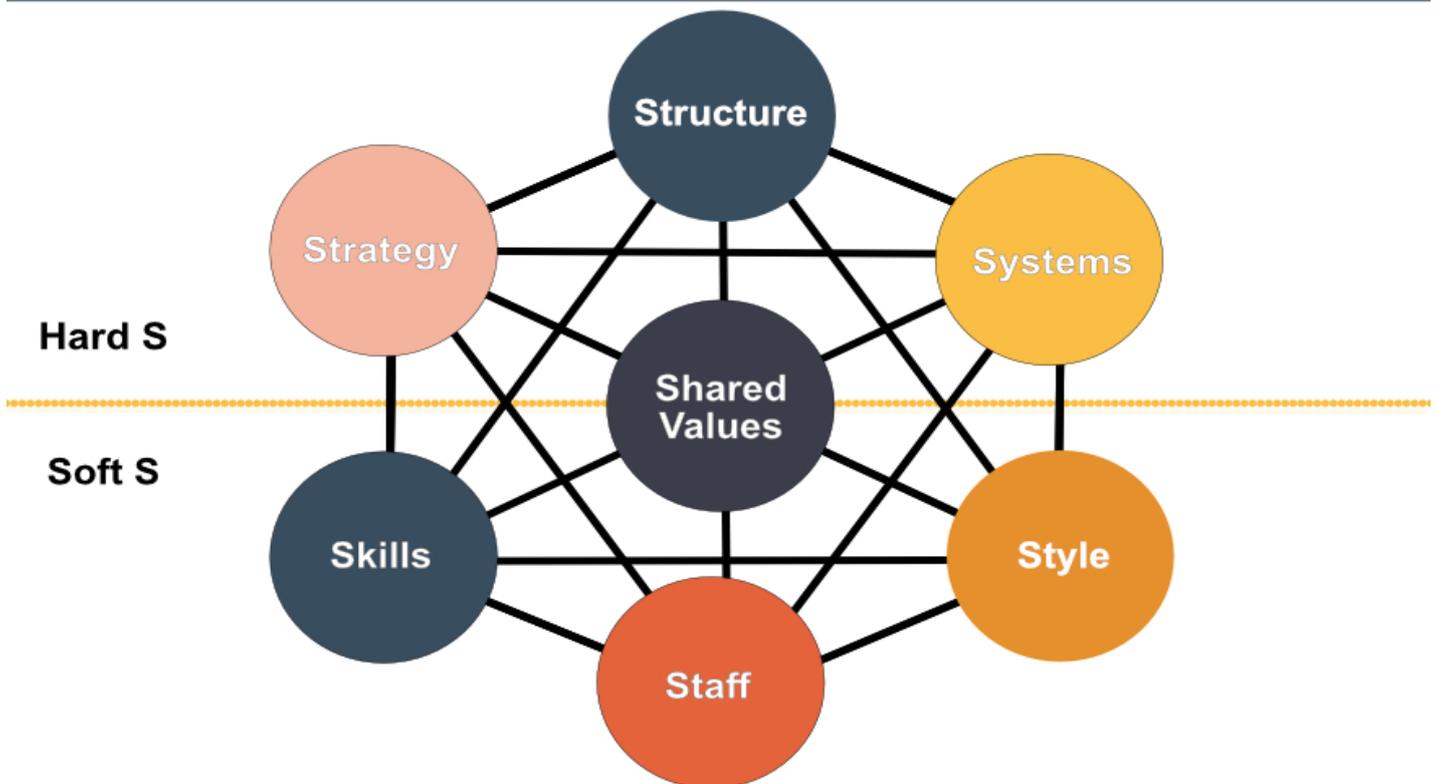
# 7. Micro-Environmental Scan – Strengthening Internal Capacity for Strategy Delivery

A clear understanding of the internal operating environment is essential to ensuring that the Lesotho National Olympic Committee (LNOC) is strategically aligned and organizationally equipped to deliver on its long-term objectives. This micro-environmental analysis is structured around the McKinsey 7-S Framework—Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills—providing a comprehensive evaluation of internal factors that influence performance and execution.

Insights from the internal component of the SWOT analysis are integrated into this review to illuminate areas of strength to be leveraged and weaknesses to be addressed. Furthermore, Safety is included as a critical cross-cutting consideration, given its fundamental role in athlete protection, their physical and psychological well-being, infrastructure standards, and the overall integrity of sport programming.

By adopting this structured approach, the LNOC ensures that its strategic direction is grounded in operational realities and internal coherence. This alignment will support the development of a high-performing organization that is resilient, adaptive, and capable of fulfilling its mission in a rapidly evolving sports ecosystem.

# McKinsey 7s Framework



## 7.1. Stakeholder Relations:

LNOC maintains effective communication channels with several stakeholders and makes commendable efforts in follow-ups. However, the organization continues to face challenges in sustaining consistent and constructive engagement with all federations. Instances of miscommunication and insufficient follow-through risk undermining collaboration and stakeholder confidence.

## 7.2. Strategy:

Strategically, LNOC benefits from strong alignment with international institutions such as the IOC, ANOCA, and the Commonwealth Games Federation. The Committee's prioritization of high-performing sporting codes based on global rankings is a pragmatic approach to medal potential. However, there is limited diversification of revenue streams, leading to a dependency on donor funding. Furthermore, there is a notable perception of lack of transparency regarding sponsorship awarding criteria, which can affect trust among federations and stakeholders.

## 7.3. Structure:

LNOC has a well-defined organizational structure with a clear national mandate and solid succession planning practices. The relationship with federations is largely supportive. Board of LNOC should be independent of their role in Federations. An independent Board members must be incorporate to minimize the impact brought by lack of Federations participation in LNOC board. There must be a proper delegation of authority from Board to executive management and jobs may need to be redefined to promote role clarity.

## 7.4. Systems:

The organization has established basic systems to support programming, Monitoring and Evaluation (M&E) and strategic oversight. The organisation must put in place a digital and data transformation programme to enhance use of technology, protect data (cyber security) and achieve business intelligence. Financial controls, athlete data systems, internal audit and risk management functions, organisational policies remain underdeveloped. Many Federations are under capacitated which limits both their effectiveness and performance, and the effectiveness of strategic oversight by LNOC. There is a need for accreditation system/framework by which Federations are admitted into LNOC membership, and Federations are forced to upgrade their skills and systems.

## 7.5. Shared Values and Culture:

A shared commitment to the Olympic values—excellence, friendship, and respect—is evident among staff and leadership. The workforce is welcoming and stakeholder-oriented, and there is a unified vision to empower Basotho youth through sport. Nonetheless, internal alignment around values such as transparency, innovation, and performance excellence requires further strengthening to cultivate a high-performing organizational culture.

## 7.6. Style:

LNOC leadership demonstrates passion and responsiveness, particularly during Olympic events. However, communication needs to be improved across stakeholders on all matters that improve sport e.g. training, accreditation, international activities etc.

## 7.7. Staff:

The organization is supported by a committed core team with institutional memory and a demonstrated ability to execute strategy. Professional development and succession efforts are ongoing. However, there are persistent capacity gaps in key strategic areas including technology, sport safety, and monitoring and evaluation etc.

## 7.8. Skills:

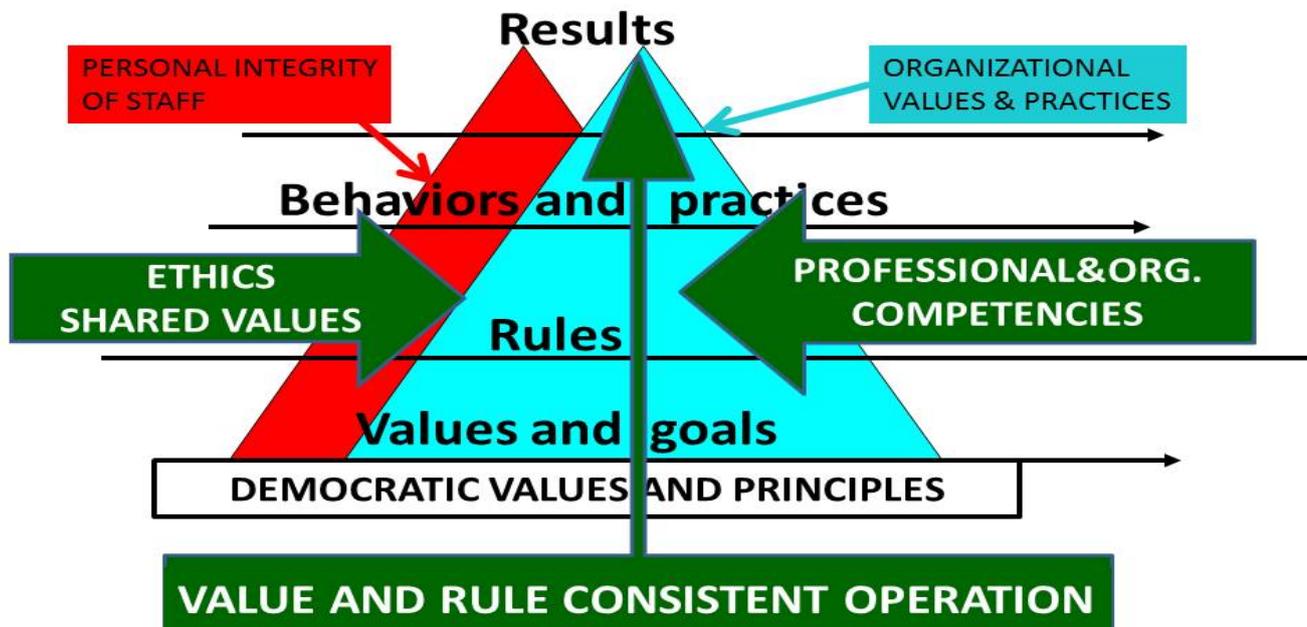
The team exhibits strength in sports administration, event delivery, and building international networks. There are skills gaps in programming, Monitoring & Evaluation, organisational morale and leadership both at LNOC and National Federations. Leadership (Board) elections have also been cited as lacking a merit-based approach, which can compromise credibility and organizational morale.

## 7.9. Safety:

While LNOC has taken commendable steps to align with IOC safeguarding protocols such as hosting health and safety seminars and integrating safeguarding topics into sports administration courses there remains a lack of systematic follow-up to evaluate the effectiveness of these efforts. Although a Safeguarding Lead has been appointed and tailored training sessions have been introduced, safeguarding, gender protection, anti-harassment and anti-doping training and awareness are not yet fully institutionalized across all levels. This highlights a critical need for continued capacity-building and consistent implementation throughout the organization.

## 8. Our Guiding Policy – Institutionalising organisational excellence and integrity .

### ORGANIZATIONAL INTEGRITY



2014.10.13.

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The business model of LNOC is not clearly defined, leading to ineffectiveness in creating overall stakeholder value, organisational growth, promotion of Olympism and predictable podium performance. To restore and uphold organisational discipline, LNOC will embed a culture of high performance and continuous improvement in its core structures and processes. This will be based on establishing clear goals, encouraging accountability, ensuring high standards for everyone both on and off the field of play, prioritizing athlete development and having data-driven decision making. By aligning policies, practices, and values with the pursuit of excellence, and fostering a culture of resilience and innovation, LNOC will ensure that excellence is not just achieved but sustainable.

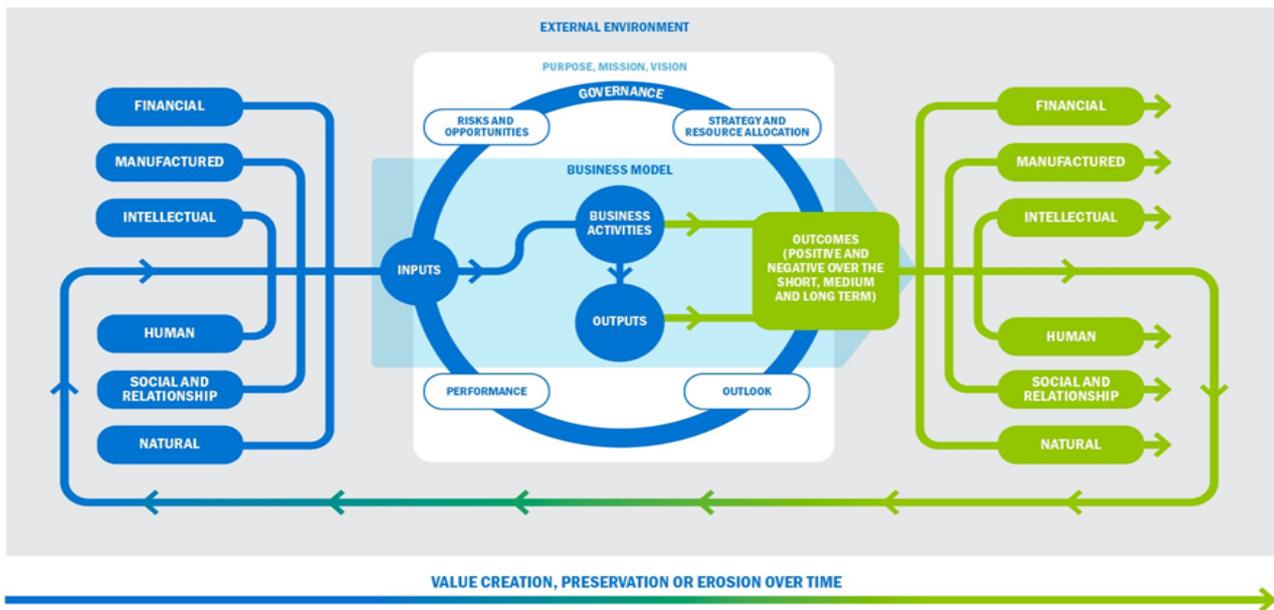
The LNOC will further institutionalise a culture rooted in accountability, ethical governance, and performance-driven leadership. This will begin with the establishment and enforcement of clear governance structures, defined roles and responsibilities, and consistent application of internal policies. All operational decisions and leadership actions will be grounded in the Olympic Charter and aligned with best practices in corporate governance, ensuring transparency, fairness, and clarity across all LNOC engagements.

Central to this policy is the implementation of robust monitoring and evaluation (M&E) systems that enable timely performance tracking, financial oversight, and strategic alignment. LNOC will foster a results-oriented work environment by developing standard operating procedures, performance contracts, and measurable indicators for all staff and committees. Leadership will be held to the highest standards of integrity and responsiveness, setting a strong tone at the top and cultivating a disciplined organisational culture across all levels—from national federations to programme implementers.

Capacity-building initiatives will also be prioritised to enhance Governance oversight, leadership competence, administrative efficiency, and technical know-how within the secretariat and affiliated bodies. The accreditation framework-system will be used to admit and retain Federations into membership. Internal

communication mechanisms will be strengthened to ensure alignment, consistency, and timely resolution of disputes or role overlaps. By embedding these practices in its institutional fabric, LNOC aims to restore credibility, rebuild stakeholder confidence, and ensure that Olympic values are not only preached but practiced.

## 9. Our Integrated Strategic Thinking



LNOC in achievement of its purpose, recognises a multi-capital value creation. Success is shared between multiple stakeholders to achieve long term value. The LNOC strategy recognises an effect through strategic thinking framework, the value creation model that adopts the business model for effectiveness and growth, ensuring organisational resilience, integrity and effectiveness. The global shift from short-term, shareholder-centric approaches to long-term, stakeholder-driven models has reshaped how organizations create value across both commercial enterprises and not-for-profits. In the sports sector, this transformation means moving beyond success measured solely by medals, matches, or revenue. Today, sports organizations are expected to operate in ways that prioritize **Ethical, Environmental, Social, and Governance (EESG)** factors, emphasizing transparency, sustainability, and inclusive growth. At LNOC, **Integrated Thinking** and EESG are now critical to our strategic model, ensuring that our impact is broad-based, long-lasting, and aligned with national and global development goals.

As part of this approach, LNOC has adopted the **Six Capitals Framework**, a tool to guide holistic growth while advancing the **UN Sustainable Development Goals (SDGs)**. This means viewing our value not only in **Financial** terms, but also through **Human, Social, Intellectual, Natural, And Manufactured** capital. At the heart of our model is **Financial Stewardship**—ensuring sustainable revenue generation, diversifying funding streams, and strengthening financial governance. These efforts directly support **SDG 17 (Partnerships for the Goals)** and **SDG 8 (Decent Work and Economic Growth)**.

In tandem, we place strong emphasis on **Health and Safety** across all sporting codes. By strengthening safeguarding protocols and promoting athlete well-being, we ensure our activities are aligned with **SDG 3 (Good Health and Well-being)** and **SDG 5 (Gender Equality)**. Our investments in infrastructure, training programs, and grassroots development aim to grow sport participation and capacity in Lesotho, supporting **SDG 9 (Industry, Innovation, and Infrastructure)** and **SDG 10 (Reduced Inequalities)**.

Recognizing the growing importance of **intangible assets**—such as branding, stakeholder trust, knowledge, and partnerships we are also strengthening our focus on **intellectual capital**. Global investment in intangible assets reached \$6.9 trillion in 2023, more than double what was invested in 1995, and this shift is shaping modern performance expectations across all sectors, including sport.

To support long-term performance and trust, LNOC is improving **Accountability in Federations**, ensuring clearly defined roles, effective governance structures, and performance-based monitoring systems. These steps will build stakeholder trust, enhance transparency, and support **SDG 16 (Peace, Justice, and Strong Institutions)**. The LNOC further intends to implement structured OVEP interventions within the schools setting to impart a value based culture at the early stages of livelihood as most of the athletes are easily found within the schools environment. Through Olympism, a culture of co-existence and bridging of ethnic divides becomes a manageable subject matter.

This strategic framework also recognizes the external **VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)** environment in which sport operates. To navigate this, we will rely on agility, digital innovation, enterprise risk management, and organizational resilience. This means sometimes choosing to deplete certain capitals such as short-term financial reserves to invest in long-term value creation areas like athlete development or community engagement.

LNOC’s Strategic Plan 2025–2035 will be supported by annual divisional and unit-level business plans, with implementation tracked through a robust **Monitoring & Evaluation (M&E)** system. An integrated Strategy and Intelligence Unit will house Strategic Information, Business Intelligence, Performance Monitoring, and Risk Oversight to ensure data-driven decision-making and strategic agility.

Our funding model includes internal capital initiatives such as cost efficiency, responsible pricing, and depreciation allowances, while also opening future collaboration with the private sector, development finance, and sustainable investment platforms including green bonds.

**Through this Strategic Plan, LNOC is redefining how value is created, shared, and sustained across Lesotho’s sporting ecosystem leveraging Integrated Thinking, EESG principles, and alignment with the UN SDGs to drive real, inclusive, and lasting change in line with global best practices.**

*“Driven By Excellence, United By Sports”*



## 10. THE 2025-2035 STRATEGIES

| CAPITAL          | GOAL   | STRATEGIC OBJECTIVE  | KPIs  | COHERENT ACTION  | KEY RESULTS  |
|------------------|--|--|---|--|--|
| <b>FINANCIAL</b> | <ul style="list-style-type: none"> <li>Achieve Financial Sustainability and Independence.</li> </ul> | <ul style="list-style-type: none"> <li>Increase and diversify funding sources.</li> </ul>                            | <ul style="list-style-type: none"> <li>Percentage increase in total revenue</li> </ul>        | <ul style="list-style-type: none"> <li>Establish social enterprises</li> </ul>   | <ul style="list-style-type: none"> <li>One social enterprise every three years.</li> </ul>       |
|                  |  |  | <ul style="list-style-type: none"> <li>Number of private equity transactions.</li> </ul>      | <ul style="list-style-type: none"> <li>Participate in equity investments ventures.</li> </ul>  | <ul style="list-style-type: none"> <li>One (1) Investment in private equity ventures.</li> </ul> |
|                  |  |  | <ul style="list-style-type: none"> <li>Increase in risk-free investment portfolio.</li> </ul> | <ul style="list-style-type: none"> <li>Guilt edged (risk frame) investment instruments. e.g. treasury bills/bond.</li> </ul>                       | <ul style="list-style-type: none"> <li>Annual investment of at least M100,000.00</li> </ul>      |
|                  | <ul style="list-style-type: none"> <li>Enhance Financial Compliance and Accountability.</li> </ul>   | <ul style="list-style-type: none"> <li>Compliance with IFRSs and Global Management Accounting Principles.</li> </ul> | <ul style="list-style-type: none"> <li>100% compliance.</li> </ul>                            | <ul style="list-style-type: none"> <li>Use of core Financial Management services.</li> </ul>   | <ul style="list-style-type: none"> <li>Reliable financial and Management Accounts.</li> </ul>    |
|                  |  | <ul style="list-style-type: none"> <li>Combined assurance</li> </ul>   | <ul style="list-style-type: none"> <li>Clean audits (Internal and External) etc..</li> </ul>  | <ul style="list-style-type: none"> <li>Initiate - various audits, including the statutory external audits, RSL audits and Donor Audits.</li> </ul> | <ul style="list-style-type: none"> <li>Attaining an unqualified audit opinion.</li> </ul>        |

|                     |  |  |  |   |   |
|---------------------|--|--|--|---|---|
|                     | <ul style="list-style-type: none"> <li>Management of Financial risks, e.g. liquidity, insolvency etc.</li> </ul> | <ul style="list-style-type: none"> <li>Financial Planning and analytics</li> </ul>               | <ul style="list-style-type: none"> <li>Operating under risk appetite and risk tolerances.</li> </ul>               | <ul style="list-style-type: none"> <li>Risk planning and regular reporting on liquidity, solvency and reserves management</li> </ul>  | <ul style="list-style-type: none"> <li>Sound Financial risk management. (Predicting shocks)</li> </ul>  |
|                     |  |  | <ul style="list-style-type: none"> <li>Financial analysis ratio within agreed tolerance levels.</li> </ul>         | <ul style="list-style-type: none"> <li>Introducing Financial planning and forecasting.</li> </ul>   | <ul style="list-style-type: none"> <li>At least 95% of monthly financial ratios fall within the defined tolerance thresholds.</li> </ul>                |
|                     |  |  |  | <ul style="list-style-type: none"> <li>Introducing a budgetary system.</li> </ul>   | <ul style="list-style-type: none"> <li>Variance analysis included in monthly reports for 100% of ratios exceeding tolerance by more than 5%.</li> </ul> |
|                     |  | <ul style="list-style-type: none"> <li>Digitalization of systems and data innovation.</li> </ul> | <ul style="list-style-type: none"> <li>Integrated Accounting Package used.</li> </ul>                              | <ul style="list-style-type: none"> <li>Introducing a paperless work environment</li> <li>Morden and up-date Accounting package in use.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Digital Records Management Storage.</li> </ul>   |
|                     |  |  |  |   |   |
| <b>MANUFACTURED</b> | <ul style="list-style-type: none"> <li>Suitable infrastructure to support the Olympic Movement.</li> </ul>       | <ul style="list-style-type: none"> <li>Create sports complexes in each Region.</li> </ul>        | <ul style="list-style-type: none"> <li>Increased access to sporting facilities and revenue enhancement.</li> </ul> | <ul style="list-style-type: none"> <li>Lease secured.</li> <li>Project preparation</li> <li>Sourcing funding (PPP like model)</li> <li>Construction and Commissioning.</li> </ul> | <ul style="list-style-type: none"> <li>Building One sport facility every three years.</li> </ul>  |

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|--------------|--|--|---|--|---|
|              |  | <ul style="list-style-type: none"> <li>Development or upgrading of Basic sport facilities.</li> </ul>                              | <ul style="list-style-type: none"> <li>Number of facilities developed/upgraded.</li> </ul>  | <ul style="list-style-type: none"> <li>Value co-creation established.</li> </ul>   | <ul style="list-style-type: none"> <li>One facility attended per year.</li> </ul>   |
|              |  | <ul style="list-style-type: none"> <li>Construction of Green NOC Head Quarters.</li> </ul>   | <ul style="list-style-type: none"> <li>NOC Head Quarters constructed.</li> </ul>  | <ul style="list-style-type: none"> <li>Sourcing funding</li> <li>Construction and commissioning.</li> </ul>  | <ul style="list-style-type: none"> <li>Green NOC HQ is functional and sustainable in the first quadrennial.</li> </ul>          |
|              |  | <ul style="list-style-type: none"> <li>Provide access and services to LNOC through use of internet/mobile technologies.</li> </ul> | <ul style="list-style-type: none"> <li>Improved access.</li> </ul>  | <ul style="list-style-type: none"> <li>Systems analysis and development.</li> </ul>  | <ul style="list-style-type: none"> <li>Fully enable access to LNOC and payments through mobile devices and internet.</li> </ul> |
|              |  | <ul style="list-style-type: none"> <li>Automated LNOC operations.</li> </ul>   | <ul style="list-style-type: none"> <li>Efficiency in operations.</li> </ul>   | <ul style="list-style-type: none"> <li>Develop and Integrate systems</li> <li>Train staff on the systems to optimize efficiency.</li> </ul>  | <ul style="list-style-type: none"> <li>At least 95% of Operational effectiveness, efficiency and economy.</li> </ul>            |
|              |  |  |   |  |   |
| <b>HUMAN</b> | <ul style="list-style-type: none"> <li>Strengthening Governance, Leadership and Operational skills.</li> </ul> | <ul style="list-style-type: none"> <li>Ensure competency and capacity at all levels.</li> </ul>                                    | <ul style="list-style-type: none"> <li>Number of initiated training programs for Board, Staff and stakeholders.</li> <li>Number of staff members accredited/certified.</li> </ul> | <ul style="list-style-type: none"> <li>Partner with local and international higher learning institutions and consulting firms for training purposes.</li> <li>Partner with IOC and others for training and accreditation.</li> </ul> | <ul style="list-style-type: none"> <li>Annual increase in certifications /accreditations.</li> </ul>                            |

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|                     |  | <ul style="list-style-type: none"> <li>Invest in retention programs.</li> </ul>  | <ul style="list-style-type: none"> <li>Capable and motivated human capital retained.</li> </ul>                        | <ul style="list-style-type: none"> <li>Facilitate requisite retention strategies.</li> </ul>   | <ul style="list-style-type: none"> <li>Reduction in turn-over.</li> </ul>  |
| <b>INTELLECTUAL</b> | <ul style="list-style-type: none"> <li>Promote Olympism for enhancement of socio-economic advancement in Lesotho.</li> </ul> | <ul style="list-style-type: none"> <li>Promoting Olympism philosophy of life that seeks to blend ethical principles, service of humanity, with culture and sport.</li> </ul> | <ul style="list-style-type: none"> <li>Number of programs run.</li> </ul>  | <ul style="list-style-type: none"> <li>Education and publications on Olympism philosophy.</li> </ul>                                     | <ul style="list-style-type: none"> <li>Reduction in elicited and unethical practices in societal setting.</li> </ul> |
|                     |  |  | <ul style="list-style-type: none"> <li>Physical Education (PE) program/Curriculum designed and implemented.</li> </ul> | <ul style="list-style-type: none"> <li>Facilitate the inclusion of OVEP within the PE in the MOET Primary Schools Curriculum.</li> </ul> | <ul style="list-style-type: none"> <li>Inclusive PE program rolled out.</li> </ul>                                   |
|                     |  | <ul style="list-style-type: none"> <li>Recognition for institutional integrity and good corporate Governance.</li> </ul>   | <ul style="list-style-type: none"> <li>Improved stakeholders' perception.</li> </ul>                                   | <ul style="list-style-type: none"> <li>Develop or evaluate Governance framework and implement.</li> </ul>                                | <ul style="list-style-type: none"> <li>Improved image and integrity of LNOG</li> </ul>                               |
|                     | <ul style="list-style-type: none"> <li>Cultivating world class athletes and driving high performance.</li> </ul>             | <ul style="list-style-type: none"> <li>Promotion of elite sporting excellence.</li> </ul>  | <ul style="list-style-type: none"> <li>Improved rankings and Number of medals.</li> </ul>                              | <ul style="list-style-type: none"> <li>Adequate exposure and access to high level competitions.</li> <li>Games Hosting</li> </ul>        | <ul style="list-style-type: none"> <li>Increase in medals every quadrennial.</li> </ul>                              |

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|                                |  | <ul style="list-style-type: none"> <li>Promotion of Talent Identification.</li> </ul>  | <ul style="list-style-type: none"> <li>Number of selected schools.</li> </ul>                | <ul style="list-style-type: none"> <li>Implementing School-based sports development and infrastructure development program.</li> </ul>   | <ul style="list-style-type: none"> <li>Increase in emerging talent.</li> </ul>  |
|                                |  |  | <ul style="list-style-type: none"> <li>Number of selected sport codes.</li> </ul>            | <ul style="list-style-type: none"> <li>Support Sport code based talent ID programming</li> </ul>   |   |
|                                |  |  |  |  |   |
| <b>SOCIAL &amp; RELATIONAL</b> | <ul style="list-style-type: none"> <li>Sustainable relationships with stakeholders.</li> </ul> | <ul style="list-style-type: none"> <li>Establish and maintain regular, transparent, and mutually beneficial communication and collaboration mechanisms with key stakeholders.</li> </ul> | <ul style="list-style-type: none"> <li>Number of stakeholder engagements held.</li> </ul>    | <ul style="list-style-type: none"> <li>Develop and distribute a stakeholder engagement plan.</li> </ul>  | <ul style="list-style-type: none"> <li>Improved relationships with stakeholders.</li> </ul>                                       |
|                                |  |  | <ul style="list-style-type: none"> <li>Number of active stakeholder partnerships.</li> </ul> | <ul style="list-style-type: none"> <li>Launch a quarterly digital newsletter featuring updates on sports programs, funding opportunities, and partnership highlights.</li> </ul> | <ul style="list-style-type: none"> <li>Increase in the number of recurring or long-term partnerships by 30% by year 1.</li> </ul> |

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|                |  |   | <ul style="list-style-type: none"> <li>Stakeholder satisfaction score from annual survey.</li> </ul>   | <ul style="list-style-type: none"> <li>Conduct an annual stakeholder survey to evaluate satisfaction, gather input, and identify areas for improvement.</li> </ul>                     | <ul style="list-style-type: none"> <li>Reduced stakeholder complaints or unresolved issues by 50% compared to the previous year.</li> </ul>   |
|                |  | <ul style="list-style-type: none"> <li>Enhance LNOC's Marketing &amp; Communications program.</li> </ul>  | <ul style="list-style-type: none"> <li>Frequent media and stakeholder updates through all media platforms including social media.</li> </ul> | <ul style="list-style-type: none"> <li>Maintain monthly content releases through social media.</li> </ul>  | <ul style="list-style-type: none"> <li>Increase media mentions of national sports events and athletes by 30% within 12 months.</li> </ul>     |
|                | <ul style="list-style-type: none"> <li>Promotion of safe and inclusive environment for sport.</li> </ul>                           | <ul style="list-style-type: none"> <li>Establish a culture of safety, integrity and respect within all LNOC affiliated environments.</li> </ul>                           | <ul style="list-style-type: none"> <li>Anti-doping, competition manipulation and safeguarding protocols observed.</li> </ul>                 | <ul style="list-style-type: none"> <li>Develop and implement relevant frameworks.</li> </ul>   | <ul style="list-style-type: none"> <li>Improved compliance with regulating standards.</li> </ul>  |
| <b>NATURAL</b> | <ul style="list-style-type: none"> <li>Promote Environmental Sustainability in Sport and Strengthen Climate Resilience.</li> </ul> | <ul style="list-style-type: none"> <li>Develop Ethics, Environment, Social Governance policy and programme to incorporate EESG in LNOC operations and projects</li> </ul> | <ul style="list-style-type: none"> <li>Number of partnerships formed with environmental stakeholders for ecosystem restoration.</li> </ul>   | <ul style="list-style-type: none"> <li>Implement land restoration projects targeting degraded sports grounds, wetlands, and surrounding green spaces through reforestation.</li> </ul> | <ul style="list-style-type: none"> <li>At least 80% of sports venues meet environmental compliance standards by the end of year 5.</li> </ul> |

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|  |  |  | <ul style="list-style-type: none"> <li>▪ Report on Carbon footprint calculation available.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Conduct carbon footprint assessment for the LNOC.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Carbon emissions reduced by 5% every two years.</li> </ul>                       |
|  |  |  | <ul style="list-style-type: none"> <li>▪ Biodiversity index or species count in restored areas (baseline vs. post-intervention).</li> </ul>                 | <ul style="list-style-type: none"> <li>▪ Preserve natural habitats, biodiversity and water resources linked to sports venues and activities.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Improved biodiversity index at selected sports venues.</li> </ul>                |
|  |  |  | <ul style="list-style-type: none"> <li>▪ Number of trees or plant species planted and maintained in or around sports facilities and communities.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Carry out tree planting and implement a long-term maintenance plan in and around sports facilities and communities to enhance local biodiversity and strengthen ecological resilience.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Increase in local biodiversity index by 20% within the first 4 years.</li> </ul> |
|  |  | <ul style="list-style-type: none"> <li>▪ Adapt sport to climate change.</li> </ul> | <ul style="list-style-type: none"> <li>▪ The ability to identify climate change threats to sports.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Develop and implement a climate resilience plan for sports events and facilities, addressing climate risks.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Reduced climate-related disruptions at sports events</li> </ul>                  |

## 11. RISK MANAGEMENT

| CAPITAL          | COHERENT ACTIONS  | POTENTIAL RISKS  | MITIGATION STRATEGY   |
|------------------|---|--|---|
| <b>FINANCIAL</b> | <ul style="list-style-type: none"> <li>Establish social enterprises.</li> </ul>                                   | <ul style="list-style-type: none"> <li>Poor business viability.</li> <li>Misalignment with mission.</li> <li>Regulatory non-compliance.</li> </ul> | <ul style="list-style-type: none"> <li>Conduct feasibility and market studies.</li> <li>Aligning with organizational strategy.</li> <li>Ensure legal and governance compliance.</li> </ul>    |
|                  | <ul style="list-style-type: none"> <li>Participate in equity investment ventures.</li> </ul>                      | <ul style="list-style-type: none"> <li>Capital loss.</li> <li>Exposure to high-risk entities.</li> <li>Conflicts of interest.</li> </ul>           | <ul style="list-style-type: none"> <li>Implement strict due diligence.</li> <li>Diversify investments.</li> <li>Develop an investment policy with risk thresholds.</li> </ul>                 |
|                  | <ul style="list-style-type: none"> <li>Gilt-edged investment instruments (e.g., treasury bills/bonds).</li> </ul> | <ul style="list-style-type: none"> <li>Inflation risk.</li> <li>Opportunity cost.</li> <li>Liquidity constraints.</li> </ul>                       | <ul style="list-style-type: none"> <li>Match maturity periods with cash flow needs.</li> <li>Monitor inflation trends.</li> <li>Blend with liquid assets.</li> </ul>                          |
|                  | <ul style="list-style-type: none"> <li>Use of core financial management services.</li> </ul>                      | <ul style="list-style-type: none"> <li>Dependency on third parties.</li> <li>Data security risks.</li> <li>Cost overruns.</li> </ul>               | <ul style="list-style-type: none"> <li>Vet and contract reliable service providers.</li> <li>Include data security clauses.</li> <li>Monitor SLAs and cost-benefit ratio.</li> </ul>          |
|                  | <ul style="list-style-type: none"> <li>Initiate various audits (statutory, RSL, donor).</li> </ul>                | <ul style="list-style-type: none"> <li>Audit fatigue.</li> <li>Resource strain.</li> <li>Non-compliance findings.</li> </ul>                       | <ul style="list-style-type: none"> <li>Prepare audit schedules and assign internal leads.</li> <li>Conduct pre-audit internal reviews.</li> <li>Implement audit findings promptly.</li> </ul> |

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|                     | <ul style="list-style-type: none"> <li>Risk planning and liquidity/solvency/reserve reporting.</li> </ul> | <ul style="list-style-type: none"> <li>Inaccurate risk identification.</li> <li>Late detection of financial distress.</li> <li>Cost overruns.</li> </ul> | <ul style="list-style-type: none"> <li>Establish a risk register.</li> <li>Regular financial health check-ins.</li> <li>Use financial dashboards and scenario analysis.</li> </ul>  |
|                     | <ul style="list-style-type: none"> <li>Introducing financial planning and forecasting.</li> </ul>         | <ul style="list-style-type: none"> <li>Inaccurate forecasts.</li> <li>Lack of staff skills.</li> <li>Resistance to change.</li> </ul>                    | <ul style="list-style-type: none"> <li>Invest in tools and training.</li> <li>Use rolling forecasts.</li> <li>Pilot first, scale later.</li> </ul>  |
|                     | <ul style="list-style-type: none"> <li>Introducing a budgetary system.</li> </ul>                         | <ul style="list-style-type: none"> <li>Budget rigidity.</li> <li>Under- or over-allocation.</li> <li>Poor alignment with strategic goals.</li> </ul>     | <ul style="list-style-type: none"> <li>Use zero-based or activity-based budgeting.</li> <li>Link budget to performance metrics.</li> <li>Conduct mid-year budget reviews.</li> </ul>                                      |
|                     | <ul style="list-style-type: none"> <li>Paperless work environment.</li> </ul>                             | <ul style="list-style-type: none"> <li>Technology failures.</li> <li>Change resistance.</li> <li>Data loss.</li> </ul>                                   | <ul style="list-style-type: none"> <li>Backup protocols and cyber security.</li> <li>Staff training and change management.</li> <li>Use trusted digital platforms.</li> </ul>   |
|                     | <ul style="list-style-type: none"> <li>Modern and up-to-date accounting package.</li> </ul>               | <ul style="list-style-type: none"> <li>Implementation delays.</li> <li>Data migration errors.</li> <li>Poor user adoption.</li> </ul>                    | <ul style="list-style-type: none"> <li>Select software with strong support.</li> <li>Plan phased rollout.</li> <li>Train users and provide ongoing support</li> </ul>   |
|                     |   |  |   |
| <b>MANUFACTURED</b> | <ul style="list-style-type: none"> <li>Lease secured.</li> </ul>  | <ul style="list-style-type: none"> <li>Legal disputes over property.</li> <li>Unfavorable lease terms.</li> <li>Delays in securing lease.</li> </ul>     | <ul style="list-style-type: none"> <li>Conduct thorough due diligence.</li> <li>Use legal counsel for contracts.</li> <li>Build contingencies and flexibility into contractual terms to accommodate unforeseen</li> </ul> |

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|  |  |  | circumstances and changing needs.  |
|  | <ul style="list-style-type: none"> <li>Project preparation.</li> </ul>               | <ul style="list-style-type: none"> <li>Incomplete or inaccurate feasibility assessments.</li> <li>Delays in approvals.</li> <li>Scope creep.</li> </ul>    | <ul style="list-style-type: none"> <li>Use experienced project consultants.</li> <li>Create clear scope and milestones.</li> <li>Engage stakeholders early and often.</li> </ul>                         |
|  | <ul style="list-style-type: none"> <li>Sourcing funding (PPP-like model).</li> </ul> | <ul style="list-style-type: none"> <li>Lack of investor interest.</li> <li>Complex negotiation terms.</li> <li>Regulatory obstacles.</li> </ul>            | <ul style="list-style-type: none"> <li>Prepare robust business cases and ROI models.</li> <li>Diversify funding sources.</li> <li>Involve legal and financial advisors early.</li> </ul>                 |
|  | <ul style="list-style-type: none"> <li>Construction and commissioning.</li> </ul>    | <ul style="list-style-type: none"> <li>Cost overruns.</li> <li>Timeline slippage.</li> <li>Non-compliance with safety or building standards.</li> </ul>    | <ul style="list-style-type: none"> <li>Use qualified contractors with clear SLAs.</li> <li>Conduct regular site audits</li> <li>Apply project management methodologies (e.g., PRINCE2, PMBOK)</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Systems analysis and development.</li> </ul>  | <ul style="list-style-type: none"> <li>Misalignment with actual needs.</li> <li>Underestimation of complexity.</li> <li>Poor change management.</li> </ul> | <ul style="list-style-type: none"> <li>Involve end-users in requirements gathering.</li> <li>Pilot new systems.</li> <li>Document clear system specifications.</li> </ul>                                |

|              |   |   |  |
|--------------|---|---|--|
|              | <ul style="list-style-type: none"> <li>▪ Develop and integrate systems.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Integration failures.</li> <li>▪ Data migration issues.</li> <li>▪ Security vulnerabilities.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Use scalable and modular systems.</li> <li>▪ Test thoroughly before going live.</li> <li>▪ Apply cybersecurity best practices.</li> </ul>   |
|              | <ul style="list-style-type: none"> <li>▪ Train staff on systems to optimize efficiency.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Low adoption.</li> <li>▪ Skills mismatch.</li> <li>▪ Training fatigue.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Provide hands-on training and job aids.</li> <li>▪ Offer ongoing support and refresher training.</li> <li>▪ Measure adoption and address gaps quickly.</li> </ul>                                       |
|              |   |   |  |
| <b>HUMAN</b> | <ul style="list-style-type: none"> <li>▪ Partner with local and international higher learning institutions and consulting firms for training purposes.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Training not aligned with actual job needs.</li> <li>▪ Poor quality or outdated content.</li> <li>▪ Dependency on external providers.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Conduct training needs assessments.</li> <li>▪ Establish clear objectives and deliverables in partnership agreements.</li> <li>▪ Evaluate training impact and adjust partnerships if needed.</li> </ul> |
|              | <ul style="list-style-type: none"> <li>▪ Partner with IOC and others for training and accreditation.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Accreditation process delays.</li> <li>▪ High costs of certification.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Engage partners with proven accreditation experience.</li> <li>▪ Negotiate cost-sharing or sponsorships.</li> </ul>   |

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|                     |  | <ul style="list-style-type: none"> <li>▪ Inconsistent quality or standards between partners.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Standardize internal benchmarks to match external certifications.</li> </ul>  |
|                     | <ul style="list-style-type: none"> <li>▪ Facilitate requisite retention strategies.</li> </ul>               | <ul style="list-style-type: none"> <li>▪ High turnover despite efforts.</li> <li>▪ Mismatch between staff expectations and benefits offered.</li> <li>▪ Cost of retention initiatives outweighing return.</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Regularly review staff engagement and feedback.</li> <li>▪ Benchmark compensation and benefits against industry standards.</li> <li>▪ Align career development opportunities with organizational goals.</li> </ul>  |
|                     |  |   |  |
| <b>INTELLECTUAL</b> | <ul style="list-style-type: none"> <li>▪ Education and publications on Olympism philosophy.</li> </ul>       | <ul style="list-style-type: none"> <li>▪ Limited reach or impact of materials.</li> <li>▪ Curriculum dispel of OVEP</li> <li>▪ Misinterpretation or dilution of Olympic values.</li> <li>▪ Lack of academic or community engagement.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Develop materials in multiple formats and languages.</li> <li>▪ Use Minister to Minister approach to advocate for OVEP inclusion</li> <li>▪ Collaborate with accredited educators and sports historians.</li> <li>▪ Monitor uptake and feedback through outreach programs.</li> </ul> |
|                     | <ul style="list-style-type: none"> <li>▪ Develop or evaluate governance framework and implement.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Resistance to governance change.</li> <li>▪ Poor implementation due to unclear roles.</li> <li>▪ Governance misalignment with international standards.</li> </ul>                                      | <ul style="list-style-type: none"> <li>▪ Engage internal and external stakeholders early.</li> <li>▪ Use a phased implementation plan with training.</li> <li>▪ Benchmark governance against IOC and other best practices.</li> </ul>  |
|                     | <ul style="list-style-type: none"> <li>▪ Adequate exposure and access to high-level competitions.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Limited funding or logistical barriers.</li> <li>▪ Talent drain to better-supported programs.</li> <li>▪ Inequitable selection or access.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Develop partnerships with national/international federations.</li> <li>▪ Establish transparent athlete selection criteria.</li> </ul>   |

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|                                |  |   | <ul style="list-style-type: none"> <li>Provide travel grants or sponsorships.</li> </ul>   |
|                                | <ul style="list-style-type: none"> <li>Games hosting.</li> </ul>   | <ul style="list-style-type: none"> <li>Reputational risk due to poor event execution.</li> <li>Cost overruns and underutilized infrastructure.</li> <li>Inadequate community engagement.</li> </ul> | <ul style="list-style-type: none"> <li>Build cross-functional local organizing committees (LOCs).</li> <li>Use scalable budgeting and legacy planning tools.</li> <li>Engage communities early through awareness campaigns.</li> </ul> |
|                                | <ul style="list-style-type: none"> <li>Implementing school-based sports and infrastructure development.</li> </ul> | <ul style="list-style-type: none"> <li>Poor integration into education systems.</li> <li>Budgetary constraints.</li> <li>Inequitable access across regions.</li> </ul>                              | <ul style="list-style-type: none"> <li>Collaborate with the ministries of education and sports.</li> <li>Leverage PPP models or donor funding.</li> <li>Design inclusive and scalable pilot programs first.</li> </ul>                 |
|                                |  |   |  |
| <b>SOCIAL &amp; RELATIONAL</b> | <ul style="list-style-type: none"> <li>Develop and distribute a stakeholder engagement plan.</li> </ul>            | <ul style="list-style-type: none"> <li>Plan not inclusive or representative.</li> <li>Low stakeholder participation.</li> <li>Failure to act on engagement outcomes.</li> </ul>                     | <ul style="list-style-type: none"> <li>Involve key stakeholder groups in plan design.</li> <li>Communicate engagement benefits clearly.</li> <li>Assign responsibility for follow-up and feedback loops.</li> </ul>                    |
|                                | <ul style="list-style-type: none"> <li>Launch a monthly digital newsletter.</li> </ul>                             | <ul style="list-style-type: none"> <li>Low engagement or readership.</li> <li>Outdated or irrelevant content.</li> <li>Inconsistent publishing schedule.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Use data to tailor content to audience interests.</li> <li>Include call-to-actions and interactive elements.</li> <li>Automate scheduling and assign content owners.</li> </ul>                 |
|                                | <ul style="list-style-type: none"> <li>Conduct an annual stakeholder survey.</li> </ul>                            | <ul style="list-style-type: none"> <li>Low response rate.</li> <li>Unclear or biased questions.</li> </ul>  | <ul style="list-style-type: none"> <li>Keep the survey brief and relevant.</li> <li>Incentivize participation where appropriate.</li> </ul>  |

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|----------------|---|--|--|
|                |   | <ul style="list-style-type: none"> <li>▪ Lack of action on survey results.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Publicly share key findings and planned actions.</li> </ul>   |
|                | <ul style="list-style-type: none"> <li>▪ Maintain monthly content releases through social media.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Inconsistent brand voice or messaging.</li> <li>▪ Negative public feedback.</li> <li>▪ Low reach or engagement.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Develop a content calendar with approval workflows.</li> <li>▪ Monitor and respond to feedback respectfully.</li> <li>▪ Use platform analytics to refine strategy.</li> </ul>               |
|                | <ul style="list-style-type: none"> <li>▪ Develop and implement relevant frameworks (e.g., partnership, communication, collaboration).</li> </ul>            | <ul style="list-style-type: none"> <li>▪ Frameworks remain unused.</li> <li>▪ Lack of alignment with organizational goals.</li> <li>▪ Staff or partners are unaware of frameworks.</li> </ul>                | <ul style="list-style-type: none"> <li>▪ Involve stakeholders in development.</li> <li>▪ Provide training and embed into daily operations.</li> <li>▪ Monitor uptake and review annually for relevance.</li> </ul>                   |
|                |   |  |  |
| <b>NATURAL</b> | <ul style="list-style-type: none"> <li>▪ Implement land restoration projects (reforestation of degraded sports grounds, wetlands, green spaces).</li> </ul> | <ul style="list-style-type: none"> <li>▪ Invasive species introduced.</li> <li>▪ Poor survival rate of vegetation.</li> <li>▪ Land-use conflicts or unclear ownership.</li> </ul>                            | <ul style="list-style-type: none"> <li>▪ Use native species and ecological assessments.</li> <li>▪ Plan phased planting and monitor survival rates.</li> <li>▪ Clarify land rights and involve local authorities early.</li> </ul>   |
|                | <ul style="list-style-type: none"> <li>▪ Preserve natural habitats, biodiversity, and water resources near sports venues.</li> </ul>                        | <ul style="list-style-type: none"> <li>▪ Development pressure leading to habitat loss.</li> <li>▪ Pollution or overuse of water sources.</li> <li>▪ Limited enforcement of conservation measures.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Create conservation zones or buffer areas.</li> <li>▪ Implement environmental impact assessments (EIAs).</li> <li>▪ Partner with environmental NGOs or regulators for oversight.</li> </ul> |
|                | <ul style="list-style-type: none"> <li>▪ Carry out tree planting with long-term maintenance plans.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Trees die due to lack of maintenance.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Establish a maintenance contract with local groups.</li> </ul>  |

|  |   |  |   |
|--|---|--|---|
|  |   | <ul style="list-style-type: none"> <li>▪ Vandalism or lack of community support.</li> <li>▪ Poor species selection for local climate.</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Engage schools or communities in care programs.</li> <li>▪ Conduct climate-appropriate species selection with experts.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>▪ Develop and implement a climate resilience plan for sports events and facilities.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Underestimation of climate risks.</li> <li>▪ Lack of integration into planning and operations.</li> <li>▪ High upfront costs of resilience measures.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Conduct localized climate risk assessments.</li> <li>▪ Integrate climate planning into events and facility design from the start.</li> <li>▪ Seek climate adaptation grants or green funding support.</li> </ul> |

