**NATIONAL SPORTS ACADEMY**



**2020-2024 STRATEGIC PLAN**

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**1. INTRODUCTION**

The functionality of National Sports Academy is premised on the mandate given to the university by the Government of the Republic of Zimbabwe to host the National Sports Academy in 2006.In line with this imperative the university was given the mandate, powers and authority to develop and implement structures, policies, programmes, facilities and activities regarding podium performance in Zimbabwe in relation to sports. Due to the economic down turn experienced from 2006-2012 not much movement was seen in respect of making this a reality. However, in 2013 the University took a deliberate attempt at resuscitating the idea with full support from the Ministry of Higher and Tertiary Education, Science and Technology Development. To date a lot of movement and positives have taken place, among them, the recruitment of staff to initiate programmes and activities, identification and recruitment of talentees in prioritized sports and the facilitation of infrastructural development.

The 2020-2024 Strategic Plan was developed by benchmarking the National Sports Academy against other high performance sports development institutions in Southern Africa. It seeks to raise the academy to the same competitive levels as similar institutions in the Region. This will enable it to contribute towards the transformation of the Zimbabwe into a prosperous and empowered upper middle income society by a running high performance sports system which produces podium performance athletes and offers socio-economic rewards on a sustainable basis.

**2. VISION**

An internationally renowned high performance sports center producing podium performance athletes by 2024.

**3. MISSION**

To contribute towards the transformation of the Country into a prosperous and empowered upper middle income society by a running high performance sports system which offers sustainable socio-economic rewards.

**4. CORE VALUES**

As the National Sports Academy strives to attain its Vision and Mission, it has adopted the following values to guide the way in which its staff and athletes should function and behave:

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| --- | --- | --- |
| No. | Value | Meaning |
| 1. | Integrity | Truthfulness, honesty, ethical |
| 2. | Teamwork | Respect, trust, mutual accountability, tolerance, complementing, cooperation, caring, receptiveness, solidarity |
| 3. | Athlete  Centeredness | Empathy, compassion, responsive, respect |
| 4. | Commitment | Dedication, loyalty, sacrifice |
| 5. | Diversity | Inclusivity |

**5. TERMS OF REFERENCE**

We derive our mandate from the following:-

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| Constitution of Zimbabwe Amendment 28 of 2013 |
| Sports and Recreation Commission Act |
| Zimbabwe Boxing and Wrestling Act |
| Bindura University of Science Education Act |
| Manpower Planning and Development Act |
| The National Sports Policy |
| National Sports Strategy |

**6. OVERALL FUNCTIONS OF THE NATIONAL SPORTS ACADEMY**

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| --- | --- | --- |
| No. | Function | Meaning |
| 1. | **Talent Identification** | Recognizing children with physiological, anthropometric, technical, tactical, mental and lifestyle attributes needed to develop into elite athletes and provide them with the opportunity to join a training environment where they can go on to realise their potential. |
| 2. | Talent Development | Ensuring continuous improvement and progression of Talentees through sports pathway. |
| 3. | Competition | Running a sustainable high performance sports system which ensures the development of podium performance athletes by exposing them to national, regional, continental and global sports competitions which are aligned to their development pathways. |
| 4. | Resource Mobilization and Optimization | Raising the financial and material resources needed to perform the Academy’s overall functions from diversified sources and manage them in a transparent and cost-effective way. |
| 5. | **Research and Scientific Support Services** | Provide scientific research support services for the athlete development programmes. |
| 6. | **Administrative Support Services** | Provide administrative support services for the athlete development programmes. |

**7. PRIORITY SPORTS**

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| --- |
| Athletics |
| Basketball |
| Boxing |
| Chess |
| Cricket |
| Football |
| Golf |
| Paralympics |
| Rugby |
| Swimming |
| Tennis |

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# 8. SWOT ANALYSIS

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| --- | --- |
| STRENGTHS   * Visionary leadership. * Institutional funding. * Adequate land for infrastructural development. * A pool of talented athletes. * Existence of an ICT and Computer Science department in the University. * Existence of a Sports Science department in the University. * Existence of a Works and Estates department in the University. * Existence of a Marketing department in the University. * Existence of a good financial management system in the University. * Diversified activity base. * Positive brand equity. | WEAKNESSES   * Overdependence on inadequate institutional and government funding. * Weak links with the corporate sector. * Lack of guiding scientific talent identification and development models. * Competition system not aligned to athlete development pathways. * Inadequate high performance sports equipment and facilities. * Lack of IT based coaching resources. * Underequipped scientific research support services. * Thin technical staff base. * No sustainable marketing strategy. * Inadequate policy support framework and operational procedures guidelines. |
| OPPORTUNITIES   * Government funding and support. * Support from National Sports Associations. * Availability of elite sports facilities in the environs. * Availability of highly qualified technical personnel in the environs. * Sports competitions run by national and international sports federations. * Collaborations with other high performance sports centres. * Existence of an enabling legal frameworks. * Availability of external research grants. * Collaborations with the corporate sector. | **THREATS**   * Unstable macro-economic environment. * Competition from better resourced international sports academies and local sports clubs. * National policy inconsistencies. * Bureaucracy. * Skills flight. |

**9 STAKEHOLDER MAPPING**

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| --- | --- |
| **Low Interest** | **High Interest** |
| **High Power** | **Keep Satisfied**   * **The Bindura Town Council.** * **The corporate sector.** * **The Bindura Community.** | **Top Priority -Manage Closely.**   * The Patron. * University Management * Ministry of Youth, Sport, Arts and Recreation. * Ministry of Higher and Tertiary Education. Science and Technology Development. * National Sports Academy Board. * National Sports Academy Staff. * National Sports Academy Athletes. * Relevant BUSE Departments (Works and Estates, Sports Science. Marketing, Public Relations and Protocol, Bursar’s, Registry, Faculty of Science and Engineering, Student Affairs, Computer Science and IT). * National Sports Associations for priority sports codes. * Zimbabwe Olympic Committee. * Sports and Recreation Commission. * Chipindura High School. * Sponsors. * The Media. * Parents and Guardians. |
| Low Power | **Monitor**   * Sports clubs and other sports academies. * Primary and secondary schools. | **Keep Informed**   * Suppliers andservice providers. * Fans. |

# 10. STRATEGIC PERSPECTIVES

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| STRATEGIC PERSPECTIVES | STRATEGIC OBJECTIVES | STRATEGIC INITIATIVE | KEY PERFORMANCE INDICATORS | TARGETS | RESPONSIBLE DEPARTMENTS |
| 1.Financial | Diversify and strengthen the Academy’s revenue base and ensure financial sustainability. | Formulate and implement strategies that will enable the academy to generate revenue from such commercial streams as corporate sponsorship, endorsement, naming rights, jersey rights, media rights, merchandise selling, advertising and lotteries. | % growth in commercial revenue. | Raise 60 % of the Academy’s revenue from commercial streams by 2024. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department, Bursar’s Department. |
| Build the Academy’s capacity to generate revenue from operating activities. | % growth in operating revenue. | Raise 20 % of the Academy’s revenue from operating activities by 2024. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department, Bursar’s Department. |
| Devise strategies to ensure increased government and Institutional funding levels. | % growth in government and Institutional funding. | Adequate government and Institutional funding for planned capital projects by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department, Bursar’s Department. |
| Manage finances in a cost-effective and transparent manner. | Accounting Standards compliance rating | 100 % compliance with Accounting Standards. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Bursar’s Department, Marketing Department. |
| 2.Learning and Growth | Improve the Talent Identification system | Develop and implement adapted scientific Talent Identification models for all the priority sports codes. | % completion of the process of developing scientific Talent Identification models. | Fully operational scientific Talent Identification model for each priority sports codes by 2021 | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department. |
| Improve the Talent development system | Design and implement an athlete development model based on Long Term Athlete Development principles. | % completion of the process of designing athlete development plans. | A longitudinal plan for every athlete enrolled at the academy from 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department |
| Construct facilities for all the priority sports codes and Improve access to high performance sports facilities by | % completion of the construction of high performance sports facilities | 100 % completion of the construction of high performance sports facilities all the priority sports codes by 2024. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Works and Estates Department, Bursar’s Department. |
| Recruit and Retain high performance technical staff. | Number of high performance technical members of staff recruited and retained | Attain baseline staff levels needed to successfully run elite sports programmes. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry. |
| Improve the Competition System | Design and implement a competition system which is aligned to the athlete development pathways | % alignment of competitions to athlete development pathways | 100 % alignment of competitions to athlete development pathways with effect from 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department. |
| Provide training, performance and recovery environments which meets the requirements of elite sport. | % compliance with the requirements of elite sport. | 100 % compliance with the requirements of elite sport. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy. |
| Achieve Podium Performance results. | % attainment of podium performance or qualification results. | -Podium Performance results at national and regional level and qualification performance results at continental and global level by 2020.  - Podium Performance results at national, regional, continental and global level by 2024. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy. |
| Improve scientific research and technical support services | Establish scientific research support services. | % completion of the process of establishing a scientific research support laboratory | Fully functional high scientific support laboratory by 2021. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Works and Estates Department, Sports Science Department |
| Adopt Information Technology based coaching systems. | % adoption Information Technology based coaching systems | 100 % adoption of Information Technology based coaching systems by 2021. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Computer Science Department, IT Department, Sports Science Department. |
| 3.Internal Business Processes | Improve operational efficiency. | Develop a policy support framework covering such areas as: talent identification, development and athlete exit plans; athlete welfare and risk management; financial management; anti-doping and marketing and communication. | % completion of the policy formulation process. | Complete policy support framework by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry. Sports Science Department, Marketing Department. |
| Develop and operationalize a Standard Operating Procedures Manual covering the full spectrum of the Academy’s operations. | % completion of the process of developing and operationalizing the Standard Operating Procedures Manual. | Fully functional Standard Operating Procedures Manual by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry. |
| Development and implement a performance related contract system for athletes and technical personnel. | % completion of the process of developing a performance related contract system. | Fully functional performance related contract system by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry, Sports Science Department. |
| Development and operationalize a code of conduct. | % completion of the process of developing a code of conduct. | Fully functional the code of conduct by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry. |
| Development and operationalize a marketing plan. | % completion of the process of developing a Marketing Plan. | Fully functional Marketing Plan by 2020. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department |
| Redesign the organizational structure to ensure a balanced allocation of human resources between the technical and administrative functions of the Academy. | % completion of the process of redesign the organizational structure. | 100 % completion of the process of redesign the organizational structure. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Registry. |
| 4.Customer | Enable athletes to realize their potential by providing an athlete-focused learning and growth environment and adequate support services. | Provide adequate technical and scientific support services. | Athlete satisfaction index. | 90 % | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department. |
| Provide adequate training and competition resources. | Athlete satisfaction index. | 90 % | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department. |
| Provide adequate nutritional and phycho-social support services. | Athlete satisfaction index. | 90 % | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Sports Science Department. |
| Provide adequate welfare and educational support services. | Athlete satisfaction index. | 90 % | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Bursar’s Department. |
| Provide adequate personal branding and life skills development support services. | Athlete satisfaction index. | 90 % | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department. |
| Identify and meet the needs of key stakeholders for competitive advantage. | Carry out regular market research to identify the needs of key stakeholders. | Frequency of market research survey. | 1 market research survey every year. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department, Sports Science Department. |
| Formulate strategies to adapt to the needs of key stakeholders for competitive advantage | Response rate to market research surveys. | Adaptive strategies after every market research survey. | Vice Chancellor’s Office, National Sports Academy Board, National Sports Academy, Marketing Department, Sports Science Department. |