



# Strategic Plan

## 2020-2024

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## Organisation overview

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### ***The NVF Profile***

*The Namibia Volleyball Federation (NVF), is a non-governmental non-profit organization, composed of its affiliated Regional Associations which have freely and voluntarily joined it in order to administer and govern regionally the sport of Volleyball and all its disciplines (including notably Beach Volleyball and Corporate Volleyball).*

*The NVF is the only national body legally recognized in Namibia authorized to administer and govern all forms of Volleyball, structured and organized according to the spirit and provision of the Federation International de Volleyball (FIVB) Constitution.*

*The NVF has been established in accordance with the guidelines laid down by the Federation International de Volleyball (FIVB) and Namibian Sports Commission (NSC).*

### **Objectives**

*The NVF objectives are;*

- a) to encourage the development and growth of Volleyball in all of its forms nation-wide and promote the establishment of Regional Associations, clubs and teams.*
- b) The NVF shall promote, coordinate, communicate, regulate, organize, supervise, control, manage and govern the sport of Volleyball at all levels throughout Namibia. In particular, and without restricting the extent of the general principles stated in its constitution.*
- c) Establish and modify the NVF Sport Regulations and General Regulations which must be applied, without exception, on all occasions, particularly at national competitions.*
- d) Administer and govern Volleyball in all its forms, including the control of all its competitions and disciplines.*

- e) Control and govern the appointment of national referees;*
- f) Regulate the eligibility and transfer of players between associations, clubs and teams;*
- g) Promote the welfare of the regional associations as well as the mutual respect and cooperation among themselves and assist the Regional Associations in the development of their technical expertise;*
- h) Take specific measures to maintain the authority, autonomy and exclusive competence of the regional offices to administer and govern Volleyball activities in their respective territories.*
- i) Take all appropriate measures directly and indirectly related to the practice and in the best interest of the sport of Volleyball.*
- j) Strive and ensure that there shall be no discrimination in volleyball, its affairs or activities, on grounds of race, colour, or ethnic origin, religion, gender or political opinion, social or economic status, degree of physical disability..*
- k) Developing Volleyball as a major Namibian media and entertainment sport.*

### **The purpose of the Strategic Plan**

The Strategic Plan serve as management/guiding tool for the NVF in achieving its target, this will not bind the NVF Management not to execute other functions and programmes that are not stipulated herein.

### **Monitoring tool and evaluation**

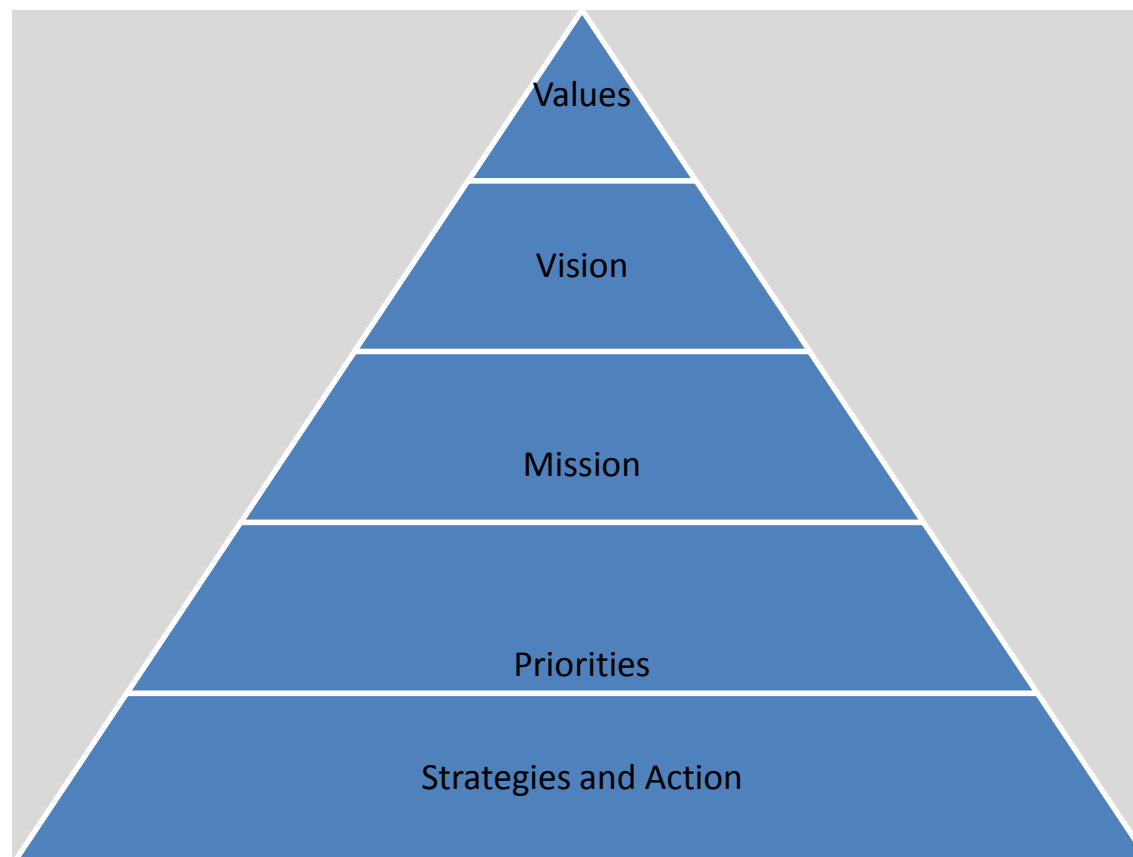
The NVF Management will access its performance based on the set targets. For the year 2020 to 2024, the Management will be conducting a review/assessment during June every year at the NVF Congress to produce a report on the Strategic Plan progress.

In the event that the Management does not reach its target as per the implementation plan, the review will assist in redirecting or revisiting the plan.

# Strategic plan framework

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This strategic planning is guided by the framework below:



The 2020- 2024 Strategic Plan provides a framework for the core business priorities and initiatives of Namibia Volleyball Federation

It outlines the directions NVF will adopt according to our:

- **Values**  
The shared belief of our organisation
- **Vision**  
Our aim
- **Mission**  
How we can achieve the vision
- **Priorities**  
The key focus areas and results we must achieve to be successful in our mission and to make progress towards our vision
- **Strategies and actions**  
How we will achieve our priorities

## Our core values are:

**Commitment** – Making ourselves available at all times and providing services where needed

**Accountability** – Taking responsibility for our actions

**Sport for all** – Making volleyball available to all

**Innovative thinking** - Always looking for solutions to our challenges

**Leadership** – Always leading by good example

**Excellence** – Outstanding in developing volleyball

**Integrity** – Being honest and ensuring systems and procedures are rules compliant

**Unity** – Working as a team speaking with one voice

**Transparency** – Our decisions are overt and open to criticism

## Vision and Mission

### Our Vision is

Volleyball to be the most popular sport in the country, and Namibia to compete professionally at international level.

### Our mission is

To grow volleyball through committed volunteers, quality management and inclusive development programs.

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## SWOT ANALYSIS

<b>Strengths</b>	<ul style="list-style-type: none"><li>• Office</li><li>• Competent Human Resources</li><li>• Legal Documents</li><li>• Good Structure</li><li>• Active Facebook</li><li>• Coaches Instructor</li></ul>
<b>Opportunities</b>	<ul style="list-style-type: none"><li>• 100% visibility of volleyball in the country</li><li>• More sponsors attraction</li><li>• Increase on the number of players</li><li>• Social volleyball</li><li>• International competition</li></ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"><li>• Lack of active website</li><li>• Work done on voluntary basis</li><li>• Slow penetration into the Regional Councils</li><li>• Low increase of teams</li><li>• Lack of reliable database</li><li>• Lack of qualified coaches</li><li>• Lack of qualified referees</li><li>• Different approaches of individual associations</li></ul>
<b>Threats</b>	<ul style="list-style-type: none"><li>• One sponsor on board</li><li>• Dormant Regional Association</li></ul>



## OUR MAJOR STAKEHOLDERS

		<b>What they need from us</b>	<b>What we need from them</b>
	Bank Windhoek	<ul style="list-style-type: none"> <li>• Brand Marketing</li> <li>• Sport development</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support</li> </ul>
	Namibia Sports Commission	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Sport development</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative, financial and mobility support</li> <li>• Infrastructure</li> </ul>
	Namibia National Olympic Committee	<ul style="list-style-type: none"> <li>• To qualify athletes or teams for Olympics</li> </ul>	<ul style="list-style-type: none"> <li>• Roadmap financial support to qualify athletes.</li> </ul>
	FIVB	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Development</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment</li> <li>• Materials</li> <li>• Courses</li> </ul>
	CAVB	Good governance Development	<ul style="list-style-type: none"> <li>• Equipment</li> <li>• Materials</li> <li>• Courses</li> </ul>
	Ministry of Sport, Youth and National Service	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Sport development</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative, financial and mobility support</li> <li>• Infrastructure</li> </ul>
	The Dome	<ul style="list-style-type: none"> <li>• Good reputation</li> <li>• Healthy relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Healthy relationship</li> <li>• Lifelong agreement</li> </ul>

## Priority areas

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The priority areas which will assist in achieving our mission

**Priority 1 > Ensure effective governance and administration**

**Priority 2 > Accelerate Grassroots Development and maximum Participation at all NVF levels**

**Priority 3 > Accelerate High Performance and Technical Development**

**Priority 4 > Expand Income Generation**

**Priority 5 > Ensure quality of Competitions and Events**

**Priority 6 > Ensure good communication and Stakeholder Engagement**

The six areas of priority are detailed in strategic actions which are outlined in the following pages.

Strategic Objective	Project	Output	KPI	Base line	Targets					Action Steps
					2020	2021	2022	2023	2024	
<b>Ensure effective governance and administration</b>	Membership Structure (VP & TD)	Membership structure reviewed	% of membership structure reviewed	50%	50%	100%				<ol style="list-style-type: none"> <li>1. Realign all RAs structures.</li> <li>2. See to it that all structures are filled.</li> </ol>
	Database (SG & TD)	Database developed and maintained	% of database developed	50%	80%	100%				<ol style="list-style-type: none"> <li>1. Development of a database spreadsheet.</li> <li>2. Circulate the spreadsheet to all RAs to populate information.</li> <li>3. Present the spreadsheet to the BoA.</li> <li>4. Seek for a database program</li> </ol>
	Constitution (P & TD)	Constitution reviewed	% of all members' Constitutions reviewed	75%	80%	90%	100%			<ol style="list-style-type: none"> <li>1. Revise the NVF Constitution and detect all loopholes.</li> <li>2. Align the NVF Constitution to the NSC Framework.</li> <li>3. Collect all copies of RAs Constitutions.</li> <li>4. Realign all Constitutions to that of NVF.</li> <li>5. All RAs to gather all clubs Constitutions</li> <li>6. All Clubs Constitution to be sent to the NVF for record keeping.</li> </ol>
	Administrative management (SG)	Maintain governance standards in accordance with institutional and legislative requirement	% of adherence to set guidelines	90%	98%	100%				<ol style="list-style-type: none"> <li>1. Strengthening the administration and management at association levels</li> <li>2. Financial report prepared and presented annually</li> <li>3. All executive and Board meetings conducted professional and minutes recorded</li> </ol>

<b>Accelerate maximum participation and development at all NVF levels</b>	NVF Development Program (TD, DD & RCs)	NVF Development program reviewed	% of NVF development program reviewed	60%	70%	100%				<ol style="list-style-type: none"> <li>1. Identify key NVF development area</li> <li>2. Review the existing program.</li> <li>3. Draft a new development strategy.</li> <li>4. Present the new development strategy to the BoA.</li> <li>5. Implementation of the project</li> <li>6. Monitoring and evaluation</li> </ol>
	Maximum participation (P, TD & CD)	Maximum participation enabled	% of participation at all NVF levels	80%	85%	90%	95%	98%	100%	<ol style="list-style-type: none"> <li>1. Identify areas that are easy for maximum participation. (e.g. Competition, advancement of the game etc.)</li> <li>2. Create platform for such participation.</li> <li>3. Categorise such areas into different groups.</li> <li>4. Identify member trained in sport Management at all levels</li> <li>5. Conduct a sport management training at all levels</li> </ol>
<b>Accelerate High Performance and Technical Development</b>	High performance (Exco)	High performance program developed	% of high performance developed and executed	60%	90%	100%				<ol style="list-style-type: none"> <li>1. Review the existing selection criteria.</li> <li>2. Develop a high performance program.</li> <li>3. Identify all international competition suitable for Namibia at all levels of competition.</li> </ol>
	Coaches and referees (TD, Coaches D & RD)	Coaches and Referees program developed	% of Coaches and Referees program developed and executed	50%	75%	90%	100%			<ol style="list-style-type: none"> <li>1. Review the existing Referees Strategic Plan.</li> <li>2. Develop a training program for both referees and coaches.</li> <li>3. Identify all available international programs.</li> </ol>

										<ol style="list-style-type: none"> <li>4. Capitalise on the available platforms for our referees and coaches to be equipped.</li> <li>5. Create and maintain the databases</li> </ol>
<b>Enhance Income Generation</b>	Income generation (Exco & MD)	Income generation enhanced	% of income generated	60%	60%	70%	80%	90%	100%	<ol style="list-style-type: none"> <li>1. Identify and target key organisations with whom we can drive financially sustainable projects which align with our values, vision and mission.</li> <li>2. Develop tiered sponsorship structure package that details the different sponsor level properties and benefits.</li> <li>3. Prepare detailed budgets for particular areas of support that we are seeking from sponsor on an individual and program wide basis.</li> <li>4. Prioritize communication and accountability with sponsors and benefactors.</li> <li>5. Lobby for government grant through the NSC.</li> <li>6. Pilot number of different fundraising activities which are operated specifically with a profit making intention.</li> <li>7. Establish a commercially minded invitational event for participant from neighbouring countries (e.g. Botswana, Zimbabwe, Zambia)</li> </ol>

<b>Ensure quality of Competitions and Events</b>	Tournaments standard (TD & CD)	Tournament standards improved	% of tournament standards improved	75%	80%	90%	95%	100%		<ol style="list-style-type: none"> <li>1. Review the existing competition rules.</li> <li>2. Develop competition rules across all standards.</li> <li>3. Developed Competition operations manual.</li> <li>4. Introduce Volleyball Information System (VIS) for our competitions.</li> <li>5. Support school sports associations in their competition management requirements</li> <li>6. Establish a consistent and reliable presence in social media</li> </ol>
<b>Ensure good communication and Stakeholder Engagement</b>	Effective communication (P, TD, SG & MD)	Communication enhanced	% of communication enhanced	40%	60%	80%	100%		<ol style="list-style-type: none"> <li>1. Establish and update member contact register</li> <li>2. Board and staff have useful communication tools at their disposal</li> <li>3. Establish and update media kit and media contact list annually</li> <li>4. Establish a designated media contact for federation</li> <li>5. Develop a website</li> <li>6. New website to be launched</li> <li>7. Website updated on a daily basis</li> <li>8. Make our website a well presented up to date for all volleyball events in Namibia</li> <li>9. Review/establish logo, motto and brand of the federation</li> </ol>	

	Stakeholder engagement (P, SG, 1st VP &TD)	Stakeholders engaged meaningfully and relationship developed	Number of relationship with stakeholders developed	10	11	12	13	14	15	<ol style="list-style-type: none"> <li>1. Review the existing relationship.</li> <li>2. Identify new key stakeholders.</li> <li>3. Develop a relationship with identified stakeholders.</li> <li>4. Maintain relationship</li> <li>5. Keep our members and key stakeholders informed</li> <li>6. Introduce monthly newsletter/information email to stakeholders</li> <li>7. Produce annual reports each year</li> <li>8. Sponsorship reports produced as required</li> <li>9. Garner support from well-known people/communities</li> </ol>
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### CONCLUSION

The NVF Strategic Plan is aimed to signify the NVF's vision for volleyball to be dynamic and competitive locally and internationally. The strategy seeks to ensure that all Regional Associations are capacitated in all areas, motivated to uplift volleyball at all level with courage and determination. The NVF advocates for maximization and equal opportunities for all.

Finally, the successful implementation of the strategy will culminate in the positive results for the NVF and for the country in general to achieve the vision 2030 objective.