



Republic of Zimbabwe



**Ministry/Department/Agency (MDA)**  
**SPORTS AND RECREATION COMMISSION**  
**2021 – 2025**  
(Reviewed 2024)

## **SECTION A: Profile of the SRC**

### **i) Introduction**

The Sports and Recreation Commission (SRC) developed its Strategic Plan for the period 2021 – 2025. This strategy is aligned to the Ministry of Youth, Sport, Arts and Recreation strategy and the 2021-2025 National Development Strategy 1 (NDS1) and ultimately Vision 2030 “Towards a Prosperous and Empowered Upper-middle Income Society by 2030”. It contributes mainly to the National Priority Area of Youth, Sport and Culture whose outcomes are:

- 1) Increased levels of participation in sport and recreation activities; and
- 2) Improved sport performance.

The strategy is anchored on the Integrated Results Based Management system and is operationalized through two programmes namely Governance and Administration, and Sport and Recreation Management, under the Programme Based Budgeting framework.

The strategic plan will position the SRC to effectively and efficiently deliver on its mandate to spearhead sport and recreation development in Zimbabwe through the Sports and Recreation Act, chapter 25:15.

## ii) Background

The Sport and Recreation Commission (SRC) is the statutory body responsible for sport and recreation in Zimbabwe through the Sports and Recreation Commission Act (Chapter 25:15). The SRC coordinates, regulates, promotes, and generally oversees sport and recreation development in the country. In addition, SRC advises Government on the needs of sport and recreation.

The day-to-day running of the SRC is a responsibility of the SRC Directorate operating from Head Office and the 10 provincial offices under the stewardship of the SRC Board that is appointed by the Minister responsible for sport.

The delivery of sport and recreation programmes and activities is the responsibility of national associations as custodians of the various sport codes, sport delivery agents and partners.

In order to grow the sporting industry, the SRC employs a holistic and strategic approach to the organisation and development of sport and recreation activities at both community and elite levels would be crucial. This entails reorienting sport stakeholders from grassroots to elite levels since they are going to be the key drivers of the programme.

### iii) Chairman's Statement

The Sport and Recreation Commission (SRC) was established through the Sport and Recreation Commission Act Chapter 25:15 as the regulatory body for sport and recreation in Zimbabwe.

The SRC's mandate is to coordinate, control, develop, regulate, and foster sport and recreation development in accordance with the provisions of the SRC Act. In this regard, the SRC crafted its 2021 - 2025 strategic plan which is aligned to the now Ministry of Sport, Recreation, Arts and Culture strategy and places emphasis on transforming the sport and recreation sector into a viable industry capable of contributing towards attainment of the National Development Strategy 1 (NDS) ideals and ultimately Vision 2030: **Towards a Prosperous and Empowered Upper-middle Income Society by 2030**. This marks a paradigm shift from the previous approach where sport was regarded as a social pastime which would be undertaken for fun when people had free time and left over resources.

A holistic and strategic approach to the organisation and development of sport and recreation at both community and elite levels would be crucial to a growing sporting industry. This entails reorienting individual practitioners, clubs, associations, delivery agents and stakeholders from grassroots to elite levels so they adopt the appropriate mindset as they are the key drivers of sport and recreation.

The Strategic Plan was developed in consultation with delivery agents and stakeholders from the sport and recreation sector and provides a mechanism for the achievement of key NDS1 outcomes of *'increased participation in sport and recreation'* and *'improved sport performance'*. The SRC subsequently formulated key result areas namely **Governance and Administration** and **Sport and Recreation Management and Development** which will contribute to the NDS1 outcomes highlighted above. Furthermore, the Strategy sets out the expected and streamlined roles and responsibilities of the Ministry of Sport, Recreation, Arts and Culture, the SRC, sport and recreation sector delivery agents, the corporate and non-governmental sectors as well as their expectations of sport and recreation delivery. In the new strategic dispensation, it is conceivable that all stakeholders including but not limited to National Associations, Clubs, Schools, Tertiary Institutions, Uniformed Services, Mines, Employer Organizations, NGOs', and other stakeholders are each going to render full collaboration towards and play their respectful roles in the implementation process.

This Strategic Plan, which was developed using the Integrated Results Based Management Framework will enhance the visibility and relevance of sport in Government policymaking, increase awareness of the specific needs of the sport and recreation sector and make an active and practical contribution towards national economic and social development.

Thank you,

Gerald Nqobile Mlotshwa  
**SRC Board Chairperson**

#### **iv. Acknowledgements**

The SRC, in line with Vision 2030, and His Excellency, the President of the Republic of Zimbabwe’s mantra of, “Leaving No-one and No Place Behind” will endeavour to ensure the delivery of sport and recreation to all people in Zimbabwe. This will entail fulfilment of the national devolution policy through decentralisation of sport and recreation to community level and inclusion of marginalised groups such as persons with disabilities, women, girls, youths, the elderly etc. Furthermore, the SRC will engage in Private Public Partnerships in the refurbishment of sports infrastructure, development of new facilities, and facilitating easy access to such amenities. The SRC will leverage sport and recreation structures, events, and partners to raise awareness on the dangers of drug and substance abuse.

The process of reviewing the 2021-2025 SRC Strategic Plan would not have been possible without the generous contribution of the various delivery agencies, partners, and stakeholders. First and foremost, my sincere appreciation goes, to Honourable Kirsty Coventry, the Minister of Sport, Recreation, Arts and Culture, Permanent Secretary, Directors and Staff for their invaluable input and support. The SRC further acknowledges the invaluable contribution of the Consultants from the Public Service Commission for their guidance to ensure that this strategy is compliant with the IRBM framework and is also aligned to the NDS1 and Vision 2030. Special recognition also goes to the Zimbabwe Olympic Committee, Zimbabwe National Paralympic Committee, Special Olympics Zimbabwe, and National Associations.

The SRC Board is sincerely acknowledged for the provision of strategic direction to the review process of the plan. Lastly, I would like to express my sincere gratitude and appreciation to the SRC Directors, Management and Staff for their invaluable contribution to this noble process.

Elleta Nengomasha (Ms)  
**Director General**

**iv) National Level Contribution:**

**a. National Vision:**

Towards a prosperous and empowered upper middle-income society by 2030.

**b. National Priorities the Ministry/ Agency is contributing to:**

	Description of National Priority Area
<b>NPA 1</b>	Youth, Sport and Culture

**c. National Key Result Areas the Ministry/Agency is contributing to:**

	Description of NKRA
<b>NKRA 1</b>	Youth, Sport and Culture Promotion and Development

**d. National Outcomes the Ministry/Agency is contributing to:**

	National Outcome
<b>NOUC 1</b>	Increased levels of participation in sport and recreation activities
<b>NOUC 2</b>	Improved sport performance
<b>NOUC 3</b>	Increased social cohesion, sense of national identity and pride (enhanced social cohesion)

**v) Sectoral Level Contribution:**

**Sector Name: Youth, Sport and Culture**

**a. Sectoral Key Results Areas**

	Description of Sector Key Result Area
<b>SKRA 1</b>	Sport and Culture promotion and development

**b. Sectoral Outcomes**

	Description of Sectorial Outcome Description
<b>SOUC 1</b>	Improved sport performance

<b>SOUC 2</b>	Increased participation in sport and recreational activities
<b>SOUC 7</b>	Increased social cohesion, sense of national identity and pride

1. **MDA: Sports and Recreation Commission**

2. **Vote Number:** 21

3. **Vision Statement:**

An active, excelling and sustainable sport and recreation industry by 2030.

4. **Mission Statement:**

To provide accessible and sustainable sport and recreation opportunities for all through effective administration, coordination, promotion and development.

5. **Core Values:**

In order to fulfil its vision and mission, the SRC will be guided by the following values:

- **Teamwork** – SRC is committed to cooperating with key players and stakeholders in the execution of its mandate;
- **Transparency** – Operating ethically with openness and clarity of purpose;
- **Integrity** – Honest and morale principles;
- **Inclusivity** - A welcoming environment that embraces diversity and offers opportunities/respect for everybody in words and actions, allowing them to access sport and recreation opportunities; and
- **Unhu/Ubuntu** - Subscription to the embodiment of virtues that celebrate the mutual, social responsibility, trust, sharing, selflessness, self-reliance, caring and respect for each other.

6. **Terms of Reference:**

- Constitution of Zimbabwe 2013
- Sports and Recreation Commission Act [Chapter 25:15 of 1991 (revised in 1996)]; and
- Sports and Recreation Regulations [Statutory Instrument 342 of 1995].

7. **Overall Functions:**

- a) To promote, coordinate, control, develop and foster the activities of sport and recreation;
- b) To ensure the proper administration of organizations undertaking the promotion of sport;
- c) To promote the highest standards of sportsmanship;
- d) To authorize national and international sporting and recreational activities;
- e) To advise the Government of the needs of sport and recreation;
- f) To endeavour to ensure that opportunities for sport and recreation are made available to all persons in Zimbabwe;
- g) To endeavour to provide coaches, instructors and courses for sports, either free or on the payment of reasonable fees;
- h) To assist registered national associations, registered clubs, schools, colleges and universities in the recruitment of coaches and instructors;
- i) To endeavour to ensure that recreational facilities are established in such work places as the Board considers appropriate;
- j) To establish, maintain and operate establishments for the accommodation of visiting sports teams or recreational clubs, or groups of persons engaged in furtherance of the purposes of the SRC Act;
- k) To undertake special projects, with the approval of the Minister, including fund raising, marketing and trading activities, in furtherance of the purposes of this Act;
- l) To negotiate with registered clubs and registered national associations to ensure that recreational facilities are fully utilized;
- m) To oversee training programmes for sportspersons;
- n) To develop, supervise and manage sporting facilities;
- o) To encourage the production of sporting goods; and
- p) To determine, grant and supervise national sports awards to outstanding sports persons and sports administrators.

## **8. Departments in the SRC and their functions:**

### **8.1 Sport and Recreation Development**

- Facilitate the coordination of sport and recreation activities;
- Coordinate the implementation of High-Performance Programmes;
- Offer Sports Education and Training programmes;
- Promote and authorize the hosting of sport and recreation events from communal level to international level;
- Provide standards for the registration of recreation facilities;
- Conduct research in sport and recreation; and
- Monitor and evaluate sport and recreation programmes.

### **8.2 Legal and Corporate Services**

- Provide legal advice to the Commission;
- Register and Regulate National Sport Associations, Sport and Recreation Organizations;
- Register and Regulate Recreation Facilities;
- Provide corporate secretarial services; and
- Monitor and Evaluate compliance of National Sport Associations, Sport and Recreation Organizations.

### **8.3 Finance, Human Capital Management and Administration**

#### **8.3.1 Finance**

- Budgeting and budgetary control;
- Financial management and reporting; and
- Processing and Submitting Statutory returns.

#### **8.3.2 Human Capital Management**

- Oversee Recruitment and selection process;
- Promote discipline and industrial relations;
- Coordinate wellness programmes;
- Administer staff welfare;
- Coordinate the development and implementation of Human Capital Management Policies; and
- Oversee the strategic planning process and implementation of the Integrated Result Based Management System.

#### **8.3.3 Administration**

- Asset management;
- Office space management;
- Vehicle fleet management; and
- Information and Communication Technology management.

### **8.4 Business Development and Marketing**

- Establish strategic business units for the furtherance of sport and recreation;
- Coordinate business development, Public Private Partnerships for sport and recreation;
- Develop and implement the Commission’s resource mobilization strategy; and
- Provide Public Relations management and corporate communication services;
- Promote organizational image, branding and marketing of the Commission’s programmes and services; and
- Conduct Annual National Sport Awards.

### 8.5 Risk and Internal Audit

- Provide internal audit services to the Commission;
- Evaluate risk management standards for sport and recreation activities; and
- Provide audit advisory services.

### 8.6 Procurement Management Unit

- Procure goods and services for the Commission; and
- Oversee the disposal of SRC assets.

## 9. SRC PROGRAMMES

PROGRAMME	KRA DESCRIPTION	WEIGHT	SKRA REF	NKRA REF	NPA REF
PROGRAMME 1	Governance and Administration	40%	1	1	1
PROGRAMME 2	Sport and Recreation Management	60%	1	1	1

## 10. Environmental Scan and SWOT Analysis

	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>- Patriotism (representation in sport and recreation activities an</li> <li>- Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>- Bureaucracy and red tape</li> <li>- Inconsistent policies (non-implementation of policies)</li> <li>-unavailability of Sis on section as facility management with local councils</li> </ul>	<ul style="list-style-type: none"> <li>- Political will</li> <li>- Political stability</li> <li>- Development partner interest towards sport and recreation</li> <li>- National devolution policy</li> <li>- Bilateral and multi -lateral agreements</li> <li>- Sports integrity bill</li> <li>- Political Will</li> <li>- Political Stability</li> <li>- Development partner interest towards sport and recreation</li> </ul>	<ul style="list-style-type: none"> <li>- Highly polarized community</li> <li>- International interference</li> <li>- Poor international relations</li> <li>- Limited infrastructure</li> <li>- Sub-standard infrastructure and equipment</li> <li>- Negative publicity</li> <li>- Change in regulation/policy</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>-low capital outlay for sport projects initiatives when capitalising on existing local resources, such as labour and materials locally manufactured and found in the country</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate financial and material resources</li> <li>- High staff turnover</li> <li>- Under exploitation of commercial and social value of SRC products</li> <li>- Skills gap</li> <li>- Absence of tax rebates</li> <li>- Hyper inflation</li> <li>- High interest rates</li> <li>- Brain drain</li> <li>- Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>- Easing of trade restrictions</li> <li>- Regional and international participation</li> <li>- Commercial and social value</li> <li>- Availability of land</li> <li>- Sport tourism</li> <li>- Job Creation</li> <li>- PPPs</li> <li>- Easing of trade restrictions</li> <li>- Regional and international participation</li> <li>- Commercial and Social Value</li> </ul>	<ul style="list-style-type: none"> <li>- Inflationary environment</li> <li>- Low productivity</li> <li>- High interest rate</li> <li>- Low Disposable Incomes</li> <li>- Economic sanctions</li> <li>- Skills Flight</li> <li>- Declining demand for goods and services</li> <li>- New competitors /services</li> </ul>

<p><b>Social</b></p>	<ul style="list-style-type: none"> <li>- Highly committed and qualified staff</li> <li>- Cultural diversity</li> <li>- Health aware communities</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Inconsistencies in staff welfare issues</li> <li>- Uncompetitive staff employee retention</li> <li>- Lack of female sports equipment and sanitary wear (sports pads, sports bras, etc)</li> <li>- High corruption</li> <li>- Drug and substance abuse</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Stable population growth rate (Youth demographic dividend)</li> <li>- Social mobility</li> <li>- Health consciousness</li> <li>- Improved perception towards sport and recreation</li> <li>- Gender mainstreaming - increase the number of women participating in sport</li> </ul>	<ul style="list-style-type: none"> <li>- Challenged social services sectors (Education, Health)</li> <li>- Acculturation</li> <li>- Effects of pandemics</li> <li>- Negative Career attitudes</li> <li>- Lifestyle attitudes</li> <li>- High emigration</li> <li>- Low Life expectancy rates</li> <li>- Rural urban disparities</li> <li>- Youth delinquency</li> <li>- Drug and substance abuse</li> </ul>
<p><b>Technological</b></p>	<ul style="list-style-type: none"> <li>- Existence of a fully-fledged ICT department</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Low investment in ICT Innovation</li> <li>- Low investment in research and development towards use of ICT in sport</li> <li>- High costs of data</li> <li>- increase in Cyber crime</li> <li>- low investment in sports technology such as electronic time for and photo finish equipment for athletics</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Nationally and globally ICT driven society</li> <li>- Lagging technological advances</li> <li>- Digitalization (e-sport)</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate infrastructure</li> <li>- High cost of connectivity and ICT</li> <li>- Cyber crimes</li> </ul>
<p><b>Legal</b></p>	<ul style="list-style-type: none"> <li>-Legal department in place</li> <li>-Enabling legal framework</li> </ul>	<ul style="list-style-type: none"> <li>- Ineffective implementation of legal frameworks</li> <li>- Inadequate legal frameworks</li> <li>- Policy gaps</li> <li>- legal challenge in property ownership</li> <li>- Misalignment in policy interpretation and execution</li> </ul>	<ul style="list-style-type: none"> <li>- Sport Integrity Bill</li> <li>- Access to local authority engagement</li> <li>-Bilateral and multilateral agreements</li> </ul>	<ul style="list-style-type: none"> <li>-Delays in review of legal frameworks</li> <li>- Absence of court of arbitration for sport</li> <li>- Policy inconsistencies</li> </ul>

<b>Environment</b>	<ul style="list-style-type: none"> <li>- Infusion of environmental management</li> </ul>	<ul style="list-style-type: none"> <li>- lack of expertise</li> <li>- High staff turn over</li> </ul>	<ul style="list-style-type: none"> <li>- Presence of potential partners</li> <li>- Availability of land</li> </ul>	<ul style="list-style-type: none"> <li>- Natural disasters</li> <li>-Climate change</li> <li>-Pollution</li> <li>- Underutilisation of land for sport and recreation</li> <li>- Change of land use</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>- Availability of policies</li> <li>-Structures in place</li> <li>-High brand equity</li> <li>-Raw talent</li> <li>- Existing sport legal frameworks</li> <li>- Qualified technical and sport administrative expertise</li> </ul>	<ul style="list-style-type: none"> <li>- Policy implementation inconsistencies</li> <li>- Ineffective information management system</li> <li>- Bureaucracy and red tape</li> <li>- Low investment in staff development</li> <li>- Limited monitoring and evaluation systems of sport and recreation</li> </ul>	<ul style="list-style-type: none"> <li>-Regional and International Participation</li> <li>- Use of sport as a tool for development and peace building</li> <li>-National devolution policy</li> </ul>	<ul style="list-style-type: none"> <li>- Negative perception</li> <li>-Non-compliance by national federations to international by governing bodies</li> <li>-Poor corporate governance</li> <li>- High level of corruption</li> </ul>

## 11. SRC Programmes and Outcomes:

Prog . Ref	Programme Name	Programme Outcome(s)	Weight	Responsible Department	Contributing MDAs/Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref.	Ministry Outcomes	Contribution to SDGS
Prog 1	Governance and Administration	Improved governance and	40%	- Finance, Human Capital Management and	MSRAC	Policy guidance, monitoring and evaluation	1,2,3,4,5,6,7,8,9,10;11;12;1	1,2,3,4,5,6,7,8,9,10,11,12		1,5,8,SDG

		administrati on		Administration - Legal and Corporate Services - Business Development and Marketing	MOFIP	-Programme Funding -Financial management guidance	3			3. Good Health and wellb eing
					ZIMRA	Tax concessions				
					OPC	Monitoring and evaluation				SDG 4.
					Auditor General	External audit services				Qualit y Educa tion
					Attorney General	Legal guidance and representation				SDG 5.
					Minister of State for Provincial Affairs and Devolution	National Devolution and Decentralisation policy guidance				Gende r equali ty
					Parliament	Monitoring and Evaluation				
					Provincial Development Committee	Land, licencing, workspace, and shelter				
					District Development Committee/Lo cal Authorities	Land allocation				
					Communities	Provide resources				
					Line Ministries	Whole of Government support services				

					CSO/NGOs	Financial services support				
					Private sector	Sponsorship, donation, corporate social responsibility				

Prog . Ref	Programme Name	Programme Outcome(s)	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref.	Ministry Outcome Ref	Contribution to SDGS
Prog 2	Sport and Recreation Management	Increased participation in sport and recreation activities	30%	Sport and Recreation Management	MSRAC	Policy guidance	1,2,3,4,5,6,8,9,11,13	1,2,3,4,5,6,7,8,11		1,3,5,8,9,10,11,13,17
					MoFIP	- Financial support - Policy guidance				

					MoPSE (NASH,NAPH ATS, CHIS, ZIPA, EPSA, ZITISU), Nas, ZOC, ZNPC, SOZ, MHTE, MoHCC, NGOs, Local Authorities, Mines, Private Sector, Minister of State for Provincial Affairs and Devolution Parliament, PDC, DDC, MSRAC, Uniformed Services, Traditional & community Leaders,	-Promotion and development of sport in the school/tertiary system -Promotion of sport for health and wellbeing -Research and development				
		Improved sport Performanc e	30%		MSRAC, MECTHI, MoFAIT, ZTA, Nas, ZOC, ZNPC, SOZ, Ifs, Private Sector	Promotion of sport tourism Research and Innovation Infrastructure development				

					<p>MoPSE (NASH, NAPH), Nas, ZOC, ZNPC, SOZ, MHTE, MoHCC, NGOs, Local Authorities, Mines, Private Sector, Minister of State for Provincial Affairs and Devolution Parliament, PDC, DDC, MSRAC, Uniformed Services, Traditional &amp; Community Leaders,</p>	<p>Collaboration in programming and implementation</p> <p>Funding</p>				
					<p>Minister of State for Provincial Affairs and Devolution Parliament, PDC, DDC, MoSRAC, MINENV, Local authorities, communities</p>	<p>Land and sporting facilities</p>				

					Line Ministries, Nas, ZOC, ZNPC, CSO/NGOs, Private sector	Clearance of visiting athletes and sporting personnel				
						Sport promotion and development				

## 12. Policies Applicable for the SRC

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	Constitution of Zimbabwe Amendment (No. 23) Act, 2013 (sections 6; 16; 20; 32 and 63)	1,2	(SRC Act)	1,2
2.	Public Finance Management Act [Chapter 22:19]	1,2	Client Service Charter	1, 2
3.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	2	Bidding and Hosting policy	1,2
4.	Public Entities Corporate Governance Act [Chapter 10:31]	1,2	National Team Colours Policy	1,2
5.	Freedom of Information Act [Chapter 10:33]	1,2	Human Capital Development Policies	1,2
6.	Public Service Regulations 2000 (S.I. 1 of 2000)	2	Child Protection Policy	2
7.	National Development Strategy 1 NDS1	1,2	Legal and Corporate Services Policies Team Zimbabwe Selection Policy	1,2
8.	National Gender Policy	1,2	Internal Audit Charter	1,2
9.	National Action Plan on Orphans and Vulnerable Children	1,2	Information Communication Technology Policies Accounting Officer's Manual	1,2
10.	Zimbabwe National Qualification Framework	1,2	Finance and Finance and Administration Procedures Manual	1,2
11.	Devolution and Decentralization Policy	2	Community Club Development Guidelines	1,2
12.	United Nation's Sustainable Development Goals	2	Zimbabwe Youth and Paralympic Games Policy	2
13.	Treasury Instructions and Circulars	2	Zimbabwe National Fitness and Wellness Policy	2
14.	Small and Medium Enterprises Policy	2	Zimbabwe National Paralympic Committee Charter	2

15.	International Olympic Charter	2	Community Sport and Recreation Club Policy	2
16.	Zimbabwe National Policy for ICT	1,2	ICT Policy	1,2
17.	Zimbabwe National Drug Masterplan	1,2	Team Zimbabwe Selection Policy	1,2
18.			Bidding and Hosting Policy	1,2

### 13. CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent ( <i>Magnitude/seriousness</i> )
Sport and Recreation Associations	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Funding towards programs</li> <li>- Capacity development</li> <li>- Publicity of sport programs and community wellness initiatives</li> <li>- Hosting of major competitions</li> <li>- Standardized sport and recreation infrastructure, apparels and equipment</li> <li>- Provision of rebates on direct sport development initiatives</li> <li>- Conducive Policy Framework</li> <li>- Registration</li> <li>- Sports science methods (programs)</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>- Doping and substance abuse</li> <li><b>Cause:</b> Need to access scholarships and sponsorships : pressure to win at all costs</li> <li>- Competition manipulation</li> <li><b>Cause:</b> Greed, corruption and lack of integrity</li> </ul> <ul style="list-style-type: none"> <li>- Lack of sports science methods</li> <li><b>Cause:</b> Lack of funding and technical expertise : Brain drain</li> <li>- Unsafe sports practices</li> <li><b>Cause:</b> Lack of safeguarding policies</li> </ul>	<ul style="list-style-type: none"> <li>- High</li> <li>- High</li> <li>-High</li> <li>-High</li> <li>- High</li> <li>- High</li> <li>- High</li> <li>- Medium</li> <li>- High</li> <li>- High</li> <li>- Medium</li> <li>- Medium</li> <li>- Medium</li> <li>-Medium</li> <li>-High</li> <li>-Medium</li> <li>-High</li> <li>-Medium</li> <li>-High</li> </ul>

Sport and recreation development committees	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Publicity</li> <li>- Conducive Policy Framework</li> <li>- Talent development pathways</li> <li>- National Sports Education and Accreditation System</li> <li>- Land for sport and recreation</li> <li>- Support letters for designation of land for sport and recreation</li> <li>- Resources</li> <li>- Partnerships</li> <li>- Inclusivity (gender and disabled)</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>- Competition Manipulation</li> </ul>	<ul style="list-style-type: none"> <li>-High</li> <li>-High</li> <li>-High</li> <li>-High</li> <li>-High</li> <li>-Medium</li> <li>-High</li> <li>-High</li> <li>-High</li> </ul>
Athletes with Disabilities	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>-capacity development of practitioners for sport and recreation initiatives for programs for the disabled</li> <li>- business management training</li> <li>- provision of suitable working spaces and shelter</li> <li>- access to transport systems</li> </ul>	<ul style="list-style-type: none"> <li>-High</li> </ul>
Community Sport and Recreation Clubs	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Land for Infrastructural development</li> <li>- Capacity development/ Sport education</li> <li>- Resources</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>- Lack of standard facilities and equipment</li> </ul> <p><b>Causes:</b> lack of prioritisation</p> <ul style="list-style-type: none"> <li>- Limited administrative and technical capacity.</li> </ul>	<ul style="list-style-type: none"> <li>-High</li> <li>-High</li> <li>-High</li> <li>-High</li> <li>-High</li> </ul>
Multi- Sports and Recreation Academies	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Land for infrastructure development</li> <li>- Capacity development/sport education</li> <li>- Resources</li> <li>- Accreditation</li> </ul>	<ul style="list-style-type: none"> <li>- High</li> <li>- High</li> <li>- High</li> <li>- Medium</li> </ul>
Sport and Recreation Delivery Agents	<p><b>Needs</b></p> <ul style="list-style-type: none"> <li>- Accreditation</li> <li>- Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- low</li> <li>- low</li> </ul>

	<b>Problems</b> No problems	
SRC Staff	<ul style="list-style-type: none"> <li>- Training and development</li> <li>- Staff Welfare</li> <li>- Conducive working environment</li> <li>- Advancement and promotion</li> <li>- Motivation and support</li> <li>- Fair treatment</li> <li>- Tools of trade</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>- Lack of upskilling and reskilling</li> </ul> <p><b>Cause:</b> lack of prioritisation</p> <ul style="list-style-type: none"> <li>- Lack of motivation</li> <li>- <b>Cause:</b> Low remuneration</li> <li>- Inadequate job tools</li> <li>- <b>Cause:</b> limited resources</li> </ul>	<ul style="list-style-type: none"> <li>- High</li> <li>- Medium</li> </ul>

#### 14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent ( <i>Magnitude/seriousness</i> )
Ministry of Sport, Recreation. Arts and Culture	<p><b>Demand</b></p> <ul style="list-style-type: none"> <li>- Delivery on mandate</li> </ul> <p><b>Expectation</b></p> <ul style="list-style-type: none"> <li>- Good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>- 100% Delivery</li> <li>- 100% compliance</li> </ul>
MOFIP, Auditor General	<p><b>Demand</b></p> <ul style="list-style-type: none"> <li>- Statutory Returns</li> </ul>	<ul style="list-style-type: none"> <li>- 100% compliance</li> </ul>
Other Government Ministries and departments	<p><b>Demand</b></p> <ul style="list-style-type: none"> <li>- Compliance with policies and government directives on sports and recreation</li> </ul> <p><b>Expectation</b></p> <ul style="list-style-type: none"> <li>- Information on major sport and recreation activities</li> </ul>	<ul style="list-style-type: none"> <li>- 100% Compliance</li> <li>- 100% information</li> </ul>
Parliament	<ul style="list-style-type: none"> <li>- <b>Demand</b></li> <li>- Information on activities</li> <li>- <b>Demand</b></li> <li>- Compliance with all statutes</li> </ul>	<ul style="list-style-type: none"> <li>- 100% information</li> <li>- 100% compliance</li> </ul>

Development partners	<ul style="list-style-type: none"> <li>- <b>Demand</b></li> <li>- Good Corporate Governance</li> <li>- <b>Demand</b></li> <li>- Accountability on funds provided</li> <li>- <b>Expectations</b></li> <li>- Information on programmes</li> <li>- <b>Expectations</b></li> <li>- Collaboration</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- 100% compliance</li> <li>- 100% accountability</li> <li>- 100% information</li> <li>- 100% collaboration</li> </ul>
Local Authorities	<ul style="list-style-type: none"> <li>- <b>Demand</b></li> <li>- Collaboration</li> <li>- <b>Expectation</b></li> <li>- Information on programmes</li> <li>- <b>Expectation</b></li> <li>- Technical guidance</li> </ul>	<ul style="list-style-type: none"> <li>- 100% collaboration</li> <li>- 100% information</li> <li>- 100% guidance</li> </ul>
Suppliers of goods and services	<ul style="list-style-type: none"> <li>- <b>Expectation</b></li> <li>- Collaboration</li> <li>- <b>Expectation</b></li> <li>- Information on programmes</li> <li>- <b>Expectation</b></li> <li>- Technical guidance</li> </ul>	<ul style="list-style-type: none"> <li>- 100% collaboration</li> <li>- 100% information</li> <li>- 100% guidance</li> </ul>
Regional, Continental, International Federations, RADO, WADA and other sports bodies	<ul style="list-style-type: none"> <li>- <b>Expectation</b></li> <li>- Recognition</li> <li>- <b>Demand</b></li> <li>- Respect for statutes and protocols</li> <li>- <b>Expectation</b></li> <li>- Bi-lateral engagements and collaboration</li> <li>- <b>Expectation</b></li> <li>- Good Governance</li> <li>- <b>Expectations</b></li> <li>- Applications for assistance under specific programmes</li> </ul>	<ul style="list-style-type: none"> <li>- 100% recognition</li> <li>- 100% compliance</li> <li>- Continuous</li> <li>- 100% compliance</li> <li>- As and when required</li> </ul>
SRC Employees	<ul style="list-style-type: none"> <li>- <b>Expectations</b></li> <li>- Conducive working environment</li> <li>- <b>Expectation</b></li> <li>- Staff welfare</li> </ul>	<ul style="list-style-type: none"> <li>- 100% delivery</li> <li>- 100% delivery</li> </ul>

	- <b>Expectation</b> - Engagements	- Continuous
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## 15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

**Strategies:** Game plan to achieve the targets

**Assumptions:** Positive factors that can assist in the achievement of the targets

**Risks:** Factors which militate against the achievement of results

**Mitigation:** Interventions to reduce the gravity or intensity of the damage

Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme 1: Governance and Administration.</b>				
<b>Outcome 1: Improved Governance and Administration</b>				
<b>Budget Year (2025)</b>	<b>Human Capital Management</b>			
	Digitise human capital management systems. <i>(SRC Act, Section 24, Second schedule-section 2, No.10,19)</i>	HR personnel available to adopt system.	System malfunctioning System hacking	Back-up systems in place Training on cyber security
	Introduce a parallel payroll (with financial and non-financial incentives) <i>(SRC Act, Section 24, Second schedule-section 2, No.10,19)</i>	Alternative resources have been generated	Sustainability of alternatives	Maximise returns from the existing revenue streams Creating new revenue streams (Business Development)
	<b>Commercial (Marketing and Communication, Commercialization of Sport, Business venture SBU)</b>			
	Develop and implement commercialisation strategy. <i>(SRC Act, Section 19j &amp; k, 25, 26,37, Second schedule1-23)</i>	Expertise available	Overplanning	Prioritization of focus areas

Develop and implement a marketing and communications strategy. <i>(SRC Act, Section 19(j)&amp;(k), 25, 26,37, Second schedule no.22-23)</i>	Cooperation from all departments	Overplanning	Prioritization of focus areas Alternative revenue streams
Maximum utilisation of available revenue centres <i>(SRC Act, Section 19)</i>	SRC owns or control assets that can be sweated SRC retain control over assets	Market volatility (returns can be predicted) Inadequate funding	Due diligence Application of investment proposal techniques Risk diversification
New business Development initiatives	Conceptualisation of proposals for monetisation	Lack of corporate appetite for our initiatives	Ploughing back own generated funds Public Private Partnerships
Gweru Property	SRC owned asset that can be sweated	Nationwide liquidity crunch	Public Private Partnerships
<b>Financial Management and Reporting</b>			
Increase revenue collections. <i>(SRC Act, Section 25(1a-f), 26,)</i>	Available revenue collection streams	Non-compliance	Enforcement of the SRC Act
Produce reports which comply with International Public Sector Accounting Standards (IPSAS) <i>(SRC Act, Section 28)</i>	Relevant expertise	Government proclamations that affects IFRS.	Consultations with Treasury  Capacitation in fluency of both IFRS and IPSAS
Investment of funds generated by the Commission. <i>(SRC Act, Section 25(2))</i>	Available investment policy  Excess funds	Capital risk  Exchange rate risk	Due diligence on service providers selected
<b>Compliance</b>			

Develop and implement a web-based portal that allows for interface with NAs.  <i>(SRC Act, Section 19(a),(b), 29)</i>	Availability of capacity to develop Web based portal	System failure and web downtime  Cost of data	Secure Web and back-up System  Awareness and capacitation on web-based reporting
Develop and implement an effective NAs compliance framework.  <i>(SRC Act, Section 24, Second schedule-section 2, No.10,19)</i>	Availability of capacity to develop an effective compliance framework	Resistance to change  Limited compliance framework	Stakeholder education  Raise costs of non-compliance
Review and implement SRC Client Service Charter  <i>(SRC Act, Section 20(c),24, second schedule- sect 2,No.22-23)</i>	Existing client service charter	Approved Client Service Charter	Implement roll-out of the Client Service Charter
<b>Administration and ICT Utilization</b>			
Manage asset portfolio of the SRC  <i>(SRC Act, Section 24,(4a) Second Schedule 6 no.2,3)</i>	Asset management system	Loss in value of assets	Engaging professional valutors.  All risks insurance cover
Improve ICT Hardware <i>(SRC Act, Section 24,(4a))</i>	Available resources	Poor quality hardware	Getting correct specifications
Improve ICT Software portfolio <i>(SRC Act, Section 24,(4a))</i>	Available resources	Loss of data and information	Back-up system in place Genuine software purchase
<b>Procurement and Disposal</b>			
PMU restructuring  <i>(SRC Act, Second schedule, Section 2(2))</i>	PMU Unit existing	Resistance to change	Engagement

	Strengthening of procurement systems and procedures. <i>(SRC Act, Second schedule, Section 2(2))</i>	Procurement strategies and procedures aligned to the enabling Act and Regulations.  Effective implementation of electronic government procurement systems	Changes in operating environment	Adaptation  Follow up with suppliers  Restructuring of the procurement unit in line with PRAZ
	Effective implementation of Electronic Government Procurement system	Availability of systems and capability to use the system	Late response from suppliers  System downtime due to network challenges	Follow up with suppliers through phone calls and emails
<b>2025</b>	Review effectiveness of existing strategies and policies <i>(SRC Act, Section 24, Second schedule-section 2, No.10,19)</i>	Strategies and policies put in place	Unapproved strategies and policies Competing priorities Limited resources Resistance to change	Consultations at different levels M& E system
	Evaluate effectiveness of the reviewed organisational structure and processes <i>(SRC Act, Section 24, Second schedule-section 2, No.10,19)</i>	Evaluation tools in place	Resistance to change	Employee engagements and consultations
	Evaluate performance of commercialization projects. <i>(SRC Act, Section 19j &amp; k, 25, 26,37, Second schedule1-23)</i>	Commercialization projects in place	Underperformance of some projects	Market research
	Evaluate performance of revenue collection streams. <i>(SRC Act, Section 25(1a-f), 26.)</i>	Revenue collection streams in place.	Weak enforcement	Penalties and sanctions
	Evaluate compliance with established frameworks. <i>(SRC Act, Section 19(a),(b), 29)</i>	Relevant frameworks in place.	Non-compliance	Capacity development
	Evaluate effectiveness of ICT systems. <i>(SRC Act, Section 24,(4a))</i>	ICT systems in place	System down-time	Back-ups in place

Monitor and evaluate operational effectiveness. <i>(SRC Act, Section 24(4))</i>	M & E system in place	Inadequate resources	Prioritise M & E Public Private Partnerships
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Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme 2: Sport and recreation management</b>				
<b>Outcome 2: Increased participation in sport and recreation activities</b>				
<b>Budget Year (2025)</b>	Facilitate creation of opportunities for sport and recreation to all persons throughout Zimbabwe <i>(SRC Act, Section 19 (f))</i>	Existing sport and recreation facilities Supportive legislative framework Availability of implementing delivery agents	Competing priorities Conversion of designated sport and recreation space /facilities Lack of safeguarding	Employment creation through sport Strengthen By-Laws. Capacity building and advocacy
	Facilitate capacity development programmes for Associations and practitioners. <i>(SRC Act, Section 19(b), (g), (m))</i>	stakeholders buy-in	Emerging counter attractions Limited technical expertise	Create partnerships Capacity building
	Register and licence standard sport and recreation facilities. <i>(SRC Act, Section 19(b),(h), (n), SI342 Part 4)</i>	Enabling regulatory framework	Limited logistical capacity	Enter into partnerships
	Maintain and manage sport and recreation database. <i>(SRC Act, Section 19(a)(b)(c) (d) (n)(p))</i>	Hosting capacity available	Lack of prioritisation	Engagements and reminders.
	Sensitise communities to form clubs at all levels. <i>(SRC Act, Section 19(a)(b)(c)(f), SI342 Part 3)</i>	Community interest	Technical and administrative skills	Facilitate capacity building and development.
	Register clubs at all levels. <i>(SI342 Part 3)</i>	Community interest Legal framework available	High costs of registration fees by NAs	Regulate registration fees
	Enforce decentralisation of sport and recreation activities <i>(SRC Act, Section 19(f)(i)(l), 20(a))</i>	Relevant regulatory framework in place	Resistance	Generate awareness Establishment of provincial and district sport and recreation development committees

	Review and promote sport and recreation facilities standards. <i>(SRC Act, Section 19(b)(h), (n), SI342 Part 4)</i>	Enforcement capacity available	Low prioritization and appreciation	Engagement and sensitisation
	Promote sport and recreation platforms used as tools in addressing issues towards nation building and sustainable development goals. <i>(SRC Act, Section 19(f,))</i>	Conceptualisation	Limited reach of sport and recreation programmes	Awareness Public Private Partnerships Capacity building
	Develop and facilitate adoption of safeguarding and anti-doping policies. <i>(SRC Act, Section 19(c)(e),(m),(k)</i>	International anti-doping and safeguarding policies and protocols in place	Low uptake by delivery agents	Capacitate sport and recreation practitioners
	Establish National Anti-Doping Organization <i>(SRC Act, Section 19 (c),(e),(m),(k)</i>	Stakeholders buy-in	Unavailability of domesticated supporting policies	Lobby for a statutory instrument for the creation of National Anti-Doping Organization
	Monitor and evaluate sport and recreation activities. <i>(SRC Act, Section 19(c)Section 24(4))</i>	Monitoring and evaluation system available	Low prioritisation Low uptake by delivery agents	Strategic allocation of resources
	Develop standards, standardise, and categorize sport and recreation facilities. <i>(SRC Act, Section 19 (i),(l),(n)SI342 Part IV)</i>	Existing facilities available. Guiding international standards and framework.	Lack of expertise	Capacity building
<b>2025</b>	Implement safeguarding and anti-doping policies. <i>(SRC Act, Section 19 (c),(e),(m)</i>	Enabling regulatory framework in place	Low uptake by delivery agents	Sensitisation of stakeholders.
	Enforce sport and recreation facilities standards. <i>(SRC Act, Section 19 (i,l,n)</i>	Sport and recreation facilities available	Lack of stakeholder buy-in	Leverage Private Public Partnerships

Foster partnerships with the manufacturing industry on production of sporting goods <i>(SRC Act, Section 19(o))</i>	Local production of sporting goods is a viable and sustainable business venture	Low uptake of locally produced sporting goods	Promote purchase and use of locally produced sporting goods
Develop, supervise, and manage sport and recreation facilities. <i>(SRC Act, Section 19a,b,c,f,n)</i>	Availability of land Stakeholders buy-in	Land barons Unsupportive urban planning priorities	Whole of government approach Factoring sport and recreation needs in urban planning master plans related to existing and futuristic population trend
Collect data on revenue generated through sport and recreation tourism (domestic and foreign). <i>(SRC Act, Section 19 (a,) SI 342 Part V)</i>	revenue is being generated. vibrant sports tourism activities	Lack of stakeholder buy-in	Incentivise delivery agencies promoting sport tourism
Facilitate creation of opportunities for sport and recreation to all persons throughout Zimbabwe <i>(SRC Act, Section 19 (f))</i>	Existing sport and recreation facilities Supportive legislative framework	- Competing priorities	Employment creation through sport
Conduct capacity development and exchange programmes <i>(SRC Act, Section 19(b), (g),(h) (m))</i>	demand for training	- Absence of a national sport and recreation practitioner accreditation system	Develop Sports education and accreditation system
Foster partnerships with the manufacturing industry on production of sporting goods <i>(SRC Act, Section 19(o))</i>	Local production of sporting goods is a viable and sustainable business venture	Low uptake of locally produced sporting goods	Promote purchase and use of locally produced sporting goods
Update database for sport (and recreation) activities and programmes <i>(SRC Act, Section 19(a)(b)( c) (d) (n)(p))</i>	data collection system in place	inadequate provision of information lack of stakeholder buy-in	Digitization Sensitise stakeholders

Monitor and evaluate sport and recreation activities. <i>(SRC Act, Section 19(c)Section 24(4))</i>	Monitoring and evaluation system available	Low prioritisation Low uptake by delivery agents	Strategic allocation of resources
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Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme 2: Sport and recreation management</b>				
<b>Outcome 3: Improved sport performance</b>				
<b>Budget Year (2025)</b>	Implement a talent development and retention framework/system <i>(SRC Act section 19 (a),(b),(c),(f),(h),(m))</i>	Talent nursery available	Operations in silos	Formation of National Schools Sport Association
	Develop Sports and Recreation Infrastructure	Supporting legal frameworks and available land allocated in national plans for sport and recreation	Inadequate resource capacitation and investments	PPP (BOT, BOOT)
	Develop NAs categorisation and prioritisation framework <i>(SRC Act Section 19 (c))</i>	Available expertise	Lack of stakeholder buy-in	Stakeholder engagement
	Categorize and prioritize National Associations according to performance. <i>(SRC Act section 19 (a),(c),(m))</i>	National Associations performances are accessible. Prioritization framework in place	Not all NAs will develop at the same rate. Non-compliance by NAs	Due diligence Consider NAs' submissions
	Coordinate the implementation of a National High-Performance programme. <i>(SRC Act section 19 (a),(c),(m))</i>	Relevant implementation capacity in place	Low prioritization	Engage and sensitise delivery agents
	Facilitate the hosting of major provincial, national, regional, continental, and international competitions and events. <i>(SRC Act section 19 (a),(c),(d),(e))</i>	Capacity to host and alignment with the NDS1 strategy and access to internationally accredited sports and recreation facilities	Operating environment and supporting legislative framework Lack of homologated sport infrastructure	Lobby relevant authorities for rebates, exemptions.  Engagement with tourism and PR practitioners

	Authorize the participation of Zimbabwean representatives in national, regional, continental, and international competitions and events. <i>(SRC Act section 19 (d,))</i>	Athletes and teams that meet entry standards	Competing priorities	Reposition sport as a key national development driver.
	Reward outstanding sport persons and sport administrators <i>(SRC ACT section 19 (p))</i>	Outstanding performances recorded by Zimbabwean sportspersons.	Rewards not commensurate with achievement Inconsistencies in rewarding achievements	Reposition the value of sport.
	Identify and establish centres of sporting excellence. <i>(SRC Act, Section 19(c))</i>	Facilities available	Lack of technical support systems	Capacity development of technical skills
	Monitor and evaluate improved sport performance at all levels. <i>(SRC Act, Section 19(c)Section 24(4))</i>	Monitoring and evaluation system available	Low prioritisation Low uptake by delivery agents	Strategic allocation of resources
	Award outstanding sport persons and sport administrators <i>(SRC ACT section 19 (p))</i>	Outstanding performances recorded by Zimbabwean sportspersons.	Rewards not commensurate with achievement Inconsistencies in rewarding achievements	Reposition the value of sport
<b>2025</b>	Track performances by Zimbabwean teams and athletes. <i>(SRC ACT section 19 (c))</i>	Tracking system framework in place Notable achievements by Zimbabwean sportspersons.	Lack of NAs performance-based database	Implement a national performance tracking system
	Facilitate hosting and participation of National Associations in Regional and International Sport activities. <i>(SRC ACT section 19 (d))</i>	Available National Teams	Over-reliance on government funding Compliance by NAs	Leverage on PPP (Public Private Partnership) Capacity development
	Track talent progression pathways <i>(SRC Act, Section 19(c))</i>	Availability of podium potential athletes at grass roots	Shortage of relevant skills	Leverage on bilateral relations with international federations Testing and measurement

	Implement centres of excellence for sport <i>(SRC Act, Section 19(c))</i>	Facilities available	Lack of technical support systems	Capacity development of technical skills
	Monitor and evaluate improved sport performance at all levels. <i>(SRC Act, Section 19(c)Section 24(4))</i>	Monitoring and evaluation system available	Low prioritisation Low uptake by delivery agents	Strategic allocation of resources

**SECTION B: PERFORMANCE FRAMEWORK FOR THE SRC**

**16. Programme Performance Framework**

**16.a Outcome Performance Framework**

Ref	Outcome Description	KPI:	Measurement Criterion (time; \$; rate; etc)	Baseline		TARGETS			
				Year	Value	2024		2025	
						T	ALV	T	ALV
1	Improved governance and administration	1.Client satisfaction index	%	2023	58	64	+/-6	66	+/-6
		2.Compliance levels	%	2023	100	100	0	100	0
		3.Employee satisfaction index	%	2024	55	55	+/-5	70	+/-6
		4.Financial Management	%	2024	50	50	+/-5	60	+/-6
2	Increased participation in sport and recreation activities	1.People rate of participation in sport and recreation activities recorded	%	2023	7,910,732	63	+/-1	3	0
		2.Sports for development platforms activated	%	2023	5406	62	+/-10	5	+/-1
		3.Sports facilities inspected and standardised towards Sport specific homologation.	%	2023	22	14	+/-1	20	+/-2
3	Improved sport performance	1.Athletes and officials' participation in regional, continental, and international events recorded	%	2024	1665	100	+/-10	10	+/-1
		2.Podium Performance (measured by medals won at regional, continental and international events) recorded	%	2023	109	19	+/-2	5	0
		3. Athletes and National Teams positive rankings recorded	%	2024	97	100	+/-10	10	+/-1
		4.Major sports and recreation events hosted	%	2023	22	191	+/-10	5	0

**T = Target; ALV = Allowable Variance**

## 16.b Outputs Performance Framework

No. & Prog. Code	Outputs	2-year target	Baseline		Targets			
					2024		2025	
			Value	Year	T	ALV	T	ALV
<b>Prog. 1: Governance and Administration.</b>								
<b>OUC 1 Improved governance and administration</b>								
OP 1.1	Board meetings conducted			2024	4	0	4	0
OP 1.2	Strategies Developed			2024	1	0	1	0
OP 1.3	Annual awards implemented			2024	1	0	1	0
OP 1.4	Statutory returns produced			2024	5	0	5	0
OP 1.5	Non-Grant Revenue generated			2024	USD450 000	USD45 000	USD350 000	+/-USD35 000
OP 1.6	Financial Investments Implemented			2024	1	0	1	0
OP 1.7	Branding platforms implemented			2025	-	-	5	+/-1

No. & Prog. Code	Outputs	2-year target	Baseline		Targets			
					2024		2025	
			Value	Year	T	ALV	T	ALV
<b>Prog. 2: Sport and Recreation Development</b>								
<b>OUC 2 Increased participation in sport and recreation activities</b>								
OP 2.1	Domestic activities, competitions and programmes developed		-	2025	-	-	120	+/-12
OP 2.2	Sport and recreation practitioners trained and capacitated		621	2024	621	+/-62	685	+/-68
OP 2.3	Sport and Recreation Facilities accessed		-	2025	-	-	1000	+/-100

No. & Prog. Code	Outputs	2-year target	Baseline		Targets			
			Value	Year	2024		2025	
					T	ALV	T	ALV
OP 2.4	Targeted marketing campaigns for available programs and facilities activated		-	2025	-	-	48	+/-4
OP 2.5	Inclusive sports and recreation activities activated		-	2025	-	-	32	+/-3

No. & Prog. Code	Outputs	2-year target	Baseline		Targets			
			Value	Year	2024		2025	
					T	ALV	T	ALV
<b>Prog. 2: Sport and Recreation Development</b>								
<b>OUC 3: Improved Sport Performance</b>								
OP 3.1	Prioritization and categorization framework reviewed		1	2024	1	0	1	0
OP 3.2	Prioritised Athletes and National teams supported/funded		7	2024	15	+/-1	18	+/-2
OP 3.3	Athletes and officials cleared for Regional/Continental/International competitions recorded		1665	2024	1000	+/-100	2000	+/-200
OP 3.4	Major Provincial, National, Regional and International events hosted		-	2025	-	-	50	+/-5
OP 3.5	National youth selection championships hosted (Talent identification)		-	2025	-	-	10	+/-1
OP 3.6	Coach capacitation framework developed		-	2025	-	-	1	0
OP 3.7	Podium Performance Programme monitored		-	2025	-	-	1	0

**T = Target**   **A = Actual**   **AV = Actual Variance**

**ALV = Allowable Variance**

## 17. Programme Budget

Programme	Programme Outputs	Budget .Last Year	Budget Current Year	Budget Year 2 2022	Budget Year 3 2023	Budget Year 4 2024	Budget Year 5 2025
<b>Prog 1: Governance and Administration</b>							
<b>Improved Governance and Administration</b>	Employee Retention Strategy Developed						
	Human Capital optimisation programme implemented						
	Commercialization strategy developed						
	SRC target market reached						
	New and existing business development initiatives explored						
	Digital marketing platforms optimized			(ZWL)118,79 8,846	(USD) 496,500	(USD) 154,700	
	Branding platforms implemented						
	Annual awards hosted						
	Financial statements produced						
	NA compliance framework reviewed						
	ICT Infrastructure and equipment upgraded						
	Statutory returns produced						
	Revenue generated						

	Financial Investments Implemented						
	SRC Polices Reviewed						
	Audit reports produced						
	Sectorial economic contribution report						
	Asset Management						
	Number of people trained						
<b>Prog 2: Sport and Recreation Development</b>							
<b>Increased participation in sport and recreation activities</b>	National Sport Associations prioritisation matrix implemented						
	National Sports Associations Membership Database updated						
	Sport training programmes implemented						
	Sport and recreation facilities standardized						
	Number of Sport and recreation facilities utilized			1,597,154,115	468,000	287,300	
	National sport and recreation participants frequency database developed						
	Sport for Development Platforms activated						
	Sport and recreation activities activated						

	Sport and Recreation Facilities Registered						
<b>Prog 2: Sport and Recreation Development</b>							
<b>Improved sport performance</b>	Prioritization and categorization framework implemented			798,577,058			
	Junior development programs implemented						
	National athletes and teams funded						
	Sports and Recreation athletes cleared						
	Athlete rankings tracking systems implemented.						
	Sports and Recreation tours cleared						
	Athlete ranking report produced						
	National team selection processes monitored						
	International competitions hosted						
	International competition bid						
National multi-sport youth selection championships hosted							

Sport and recreation awards hosted						
Monitoring and evaluation of sport programmes conducted						

### 18. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	Agency Requirements (vacancies)	Total Personnel By Category
1	Top Management	4	1	0	
2	Middle Management	4	1	5	
3	Supervisory Management	10	13	42	
4	Operational and Support staff	10	10	17	
5	<b>Total</b>	<b>28</b>	<b>25</b>	<b>64</b>	

## 19. Other Resources

### I. Materials, Equipment and ICTs

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quant ity	Cost (ZWL)	Quanti ty	Cost (ZWL)	Quanti ty	Cost (ZWL)	Quanti ty	Cost (USD)	Quantity	Cost (USD)
Motor Vehicles	0	-	22	119 700 000	8	48 720 000	5	90000	3	27000
Motor bikes	0	-	1	210 000	0	0	0		0	0
Laptops	0	-	26	1 365 000	91	5 541 900	10	19000	5	10000
Server	0	-	1	1 575 000	0	0	0	0	0	0
Projectors	0	-	12	775 890	0	-	1	1500	5	5000
Copier Printers	0	-	11	1 077 625	0	-	5	4000	5	4500
Office Tools	0	-		120 694	0	-	0`	-	0	-
Smart phones			46	793 132	0	-	36	32400	0	0
Office Furniture (Desks and Chairs)	0	-	0	-			0	0	0	0

## II. Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m2)	Cost (ZWL)	Quantity (m2)	Cost (ZWL)	Quantity (m2)	Cost (ZWL)	Quantity (m2)	Cost (USD)	Quantity (m2)	Cost (USD)
Chinhoyi	36	896400	36	1 039 824	36	1 206 196	36	3240	36	3600
Bindura	36	896400	36	1 039 824	36	1 206 196	36	3240	36	3600
Marondera	36	896400	36	1 039 824	36	1 206 196	36	2640	36	2800
Mutare	36	896400	36	1 039 824	36	1 206 196	36	1944	36	2100
Masvingo	36	896400	36	1 039 824	36	1 206 196	36	3240	36	3600
Lupane	36	896400	36	1 039 824	36	1 206 196	36	3840	36	4000
Gwanda	36	896400	36	1 039 824	36	1 206 196	36	1080	36	1200

## 20. Acronyms

AP	Agency Programme
AU	African Union
AUSC	African Union Sports Council
COVID-19	Corona Virus Disease-2019
CSOs	Civil Society Organisations
GDP	Gross Domestic Product
ICTs	Information and Communication Technologies
IRBM	Integrated Results Based Management
KPIs	Key Performance Indicators
KRAs	Key Result Areas
KSF	Key Success Factor
M & E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information Systems
MSMEs	Micro, Small and Medium Enterprises
MoSRAC	Ministry of Sport, Recreation, Arts and Culture
MTP	Medium Term Plan

NAs	National Associations
NDS1	National Development Strategy 1
NPA	National Priority Area
NOUC	National Outcome
OP	Output
OPC	Office of the President and Cabinet
OUC	Outcome
PBB	Programme Based Budgeting
PFMS	Public Financial Management System
PRAZ	Procurement Regulatory Authority of Zimbabwe
RADO	Regional Anti-Doping Organization
RBZ	Reserve Bank of Zimbabwe
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SEPs	State Enterprises and Parastatals
SRC	Sports and Recreation Commission
SOUC	Sector Outcome
ThWGs	Thematic Working Groups TNDP
TSP	Transitional Stabilisation Programme

WADA	World Anti-Doping Organization
WoGPMS	Whole of Government Performance Management System
ZIMRA	Zimbabwe Revenue Authority
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZNPC	Zimbabwe National Paralympic Committee
ZOC	Zimbabwe Olympic Committee

## 21. List of Participants

No	Name	Designation	Organisation
1.	<b>SRC Board</b>		Sports and Recreation Commission
2.	Ms E. Nengomasha	Director General	Sports and Recreation Commission
3.	Mr S. Garikai	Director Sport and Recreation Development	Sports and Recreation Commission
4.	Mr B. Hodza	Director Finance, Human Capital, and Administration	Sports and Recreation Commission
5.	Mr S. Vushemakota	Commercial Director	Sports and Recreation Commission
6.	Ms C. Nyamayedenga	Governance and Compliance Manager	Sports and Recreation Commission
7.	Mr S. Mukanhairi	Recreation and Provincial Coordination Manager	Sports and Recreation Commission
8.	Mr E. Kanyenge-Sadrake	Acting Accountant	Sports and Recreation Commission
9.	Ms S. Tokoda	Sport Development Officer	Sports and Recreation Commission
10.	Ms C. Mareverwa	Sport Development Officer	Sports and Recreation Commission
11.	Mr M. Paruwani	Sport Development Officer	Sports and Recreation Commission
12.	Mr K. Muswerakuenda	Internal Audit Officer	Sports and Recreation Commission
13.	Ms P. Chisepo	Procurement Officer	Sports and Recreation Commission
14.	Mrs D. Ngwerume	Finance Officer	Sports and Recreation Commission
15.	Mrs B. Jumbe	Administration Officer	Sports and Recreation Commission
16.	Mr A. Mandisodza	ICT Officer	Sports and Recreation Commission
17.	Mr A. Choga	Public Relations Officer	Sports and Recreation Commission
18.	Mr J. Maganga	PSRDO Mashonaland Central	Sports and Recreation Commission
19.	Mr S. Dzvimbu	PSRDO Bulawayo	Sports and Recreation Commission
20.	Mrs T. Chibanda	PSRDO Mashonaland East	Sports and Recreation Commission
21.	Mr S. Mukwena	PSRDO Mashonaland West	Sports and Recreation Commission
22.	Mr S. Berejena	PSRDO Manicaland	Sports and Recreation Commission
23.	Mr M. Sibanda	PSRDO Masvingo	Sports and Recreation Commission
24.	Mr N. Masuku	PSRDO Matabeleland North	Sports and Recreation Commission

25.	Mr S. Masaka	PSRDO Midlands	Sports and Recreation Commission
26.	Mr L. Mpofu	PSRDO Matabeleland South	Sports and Recreation Commission
27.	Mrs J. Chiume	Acting PSRD Officer Matabeleland	Sports and Recreation Commission
28.	Ms C. Mupota	Manicaland	Sports and Recreation Commission
29.	Ms E. Elia	PA to Director Legal and Corporate Services	Sports and Recreation Commission
30.	Mrs T. Zvavandanga	PA to Director General	Sports and Recreation Commission
31.	Ms P. Musekiwa	Governance and Compliance Officer	Sports and Recreation Commission
32.	Mrs V. Museka	Facilitator – Public Service Commission	Sports and Recreation Commission
33.	Mr R. Majecha	Facilitator – Public Service Commission	Sports and Recreation Commission
34.	Representative	Stakeholder	National Darts Association of Zimbabwe
35.	Mrs T. Benade	Stakeholder	Triathlon Zimbabwe
36.	Ms M. Dangare	Stakeholder	ZOC Athletes Commission
37.	Mr O. Makarawu	Stakeholder	Special Olympics Zimbabwe
38.	Mr W. Chikara	Stakeholder	Special Olympics Zimbabwe
39.	Mr L. Banda	Stakeholder	Zimbabwe Cricket
40.	Mr L. Kamukapa	Stakeholder	Zimbabwe Olympic Committee