



2018 – 2028
STRATEGIC PLAN

PREAMBLE:

The protocol on Culture, Information and Sport of Southern African Development Community (SADC) signed by all SADC Heads of State in Blantyre, Malawi, on 14 August 2001, states; “AWARE that SADC recognizes the presence and role of the Supreme Council for Sport in Africa Zone VI (SCSA Zone VI) and that SADC has made the SCSA Zone VI the implementing arm of all Sports programmes”.

(Page 3 of SADC Protocol on Culture, Information and Sport).

Noting that SCSA Zone VI was harmonized into the African Union (AU) structures and is now known as the African Union Sports Council (AUSC) Region 5.

Region 5 is the regional arm of the African Union. The AUSC Region 5 promotes the aims of the AU through Sport in the SADC region.

MISSION

To serve our members and stakeholders by encouraging and promoting innovative development of inclusive sport and recreation at all levels, through partnerships and collaborations to promote athlete excellence.

VISION

To be Africa's Leading Sport Region through innovation and excellence

VISION DEFINITION

By **Leading** we mean being first and we get noticed in all we do on and off the field of play.

By **Innovation** we mean doing things differently within the organisation's resources to continuously improve business performance.

By **Excellence** we mean being outstanding, being the best in business and being standard bearers

VALUES

Diversity
Equity
Excellence
Fun
Integrity
Solidarity

VALUES DEFINITION

DIVERSITY

We recognise and appreciate the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement.

EQUITY

We promote fair access to resources and participation, equal opportunity, aiming for a discrimination and harassment free sporting environment, and embracing a community of increasingly diverse needs and backgrounds.

EXCELLENCE

We strive to be the best at what matters most to our stakeholders. We are committed to providing high quality service.

FUN

We promote joy and naturalness. We encourage recreation. We promote active participation.

INTEGRITY

We adhere to ethical and moral principles and soundness of moral character. We adhere to globally accepted code of moral or artistic values

SOLIDARITY

We remain collectively consistent in purpose and action. We are committed to unity of purpose and fellowship arising from common responsibilities and interest. We are bound by collective agreement and support for each other.

ORGANISATIONAL OBJECTIVES

- 1 To encourage Member States to develop national sport and recreation policies and to harmonise these on crosscutting issues.
- 2 To promote policy development in Member States that is intended to increase equitable access to sport and recreation, especially women and people with disability.
- 3 To facilitate and promote the organization and hosting of the Region 5 Games and other major events strategic to the Region.
- 4 To facilitate the formation of Regional Confederations and provide ongoing support.
- 5 To encourage Member States to participate in the activities of the Confederations including the Region 5 Games.
- 6 To coordinate and monitor the development of human resource capacity in the Region.
- 7 To encourage institutional capacity building of sport organization in the Region.
- 8 To encourage Member States to ensure the teaching of physical education and sport, especially in schools.
- 9 To encourage stakeholders to prevent and address HIV/AIDS, undesirable practices and any form of racial, religious, political or other discrimination in sport.

OPPORTUNITIES	THREATS
<p>POLITICAL</p> <ol style="list-style-type: none"> 1. Sound political Integration – 2. Existing policy frameworks <p>ECONOMIC</p> <ol style="list-style-type: none"> 1. Economy of sport 2. Broadcasting infrastructure and rights 3. Sports tourism 4. Sound fiscal policies 5. Nonexistence of sports manufacturing industry 6. Globalization <p>SOCIAL</p> <ol style="list-style-type: none"> 1. Anti-Doping collaboration and partnerships 2. Globalization and Regional integration <p>TECHNOLOGICAL</p> <ol style="list-style-type: none"> 1. Digital evolution 2. Ease of access to information 3. Growing mobile technology industry <p>ENVIRONMENTAL</p> <ol style="list-style-type: none"> 1. Existing Partnerships & Collaboration 2. Organisational credibility 3. Positive organisational image <p>LEGAL</p> <ol style="list-style-type: none"> 1. Existence of pro sport legislations 2. Existence of Governance infrastructure 3. Existence of Court of arbitration in sport 	<p>POLITICAL</p> <ol style="list-style-type: none"> 1. Low priority of sports by governments 2. Cases of Political instability 3. Activism from Pressure Groups <p>ECONOMIC</p> <ol style="list-style-type: none"> 1. Economic meltdown 2. Prevalence of corruption 3. Competing national/regional priorities 4. High taxation 5. Accessibility barriers <p>SOCIAL</p> <ol style="list-style-type: none"> 1. Social intolerance 2. Culture diversity 3. Low standard of living <p>TECHNOLOGICAL</p> <ol style="list-style-type: none"> 1. Redundancy of coaches 2. Physical in activity 3. Cyber Crime 4. Disruptive digital applications <p>ENVIRONMENTAL</p> <ol style="list-style-type: none"> 1. Global warming 2. environmental natural disasters <p>LEGAL</p> <ol style="list-style-type: none"> 1. Highly litigious environment 2. Criminal activity 3. Corruption 4. Match fixing 5. Age cheating

STRENGTHS	WEAKNESSES
<p>Internal Analysis</p> <ol style="list-style-type: none"> 1. Functional organs (Confederations , Region 5 office, Commissions) 2. Organisation guided by plans/policies 3. Prudent management of resources <p>Culture</p> <ol style="list-style-type: none"> 1. Support from Member Countries 2. Value based organisation <p>Expertise</p> <ol style="list-style-type: none"> 1. Competent leadership 2. Performing athletes <p>Unique Qualities</p> <ol style="list-style-type: none"> 1. Size of the Region - Number of Member Countries 2. Brand identity 3. Trade secrets <p>Resources</p> <ol style="list-style-type: none"> 1. Viable programs (PPP, Games, SEAS, RASA, Marathon) 2. Known sources of revenue 3. Assets/ properties 	<p>Internal Analysis</p> <ol style="list-style-type: none"> 1. Weak/inadequate/unsustainable sources of revenue 2. Misalignment of strategies between countries, partners, stakeholders 3. Weak policies 4. Policy gaps <p>Culture</p> <ol style="list-style-type: none"> 1. Ownership dilemma (them versus us) <p>Expertise</p> <ol style="list-style-type: none"> 1. Weak implementation 2. Limited capacity <p>Unique Qualities</p> <ol style="list-style-type: none"> 1. Weak brand 2. Low competition standards <p>Resources</p> <ol style="list-style-type: none"> 1. Limited resources 2. Human resource turnover

KEY FOCUS AREAS

1. Capacity Building
2. Sports Development
3. Sports for Development and Peace
4. Building a Case for Sport
5. Finance
6. Marketing and Communication
7. Organisational Effectiveness

ORGANISATIONAL STRATEGY

The Organisation shall adopt a **Consolidation** strategy for the strategic period 2018 - 2028

STRATEGIC GOALS

Capacity Building

1. To increase the quality of all structures' skills, knowledge and ways of doing business by conducting at least three hundred and thirty courses by 2028.
2. To generate at least sixty-thousand United States Dollars through courses by 2028.

Sports Development

1. To deliver at least five (5) medal winning countries at major continental and international events by 2028.

Sports for Development and Peace

1. To increase participation by marginalized groups in sport and recreation to 40% by 2028

Building the Case for Sport

1. To raise the priority ranking of the sport and recreation to the top six (6) of member countries' national budget by 2028
2. To increase number of participants in sport and recreation at all levels to at least 60% by 2028

Finance

1. To generate 50% of the budget revenue from commercial activities by 2028.

Marketing and Communication

1. To develop the Region 5 brand to occupy top of the mind position in African market by 2028
2. To exploit the Region 5 brand commercial value to generate 50% of the budget revenue by 2028

Organisational Effectiveness

1. To increase stakeholder satisfaction index from 65% to 85% by 2028

STRATEGIC PRIORITIES

1. Capacity Building
 - 1.1 Education, Training and Development
 - 1.2 Sports Education and Accreditation Systems
 - 1.3 Regional Confederations
 - 1.4 Anti-Doping
2. Sports Development
 - 2.1 High Performance
 - 2.2 Talent Identification and Development
 - 2.3 Regional Rewards and Recognition
3. Sport for Development and Peace
 - 3.1 Equity and Inclusion
 - 3.2 Sport and Peace
 - 3.3 Sport and Society
 - 3.4 Sport and Environment
4. Building the Case for Sport
 - 4.1 Advocacy
 - 4.2 Sports Diplomacy
 - 4.3 Economy of Sport
5. Finance
6. Marketing and Communication
 - 6.1 Brand Development, Growth and Visibility
 - 6.2 Communication and Public Relations
 - 6.3 Information Management and Communication Technology
7. Organisational Effectiveness
 - 7.1 Corporate Governance
 - 7.2 Service delivery
 - 7.3 Risk Management, Monitoring and Evaluation

1 Capacity Development				
Strategic Goals:				
<p>1. To increase the quality of all structures' skills, knowledge and ways of doing business by conducting at least three hundred and thirty courses by 2028.</p> <p>2. To generate at least sixty-thousand United States Dollars through courses by 2028.</p>				
1.1 Education and Training Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>1.1.1 To establish and implement programmes to train and retain Confederations and Member Countries' coaches, technical officials and administrators to meet the needs of the Region.</p> <p>1.1.2 To establish a Regional High Performance Centre and Centers of Excellence in Member States.</p> <p>1.1.3 To facilitate the development of athletes that win medals at major international competitions</p> <p>1.1.4 To establish and implement programmes for enhancing skills and competencies of the Executive Committee.</p> <p>1.1.5 To establish a management information system to support effective decision-making and information dissemination.</p> <p>1.1.6 To determine the human resource and infrastructural needs of the secretariat in order to support the effective implementation of the strategic plan and ensure that these are met.</p> <p>1.1.7 To facilitate training of Confederations on Corporate Governance.</p> <p>1.1.8 To establish a capacity development programme for the Region's Games Local Organising Committees prior to hosting of the Games.</p> <p>1.1.9 To develop Games host countries' potential capacity to host major events.</p>	<p>➤ 31 December 2028</p> <p>➤ 31 December 2018</p> <p>➤ 31 December 2028</p> <p>➤ 31 December 2028</p> <p>➤ 31 December 2019</p> <p>➤ 31 December 2018</p> <p>➤ 31 December 2028</p> <p>➤ 31 December 2028</p> <p>➤ 31 December 2028</p>	<ul style="list-style-type: none"> ▪ Facilitate the establishment of adequate training Institutes for Sports Administrators, Coaches and Technical Officials ▪ Leverage Olympic Movement Capacity Building programmes. ▪ Leverage Institutions of Higher learning programmes. ▪ Host Regional sports competitions and activities ▪ Utilise existing Athlete High Performance Centres. 	<p>➤ Enlisted Training Institutes</p> <p>➤ Database of trained personnel</p> <p>➤ Training reports</p> <p>➤ Events and competition results and reports</p> <p>➤ High Performance Programme and Plan</p>	<p>➤ Availability of adequate resources</p> <p>➤ Availability of appropriate training and education infrastructure</p>

1.2 SEAS Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
1.2.1 To ensure Member States, (Ministries, Sports Councils/Commissions, and NOCs) Confederations and other agencies incorporate and effectively implement the SEAS project	➤ 31 December 2028	▪ Establish partnerships with institutions of higher learning	➤ Partnership agreements	➤ Availability of resources
1.2.2 To provide support towards effective management and implementation of the Regional Sports Education and Accreditation System (SEAS) within Member State and among other key stakeholders.	➤ 31 December 2028	▪ Leverage Olympic Movement capacity building programmes	➤ Training database and reports	➤ Availability of appropriate training and education infrastructure
1.2.3 To ensure Regional uniformity of sports education curriculum that produces competent sports personnel using the SEAS project.	➤ 31 December 2028	▪ Leverage existing institutions of higher learning programmes.	➤ Training needs analysis reports	➤ Existence of training infrastructure
1.2.4 To establish formal recognition and associateship of the SEAS with institutions of higher learning within the Region.	➤ 31 December 2020	▪ Conduct needs based training courses. ▪ Establish a Coaches carding system.	➤ Coaching framework	➤ Existence of training expertise
➤ Training needs analysis reports			➤ Coach carding system	
			➤ List of trained personnel	

1.3 Regional Confederations Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
1.3.1 To ensure that 60% of existing affiliated Confederations are fully functional.	➤ 31 December 2028	▪ Develop and implement Confederations recognition standards	➤ Confederations recognition standards	➤ Availability of adequate resources
1.3.2 To facilitate the establishment of at least ten new Regional Sport Confederations.	➤ 31 December 2028	▪ Leverage existing Member States bilateral and multilateral agreements.	➤ Youth Games qualification standards	➤ Member States buy-in and goodwill
1.3.3 To assist affiliated Confederations develop and implement their own Strategic Plans.	➤ 31 December 2028	▪ Utilise existing Athlete High Performance Centres.	➤ Even hosting calendar	
1.3.4 To facilitate provision of support by the Region, Member Countries and key stakeholders towards Confederations.	➤ 31 December 2028	▪ Introduce qualifying standards for Regional Youth Games	➤ Progress reports on Confederations Assistance Programme	
1.3.5 To ensure Confederations establish and implement Long Term Athlete and Coach Development and Talent Identification Programmes.	➤ 31 December 2020	▪ Encourage all Member States to host at least one major international competition per year		
1.3.6 To establish recognition standards and governance checklist for Confederations	➤ 31 December 2028	▪ Make Regional Youth Games qualifiers for major international competitions		
1.3.7 To assist Confederations develop and implement Marketing and Revenue Generation and Maximisation strategies.	➤ 31 December 2028			
1.3.8 To develop and implement regulations and protocols that ensure participation in Regional activities by affiliated Confederations.	➤ 31 December 2028			
1.3.9 To assist Confederations in hosting Regional events and improve standards of the activities.	➤ 31 December 2028			
1.3.10 To eliminate duplication of roles and resources between the Region and Confederations for sustainable sport development.	➤ 31 December 2028			
1.3.11 To encourage development and implementation of Community Social Responsibility programmes by top athletes within their countries.	➤ 31 December 2028			

1.4 Anti-Doping: Strategic Objectives Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
1.4.1 To facilitate establishment of and strengthen support towards operations of Regional Anti-Doping structures and facilities.	➤ 31 December 2028	▪ Utilise WADA structures in Africa and beyond	➤ Anti-Doping Programme and activity reports ➤ Impact assessment reports on use of UNESCO grants	➤ Availability of adequate resources (human, financial, infrastructural, informational and material).
1.4.2 To facilitate establishment of National Anti-Doping Organisations in all Member Countries.	➤ 31 December 2028	▪ Encourage Member States to utilize the UNESCO grant	➤ Anti-Doping Testing Plan and reports	➤ Availability of appropriate training and education infrastructure
1.4.3 To draw and implement a Regional Anti-Doping programme.	➤ 31 December 2028	▪ Leverage existing National and Regional events and competitions.	➤ Anti-Doping training programme and plan	➤ Support from member States and WADA
1.4.4 To conduct periodic research to keep abreast of trends on Doping in the Region.	➤ 31 December 2028	▪ Train Anti-Doping Training and Education Officers.	➤ List of trained Anti-Doping personnel	➤ Approval from and Commitment of Member States
1.4.5 To facilitate conduction of in-competition doping tests and results management during the Region 5 Youth Games.	➤ 31 December 2028	▪ Leverage existing Anti-Doping Testing laboratories in Africa		➤ Support from International and Regional Anti-Doping Agencies
1.4.6 To encourage ratification of the UNESCO Convention and other protocols on Anti-Doping by all Member States.	➤ 31 December 2028			
1.4.7 To facilitate training and development of requisite Anti-Doping personnel for the Region.	➤ 31 December 2028			

2. Sports Development

Strategic Goal: To deliver at least five (5) medal winning countries at major continental and international events by 2028

2.1 Talent Identification and Development Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
2.1.1 To implement the Podium Performance Programme in all ten Member Countries	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Collaborate with existing Centres of Excellence and Academies 	<ul style="list-style-type: none"> ➤ Benchmarking reports 	<ul style="list-style-type: none"> ➤ Availability of adequate resources
2.1.2 To establish Centres of Sporting Excellence in all ten Member Countries to promote junior sport development, talent identification and nurturing	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Leverage existing Member States bilateral and multilateral agreements ▪ Utilise existing Athlete Centres of sporting excellence. 	<ul style="list-style-type: none"> ➤ List of bilateral agreements utilised ➤ Database of athletes on Talent I.d Programme 	<ul style="list-style-type: none"> ➤ Member States buy-in and goodwill
2.1.3 To facilitate hosting of National and Regional events and competitions that provide exposure of athletes to high level competitions in prioritised sports codes.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Develop regional LTAD and LTCD programmes 	<ul style="list-style-type: none"> ➤ LTAD and LTCD frameworks 	
2.1.4 To continuously improve the hosting standards and athlete performance at the Region 5 Games.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Encourage all Member States to host at least one major International competition by 2026 	<ul style="list-style-type: none"> ➤ Games Plan, programme and reports 	
2.1.5 To develop and implement the Region's Long Term Athlete and Coach development Programmes	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Encourage Member States to host National Youth Games 	<ul style="list-style-type: none"> ➤ Member Countries hosting plans and reports 	
2.1.6 To maintain existing and introduce new Regional sports events and tournaments.	➤ 31 December 2020	<ul style="list-style-type: none"> ▪ Introduce athlete scholarship, mentorship and exchange programmes 		
2.1.7 To align all existing events and activities to existing international cycles for clear athlete and coach development pathways	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ To develop Region 5 Youth Games into qualifiers for international competitions 		

2.2 High Performance Strategic Objectives		BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
2.2.1	To develop and implement a Regional High Performance system to produce medals in prioritised sports codes.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Implement the Podium Performance Programme ▪ Set Regional performance targets for major Regional and International competitions 	<ul style="list-style-type: none"> ➤ PPP model ➤ Performance targets and strategy ➤ Strategy and plan to leverage Olympic Movement programmes 	<ul style="list-style-type: none"> ➤ Availability of adequate resources and technical expertise
2.2.2	To identify and utilise existing High Performance Centres within the region and beyond for athlete placement and development.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Leverage existing Olympic Movement programmes 	<ul style="list-style-type: none"> ➤ High Performance Strategy, plan and programme 	<ul style="list-style-type: none"> ➤ Member States buy-in and goodwill
2.2.3	To mobilise resources to support athletes in their education, career and personal development alongside their sporting goals.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Utilise existing Athlete High Performance Centres. 	<ul style="list-style-type: none"> ➤ Member Countries' hosting plans 	<ul style="list-style-type: none"> ➤ Existence of High Performance Centres and credible Regional competitions
2.2.4	To establish sustainable and credible elite competitions for the Region's athletes in prioritised sporting codes	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Encourage all Member States to host at least one major International competition by 2026 	<ul style="list-style-type: none"> ➤ Database of athletes entered for international competitions 	
2.2.5	To utilise scientific research and provide sports science and sports medicine support to Member Countries' athletes in prioritised sports codes	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Encourage Member States to enter teams in Regional, Continental and International competitions 		

2.3 Regional Rewards Programme Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
2.3.1 To motivate athletes, coaches, technical officials and sports administrators to reach set performance standards.	➤ 31 December 2028	➤ Host Regional Annual Sports Awards	➤ RASA reports	➤ Availability of adequate resources and technical expertise
2.3.2 To honour Member States, teams and individuals in recognition of meritorious service in sport.	➤ 31 December 2028	➤ Leverage existing Member States Rewards Programmes.	➤ Rewards Programme rulebook	
2.3.3 To encourage all Member Countries to develop National Awards.	➤ 31 December 2028	➤ Create partnerships for hosting and funding of Regional Rewards Programme.	➤ Partnership agreements	➤ Member States buy-in and goodwill
2.3.4 To develop and implement a performance incentive programme for coaches and athletes that attain set performance targets	➤ 31 December 2028	➤ Introduce community service and charity work for awards recipients ➤ Leverage existing events and functions to confer awards and recognition of deserving recipients	➤ Community and charity work impact assessment reports	

3. Sport for Development and Peace

Strategic Goal: To increase participation by marginalized groups in sport and recreation to 40% by 2028

3.1 Equity and Inclusion Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
3.1.1 To ensure all Member States and Confederations establish policies that promote gender mainstreaming, gender equity and inclusion in sport.	➤ 31 December 2028	▪ Use the media for public awareness on inclusion in sport	➤ Media reports and impact assessment reports	➤ Availability of adequate resources and technical expertise
3.1.2 To facilitate development and implementation of sustainable inclusion and safe sport initiatives at country level.	➤ 31 December 2028	▪ Leverage existing Sport for development programmes	➤ Leverage reports and plans	➤ Member States buy-in and goodwill
3.1.3 To increase in participation at all levels by girls, Women, People with a disability, Youth at risk and other vulnerable communities	➤ 31 December 2028	▪ Create partnerships with Sport for Development Agencies	➤ Partnership agreements signed	
3.1.4 To ensure that Member States develop and implement transformation policies to eliminate discrimination in sport at all levels.	➤ 31 December 2028	▪ Host and attend forums, symposia, workshops, exhibitions and Fares for public awareness and advocacy on inclusion	➤ Public awareness and advocacy impact assessment reports	
3.1.5 To ensure Member States establish and support sports structures that promote equity, inclusion and gender mainstreaming.	➤ 31 December 2028		➤ Structures for sports inclusion	
3.1.6 To facilitate formulation and ensure implementation of Region 5 guidelines for safe sport and gender balanced resource mobilization and allocation.	➤ 31 December 2028			

3.2 Sport and Peace Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
3.2.1 To ensure all Member States and Sports Confederations develop and implement Sport and Peace Programmes.	➤ 31 December 2028	▪ Use the media for public awareness on sport and peace	➤ Media reports and impact assessment reports	➤ Availability of adequate resources and technical expertise
3.2.2 To ensure all Member States and the Regional Confederations develop sports programmes and policies that promote safety and peace.	➤ 31 December 2028	▪ Leverage existing UN Agencies' programmes	➤ Leverage reports	➤ Member States buy-in and goodwill
3.2.3 To develop and implement a Regional Sport and Peace Programme.	➤ 31 December 2028	▪ Leverage the Olympic Movement programmes in sport and peace	➤ Sport and environment strategy, plan and programmes	
3.2.4 To intentionally use sport, physical activity and play to attain sustainable development goals.	➤ 31 December 2028	▪ Create partnerships with the Donor Community on peace initiatives	➤ Partnership agreements signed	
3.2.5 To develop sports, recreation and physical activity initiatives that enhance social inclusion, prevent conflict and build peace	➤ 31 December 2028	▪ Host and attend forums, symposia, workshops, exhibitions and Fares for public awareness and advocacy on sport and peace.	➤ Public awareness and advocacy impact assessment reports	
3.2.6 To build partnerships and increase networking among governments, donor community, Non-Governmental Organisations and sport organisations in the Region.	➤ 31 December 2028			
3.2.7 To promote awareness of global conventions, declarations and resolutions on sport and peace	➤ 31 December 2028			

3.3 Sport and Society Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
3.3.1 To promote participation in sport and physical activity by vulnerable groups.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Use the media for public awareness on sport and peace ▪ Leverage existing UN Agencies' programmes ▪ Leverage the Olympic Movement programmes in sport and peace ▪ Create partnerships with the Donor Community on peace initiatives ▪ Host and attend forums, symposia, workshops, exhibitions and Fares for public awareness and advocacy on sport and peace. 	<ul style="list-style-type: none"> ➤ Media reports and impact assessment reports ➤ Leverage reports ➤ Sport and environment strategy, plan and programmes ➤ Partnership agreements signed ➤ Public awareness and advocacy impact assessment reports 	<ul style="list-style-type: none"> ➤ Availability of adequate resources and technical expertise ➤ Member States buy-in and goodwill
3.3.2 To establish and implement Regional sports campaigns that promote awareness on the impact of sport and physical activity on healthy living and promotion of active community lifestyle	➤ 31 December 2028			
3.3.3 To ensure Confederations and other sports structures of the Region include health and wellness programmes in all sport and recreation activities under the auspices of Region 5.	➤ 31 December 2028			
3.3.4 To influence positive behavior change among athletes, coaches and administrators in sport.	➤ 31 December 2028			
3.3.5 To use sport to fight against communicable diseases and other social epidemics.	➤ 31 December 2028			
3.3.6 To encourage and promote sport and wellness programmes in the workplace in all Member Countries.	➤ 31 December 2028			
3.3.7 To use the Region 5 Youth Games as a tool to address the socio-economic issues affecting youths and society at large.	➤ 31 December 2028			

3.4 Sport and Environment Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
3.4.1 To ensure Member States, Confederations and NOCs develop and implement policies that promote sustainable environmental conservation through sport.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Use the media for public awareness on sport and environment ▪ Leverage existing environmental conservation programmes 	<ul style="list-style-type: none"> ➤ Media reports and impact assessment reports ➤ Leverage reports 	<ul style="list-style-type: none"> ➤ Availability of adequate resources and technical expertise
3.4.2 To encourage collaboration of the Region and Member States with organisations that promote environmental conservation.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Leverage the Olympic Movement programmes in sport and environment 	<ul style="list-style-type: none"> ➤ Sport and environment strategy, plan and programmes 	<ul style="list-style-type: none"> ➤ Member States buy-in and goodwill
3.4.3 To develop and implement a Region 5 Youth Games Sport and Environment legacy programme.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Create partnerships with Environmental Agencies ▪ Host and attend forums, symposia, workshops, exhibitions and Fares for public awareness and advocacy on sport and environment 	<ul style="list-style-type: none"> ➤ Partnership agreements signed ➤ Public awareness and advocacy impact assessment reports 	

4. Building A Case for Sport				
Strategic Goal:				
1. To raise the priority ranking of the sport and recreation sector to the top 6 of Member Countries' national budgets by 2028				
2. To increase number of participants in sport and recreation at all levels to at least 60% by 2028				
4.1 Advocacy Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
4.1.1 To develop and implement a networking and advocacy strategy to communicate the values and benefits of sport to Member States, international leaders, and agencies responsible for development assistance.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Use role models and goodwill ambassadors. ▪ Utilise existing events and platforms for advocacy within Member States and at regional level. ▪ Host regional events. ▪ Leverage the Regional Economic Community events and activities. ▪ Create partnerships with Sport for Development and other advocacy and donor agencies. 	<ul style="list-style-type: none"> ➤ List and agreements with regional goodwill ambassadors ➤ Events reports ➤ Partnerships agreements 	<ul style="list-style-type: none"> ➤ Ministers' goodwill and buy-in ➤ Existence of platforms for advocacy in Member States and at Regional level ➤ Availability of resources
4.1.2 To increase the presence of government leaders of Member States at Regional sport and recreation events by 20% annually based on 2012 U20 Youth Games figures.	➤ 31 December 2028			
4.1.3 To increase partnership support for the Region by at least 5% annually based on 2012 partnership portfolio.	➤ 31 December 2028			
4.1.4 To institute awareness programmes on health and other social issues through sport and recreation.	➤ 31 December 2028			
4.1.5 To ensure Member States develop and implement National Sports Strategies, Policies and Systems.	➤ 31 December 2028			
4.1.6 To develop mutually beneficial Memoranda of Understanding with International Federations and other relevant stakeholders for resource maximization and the development of sport.	➤ 31 December 2028			
4.1.7 To promote the enactment of legislation that protects athletes' welfare including preservation of their earnings.	➤ 31 December 2028			
4.1.8 To promote development of Sport For All and recreation programmes by all Member States.	➤ 31 December 2028			

4.2 Sports Diplomacy Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
4.2.1 To coordinate implementation of a system to share resources among Member States within the confines of existing protocols.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Use role models as advocates and goodwill ambassadors 	<ul style="list-style-type: none"> ➤ List and agreements with regional goodwill ambassadors 	<ul style="list-style-type: none"> ➤ Member States buy-in and goodwill
4.2.2 To facilitate development of formal partnership agreements between Governments and affiliated Confederations.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Utilise existing events and platforms for advocacy within Member States and at Regional level 	<ul style="list-style-type: none"> ➤ Regional mentorship plan ➤ Exchange programme impact assessment reports 	<ul style="list-style-type: none"> ➤ Existence of platforms for advocacy
4.2.3 To advocate (in collaboration with COSANOC) for the alignment of NOC Constitutions to the statutes of Sports Councils/Commissions.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Introduce regional mentorship and exchange programmes 	<ul style="list-style-type: none"> ➤ Partnership agreements 	<ul style="list-style-type: none"> ➤ Availability of resources
4.2.4 To facilitate formulation of co-operation agreements between NOCs and Sports Commissions/Councils concerning establishment and management of National High Performance Centres.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Host regional events and functions ▪ Leverage REC events and activities 		
4.2.5 To leverage Member Countries' existing bilateral agreements for the development of sport in the Region.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Create partnerships with like-minded regional and international sport entities, advocacy bodies and diplomatic agencies 		

4.3 Economy of Sport Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
4.3.1 To conduct scientific research on the economic and social value of sport.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Utilise Universities for research. 	➤ Research findings and recommendations	➤ Ministers' goodwill and buy-in
4.3.2 To facilitate increased prioritisation of physical education and activity, sport and recreation in all Member Countries.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Register the Region's marks, symbols and Intellectual Property. 	➤ Registration certificates for the marks, symbols and IP	➤ Existence of marks and symbols
4.3.3 To use sport as a catalyst for change and positive development within communities in all Member Countries.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Host Regional events, conferences, forums, symposia and workshops on the economy of sport. 	➤ MoUs and Partnership agreements signed	➤ Availability of resources
4.3.4 To promote the advancement of Sustainable Development Goals using the Region's sport and recreation programmes and activities.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Leverage the Regional Economic Community events and activities for advocacy 		➤ Current research studies
4.3.5 To assist Member Countries and Confederations derive maximum benefits from the success of their elite athletes and other forms of sport intellectual property, patents and trademarks.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Create partnerships with like-minded regional and international sport entities, advocacy bodies and diplomatic agencies on value addition and beneficiation of sport. 		

5. Finance

Strategic Goal: To generate 50% of the budget revenue from commercial activities by 2028.

5.1 Finance Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
5.1.1 To draw and finance annual budgets for the furtherance of the Region's aims and objectives.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Draw annual budgets ▪ Set and achieve annual revenue targets ▪ Source sponsorships, donations and grants ▪ Leverage Olympic Movement and other stakeholders' sources of funding. ▪ Legally protect the Region's Intellectual properties, patents and trademarks ▪ Develop annual business plans ▪ Create business and strategic partnerships ▪ Conduct fundraising events and activities 	<ul style="list-style-type: none"> ➤ Annual budgets ➤ Annual revenue targets ➤ Revenue generation and diversity plan ➤ Registration certificates or the Marks and symbols ➤ Annual Business Plans ➤ Signed Partnership agreements ➤ Audited statements ➤ Quarterly Financial Management Reports 	<ul style="list-style-type: none"> ➤ Member States buy-in and goodwill ➤ Existence of sellable programmes, marks and symbols ➤ Availability of expertise
5.1.2 To achieve revenue targets to finance this Strategic plan.	➤ 31 December 2028			
5.1.3 To increase sustainability of the Region and its programmes through prudent use of resources and diversifying sources of income.	➤ 31 December 2028			
5.1.4 To increase strategic partner support for the Region by at least 5% annually based on 2012 figures.	➤ 31 December 2028			
5.1.5 To provide development grants to Confederations on an annual basis.	➤ 31 December 2028			
5.1.6 To legally protect the Region's Intellectual properties, patents and trademarks.	➤ 31 December 2028			
5.1.7 To maintain 100% credibility on Finance reporting and accountability.	➤ 31 December 2028			
5.1.8 To generate revenue that makes Region 5 Games profitable.	➤ 31 December 2028			
5.1.9 To maximize benefits for the Games through the sale of broadcasting and other media rights.	➤ 31 December 2028			

6. Marketing and Communication

Strategic Goal:

1. To develop the Region 5 brand to occupy top of the mind position in African market by 2028
2. To exploit the Region 5 brand commercial value to generate 50% of the budget revenue by 2028

6.1 Brand Development, Growth and Visibility Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
6.1.1 To differentiate the Region 5 brand from competitors' products and services.	➤ 31 December 2028	▪ Develop AUSC Region 5 Corporate Identity (CI) and Brand usage guidelines.	➤ CI and Brand Manual	➤ Availability of funding
6.1.2 To build customer awareness of the Region 5 brand.	➤ 31 December 2028	▪ Produce and distribute merchandise and promotional materials	➤ Merchandise catalogue	➤ Availability of Marketing structures and expertise
6.1.3 To manage the Region 5 brand and exploit its commercial value.	➤ 31 December 2028	▪ Register Region 5 marks and symbols	➤ Commercialisation strategy and plan	
6.1.4 To increase the Region 5 brand prestige, personality and status in the minds of its stakeholders	➤ 31 December 2028	▪ Host Regional exhibitions and promotional activities	➤ Promotional strategy, plan and materials	
6.1.5 To be recognised as the best brand in Africa by winning at least two awards.	➤ 31 December 2028	▪ Develop a Regional Marketing strategy, policy, plan and structure	➤ Marketing strategy, structure, policy and Plan	
6.1.6 To position Region 5 as an industry leader in Africa	➤ 31 December 2028	▪ Outsource event management and Marketing services		
6.1.7 To develop and implement an effective and deliberate Region 5 communication strategy and plan.	➤ 31 December 2028	▪ Maximise utilisation of traditional and social media platforms		
6.1.8 To develop and implement a comprehensive marketing plan to enhance the Games brand.	➤ 31 December 2028	▪ Produce high quality products and services		
6.1.9 To increase and maintain customer loyalty to the Region 5 brand and its branded products and services	➤ 31 December 2028			
6.1.10 To build consumer value and benefit from Region 5 products and services	➤ 31 December 2028			

6.2 Communication and Public Relations Strategic Objectives		BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
6.2.1	To develop stakeholder satisfaction index to at least 85%.	➤ 31 December 2028	<ul style="list-style-type: none"> ▪ Develop communication strategy and tools including Regional website ▪ Utilise the various traditional and social media platforms ▪ Establish a Regional Communication and Public relations structure ▪ Outsource Communication and PR services 	<ul style="list-style-type: none"> ➤ Communication strategy and tools ➤ Communication media and platforms ➤ Communication and PR structure, plan and programme 	<ul style="list-style-type: none"> ➤ Availability of funding ➤ Availability of Communication and PR structures and expertise
6.2.2	To improve communication satisfaction index to at least 90% ownership and buy-in by Member Countries	➤ 31 December 2028			
6.2.3	To increase productivity by anticipating problems, making decisions and coordinating work-flows in order to promote Region 5 products and services	➤ 31 December 2028			
6.2.4	To provide tools for effective work related flow of information	➤ 31 December 2028			
6.2.5	To promote effective reach of Region 5 and public promotions for effective and clear message delivery and meaning.	➤ 31 December 2028			
6.2.6	To promote discipline through effective business communication	➤ 31 December 2028			
6.2.7	To positively influence stakeholder attitudes, feelings and beliefs about Region 5 products and services	➤ 31 December 2028			
6.2.8	To build awareness of the Region and generate consumer awareness and attention.	➤ 31 December 2028			
6.2.9	To create interest and entice targeted audiences to try the Region 5 products and services.	➤ 31 December 2028			
6.2.10	To provide customers and stakeholders with more in-depth information about Region 5 products and services	➤ 31 December 2028			
6.2.11	To stimulate demand for Region 5 products and services.	➤ 31 December 2028			
6.2.12	To reinforce the Region 5 brand and maintain positive relationships with customers and stakeholders	➤ 31 December 2028			

6.3 Information Management and Communication Technology Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
6.3.1 To develop and implement a Regional ICT Policy and infrastructure.	➤ 31 December 2028	▪ Conduct ICT training and education	➤ ICT Training strategy, plan and programme	➤ Availability of funding
6.3.2 To speed up product development and service delivery in a customer centric environment.	➤ 31 December 2028	▪ Leverage Olympic Movement for ICT capacity development	➤ Signed strategic partnerships	➤ Availability of ICT infrastructure
6.3.3 To improve stakeholder integration.	➤ 31 December 2028	▪ Outsource ICT services	➤ ICT infrastructure	➤ Availability of ICT expertise
6.3.4 To introduce Enterprise Resource Planning (ERP) systems that enhance process improvement	➤ 31 December 2028	▪ Create strategic and business partnerships		
6.3.5 To reduce transaction and implementation costs for the organisation and its stakeholders.	➤ 31 December 2028	▪ Establish and manage a Regional Sports Museum and Sports Hall of Fame		
6.3.6 To help Region 5 gain and maintain competitive advantage in the marketplace.	➤ 31 December 2028	▪ Host regional sports business exhibitions and expos		
6.3.7 To protect and preserve the Region’s sports information and heritage.	➤ 31 December 2028	▪ Create and maintain a Regional ICT based database.		
6.3.8 To establish a regional records and heritage repository.	➤ 31 December 2028	▪ Outsource non-core ICT functions		
6.3.9 To create an operational model essential for globalisation	➤ 31 December 2028			

7. Organisational Effectiveness

Strategic Goal: To increase stakeholder satisfaction index from 65% to 85% by 2028

7.1 Corporate Governance Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
7.1.1 To develop and implement a Corporate Governance charter.	➤ 31 December 2028	▪ Establish and utilise Governance structures and organs.	➤ Governance checklist	➤ Availability of adequate resources
7.1.2 To formulate relevant policies and enabling instruments that ensure adherence to such by all Members and staff.	➤ 31 December 2028	▪ Establish a Governance checklist	➤ Database of trained personnel	➤ Member Countries buy-in
7.1.3 To keep abreast with international Governance best practice	➤ 31 December 2028	▪ Leverage partners and stakeholders' governance infrastructure.	➤ Training reports	➤ Ministers' goodwill and support
7.1.4 To eliminate or mitigate conflicts of interest.	➤ 31 December 2028	▪ Outsource governance training and governance mentorship services.	➤ Governance instruments	
7.1.5 To ensure that the assets of the organisation are used efficiently and productively and in the best interests of its mandate and that of its key stakeholders	➤ 31 December 2028	▪ Hosts and attend Governance workshops, seminars, conferences and symposia		
7.1.6 To guarantee organisational perpetuity through management development and succession planning	➤ 31 December 2028	▪ Continuously review and align existing governance instruments to international best practice.		
7.1.7 To promote adherence to and respect of the region's decision making processes and structures	➤ 31 December 2028			

7.2 Service Delivery Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
7.2.1 To determine the human resources and infra-structural needs of the Secretariat for effective implementation of the Strategic Plan.	➤ 31 December 2018	▪ Leverage the Botswana Government Internship Programme	➤ HR Strategy, plan and programme	➤ Availability of resources
7.2.2 To ensure effective execution of the Region's programmes and projects by Member States, Confederations, NOCs and other key stakeholders.	➤ 31 December 2028	▪ Develop and implement a regional human resource capacity and management development programme	➤ Management Development Programme	➤ Existence of a Quality Service structure
7.2.3 To effectively manage strategic and business service level agreements for the furtherance of the Region's aims and objectives.	➤ 31 December 2028	▪ Create strategic and business partnerships	➤ Signed partnership agreements	➤ Support from the Botswana Government Internship Programme
7.2.4 To ensure implementation of an effective performance management system.	➤ 31 December 2028	▪ Develop a Regional Client Service Charter	➤ Regional Client Service charter	
7.2.5 To continuously use ICT and research to improve the Region's programmes and activities.	➤ 31 December 2028	▪ Develop and implement Quality Service and loss control mechanisms	➤ Quality service and loss control tools	

7.3 Risk Management, Monitoring and Evaluation Strategic Objectives	BY WHEN	STRATEGIES	SOURCES OF VERIFICATION	IMPORTANT ASSUMPTIONS
7.3.1 To mitigate and manage organisational risk and risk exposure.	➤ 31 December 2028	▪ Introduce a Performance Management System and tools for all Regional organs and staff.	➤ Performance Management tools	➤ Availability of resources and expertise
7.3.2 To develop and implement Monitoring and Evaluation instruments for the Region's projects.	➤ 31 December 2028		➤ Strategic Plan implementation matrix and evaluation tools	
7.3.3 To introduce projects and programmes coordination tools.	➤ 31 December 2028	▪ Develop a Strategic Plan implementation matrix and evaluation tools	➤ Annual Business Plans	➤ Existence of a Quality Service structure
		▪ Develop a risk management framework, policy and register	➤ Monitoring and Evaluation reports	
		▪ Outsource Monitoring and Evaluation services	➤ Risk management policy, framework and register	

IMPLEMENTATION PLAN

The implementation of the strategic plan will be the responsibility of all AUSC Region 5 members under the leadership of the Secretary General through the General Manager, with the Secretariat providing strategic leadership and effective oversight. The Secretariat will ensure that the Regional structure is reviewed such that it is capable of implementing this strategic plan and approve annual budgets that will support the strategy implementation. Further, the Secretariat should ensure that a culture supportive of strategy implementation is established and that policies that facilitate strategy implementation are formulated. The Secretary General/CEO will take the lead in mobilising the necessary resources, and ensuring that the Region is well managed. He/she will ensure that annual business plans are drawn and implemented as part of the implementation of the overall strategic plan, instill commitment to the strategic plan and ensure that staff rewards and motivation are linked to attainment of strategic plan performance targets. Further, he/she should ensure that an information and reporting system to track progress and monitor performance is developed.

MONITORING AND EVALUATION

Appropriate Monitoring and Evaluation should be conducted to monitor the implementation of this strategic plan according to the set strategic and annual plan objectives.

The secretariat shall conduct regular Monitoring and Evaluation (M & E) on implementation of the strategic plan through progress reports by staff, respective Commissions and other relevant Region organs, whose reports shall focus on the key focus areas. Additionally, a mid-term evaluation of the implementation of the strategic plan shall be carried out. Records of performance against set targets shall be kept and any variations observed shall be addressed progressively.