



Comité **Olímpico**  
**Cabo-verdiano**

# STRATEGIC PLAN

*Approved at the General Assembly on 02 April 2022*



22  
28

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**THE IMPORTANT  
THING IS NOT TO WIN,  
BUT TO COMPETE.  
AND WITH DIGNITY."**

Pierre de Coubertin



# 1. INTRODUCTION

Strategic planning is a widely known, albeit complex, management tool. However, several studies show that the organizations that have a higher development rate are the ones that actively use this tool to implement the best solutions and monitor them.

As the Cape Verdean Olympic Committee (COC) has drawn up a Strategic Plan for 2016 to 2020, it is necessary to assess the current situation of the COC and to chart a path, together with its members, of the next years of the organization.

The COC's vision is to be a key independent agency for the development of national sport. In this sense, it developed this tool to enhance its development and the development of the environment in which it operates, the Cape Verdean society, and in particular, the sports sector.

The elaboration of this plan was always based on the fulfillment of the COC's functions:

- Ensure compliance with the Olympic Charter in the Republic of Cape Verde.
- To promote the fundamental principles and values of Olympism, particularly in the areas of sport and education, through the promotion of Olympic education programs at all school levels, sports education institutions, and universities.
- To encourage the Olympic Academy to create institutions dedicated to Olympic education, such as the Olympic clubs, the Olympic Museum, and other programs, including cultural programs, related to the Olympic movement.
- To encourage the development of high-performance sport and sport for all.
- To help to train sports managers by organizing courses, ensuring that such courses contribute to the dissemination of the fundamental principles of Olympism.
- To adopt measures against all forms of discrimination and violence in sport.
- To adopt and implement the World Anti-Doping Code.
- Representation of Cape Verde at the Olympic Games and regional, continental, or world multisport competitions, in which it is obliged to participate, and at the Olympic Games by sending athletes.
- In the exercise of its functions, the COC intends, if possible, to cooperate with all governmental bodies.





The COC will seek to preserve its autonomy and resist any kind of pressure, particularly those of a political, legal, religious, or economic nature that might prevent it from acting in accordance with the Olympic Charter. The document now formulated will serve, more than an internal management tool, as a guide for strategic alignment with our partners, enabling the future construction of integrated plans with a view to sharing common objectives.





## 2. OBJECTIVES OF THE PLAN

According to the terms of reference, the goals of the work carried out consist in:

- Carry out a characterization of the surroundings of the contracting organization in order to identify which are the main constraints and benefits associated with the organization’s location.
- Carry out an internal analysis of the organization, which will consist in the diagnosis of its strong points/potentialities/ strengths, and of its weak points/weaknesses.
- Carry out an external analysis, that is, a diagnosis of the environment in terms of opportunities and threats. Present proposals for action based on the diagnosis carried out.
- Present an evaluation proposal of the activities to be carried out by the COC.
- These topics will be resumed and developed in the methodology step.

### 2.1 Methodology for the elaboration of the plan: methodological approach

To carry out the required plan, a methodological approach was adopted with the purpose of deepening the knowledge of the following realities:

- The immediate surroundings, through the characterization of the intervention area
- The organization’s potential and weaknesses. Thus, an external analysis will be carried out (on the wider and surrounding environment), as well as an internal analysis, procedures that lead to the systematization of a SWOT analysis, i.e., the characterization of the strengths and weaknesses, opportunities and threats faced by the organization.

The Development Factors considered were:

**Strategic Orientation Matrix 2022 - 2028**

Strategic Development Areas	Development Areas
Development of the organizational structure	Governance
	Administration
	Human Resources
	Financial
	Marketing & Communication
	Services
Intervention in Sports Development	External Relations
	Sports Environment





To frame the characterization of the Strategic Plan, the starting basis was through the structure of the COC, composed of:

- Executive Committee
- Fiscal Council
- Staff
- Olympic Academy
- Advisory Committees (Athlete, Ethics and Integrity in Sport, Diversity and Inclusion, Medical, Strategic, Active Society, Sport and Environment, Olympic Mission, Coaches, Press and Legal).

A strategic orientation committee was created, formed by internal and external elements to the organization, which made a UMAP approach, to carry out a situational characterization.

#### 1. Contributions for Strategic Orientation (Strategic Contribution Commission):

- Cape Verdean Athletics Federation
- Cape Verdean Olympic Athletes Association
- Cape Verdean Federation of Adapted Sports
- Cape Verdean Football Federation
- Cape Verdean Federation of Fencing
- Cape Verdean Judo Federation
- Cape Verdean Handball Federation
- Cape Verdean Federation of Boxing
- Cape Verdean Baseball & Softball Federation
- Cape Verdean Swimming Federation
- Cape Verdean Taekwondo Federation
- Cape Verdean Paralympics Committee
- Institute of Sports and Youth

## 3. METHODOLOGY FOR THE ELABORATION OF THE STRATEGIC PLAN 2022/2028

For the elaboration of a strategic plan 5 steps were considered (PDOPMA - Preparation, Diagnosis, Objectives, Planning and Monitoring & Evaluation)

### 3.1 Preparation

We appointed a Strategic Commission responsible for deciding how to make its diagnosis. By decision of the Commission, this diagnosis was based on two methods of data collection:

- Direct: with face-to-face and/or online interviews.
- Indirect: by completing a questionnaire and analyzing documents.





To decide who and what to ask for our data collection, we used the self-assessment tool promoted by IOC - UMAP (Understanding, Managing, Assessing, and Planning).

We divided the analysis into two parts: (1) internal analysis (Executive Board and Staff) and (2) external analysis (Direct and Indirect Partners).

In the documentary analysis, we prioritized the analysis of Agenda 2020+5 and the Olympic Charter, the strategic plans (SP) of the COC 2016-2020, PE of ACNOA, PE of WOA, PE of IOA and Agenda 2030, and Kazan Plan of the United Nations.

To conduct the interviews we prepared two scripts, one for the National Federations (NFs) and one for the other partners. Regarding the questionnaires, we created three versions, one for the Executive Board and Officials, another for the NFs, and another for the remaining partners.

## 3.2 Objectives and Planning

For the objectives and planning we made a SWOT Workshop: on 5 and 6 March 2022, we met with the Strategic Committee and with the advisors of the Strategic Orientation Committee, to discuss the results obtained, described below:

### 1. Results of the Interviews

Cultural Identity:

- **Vision:** Modernized; well structured, with all accountability mechanisms; decentralization of powers; with huge degree of involvement of partners (FN), with its headquarters built, installed and functional; competent, well-structured executive members and well-defined roles.
- **Values:** Friendship, Respect, Excellence, Transparency, Equality
- **Mission:** To enlarge the number of participants in the Olympic Games; to supply the existing federations with support and resources, both material and financial; to contribute to the increase of practitioners of the Olympic sports in Cape Verde; to enable sport managers to do the same.
- **Slogan:** "Olympism, an opportunity for all".
- **Main Partners:** IOC, Government, National Federations, Olympic Clubs and private entities.
- **Main Challenges:** Headquarters, revenues, strengthening relations with members.



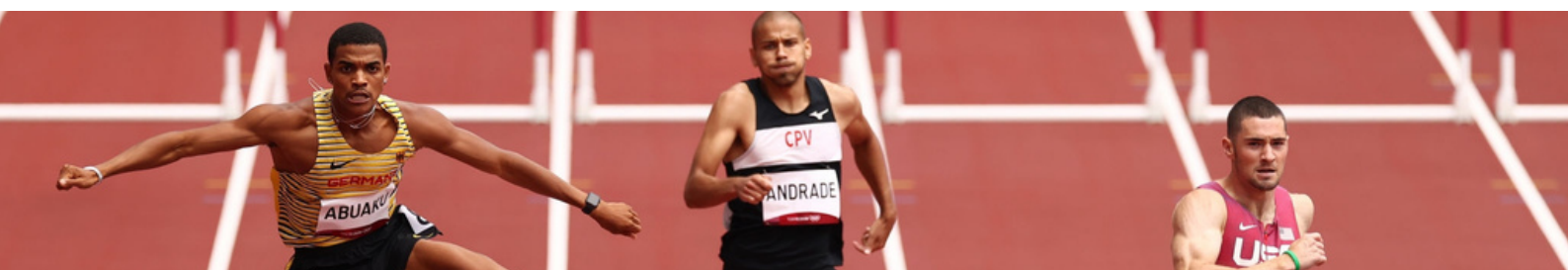
## 1. Questionnaire Results:

Assessment Areas	Score
Governance (19)	3,79
Administration (13)	3,83
Human Resources (12)	3,79
Financial (11)	4,11
Marketing & Communication (15)	3,63
Services (12)	3,56
External Relations (9)	3,88
Sporting Environment (14)	2,99

## 3.3 Situational Analysis (SWOT)

As can be seen from the table below, Strengths and opportunities relate to issues beneficial to the organization, while Weaknesses and threats relate to detrimental elements. In short, the framework works through the following parameters:

- Strengths: internal, controllable aspects that are positive points.
- Weaknesses: internal aspects, controllable and which are negative points.
- Opportunities: external aspects, which are uncontrollable, and which are positive, that is, they can contribute towards improving the situation of the COC.
- Threats: external, uncontrollable aspects that are negative, that is, they may harm or worsen the situation of the COC.



# SITUATIONAL ANALYSIS (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Administration</li> <li>• Financial</li> <li>• HR</li> <li>• Leadership</li> <li>• Transparency</li> <li>• Equality</li> <li>• Cohesion</li> <li>• Autonomy</li> <li>• Stability.</li> </ul>	<ul style="list-style-type: none"> <li>• Services</li> <li>• Marketing &amp; Communication</li> <li>• Regulation</li> <li>• Exchange of information with main stakeholders</li> <li>• Financial situation,</li> <li>• Centralization of COC in Praia</li> <li>• Lack of alignment with government</li> <li>• Communication with FN</li> <li>• lack of Own Headquarters.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• External relations</li> <li>• Prestige of the organization</li> <li>• Paris24 &amp; LA28</li> <li>• Young population</li> <li>• Political stability.</li> </ul>	<ul style="list-style-type: none"> <li>• Sport Environment</li> <li>• Dependence on external resources</li> <li>• Lack of fixed partners</li> <li>• Instability between FN</li> <li>• Lack of associative</li> </ul>





## 4. STRATEGIC PRIORITIES RESULTING FROM SWOT ANALYSIS

**1. Communication and Marketing:** Promote commercial activity, fundraising and sponsorship, ensuring effective communication.

**2. Services:** Ensure selection criteria for delegations, accompaniment in the athlete's career, and promote the development of sports organizations, as well as the legacy of the COC.

**3. Sports Environment:** To promote the valorization of sports, as well as the identification of talents and services to serve the athlete for better performance in international competitions.

### 4.1 Strategic Objectives and Implementation Schedule

#	Objectives
1	<b>1.1 Communication and Marketing</b>
	1.1.1.2 Building 3 fundraising programs by December 2024
	1.1.2.3 Create 5 Exclusive Merchandising Items of TEAM CABO VERDE until December 2023
	1.1.3.4 To guarantee an average annual income of 1.000.000\$00 from non-TOP sponsors
	1.1.4.7 Total income from commercial activities up 25% by December 2028
	<b>1.2 Services</b>
	1.2.1.6 Create a platform of support and advice for FN and the Sports Community until December 2023 - "+ Sport"
	<b>1.3 Sport Environment</b>
	1.3.1.2 To promote support of at least \$50,000 per month for 10 established athletes until August 2028 and 10 scholarships for young promises.
	1.3.2.4 Hold 3 basic Sports Management training courses and 1 Advanced Management training course per year.
	1.3.3.7 Carry out a follow-up program for 10 high-performance athletes to qualify for the Olympic Games.
	1.3.4.9 Hold 1 biannual Phase 1 talent spotting training camp for coaches and athletes.
	1.3.5.11 To have 1 School and 1 Club per Municipality certified with the "Olympic Club" emblem by December 2026.
	1.3.6.14 Create 4 Programs promoting Gender Equality, Environmental Sustainability, Inclusion, Ethics and Olympic Values by December 2028.
2	<b>2.1 Governance</b>
	2.1.1.4 Obtain ISO 9001 Quality management certification by December 2024.
	<b>2.2 Administration</b>
	2.2.1.13 To have COC's own headquarters by March 2025.
	<b>2.3 Financial</b>
	2.3.1.2 Obtain 20% of Funding from sources external to Olympic Solidarity by December 2028.
<b>2.4 External Relations</b>	
2.4.1.1 Hold an annual session to launch activities with the participation of all stakeholders	

# Implementation Timeline

Objetivos	2022		2023		2024		2025		2026		2027	
	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T
<b>1.1 Marketing and Communication</b>												
1.1.1.2												
1.1.2.3												
1.1.3.4												
1.1.4.7												
<b>1.2 Services</b>												
1.2.1.6												
<b>1.3 Sport Environment</b>												
1.3.1.2												
1.3.2.4												
1.3.3.7												
1.3.4.9												
1.3.5.11												
1.3.6.14												
<b>2.1 Governance</b>												
2.1.1.4												
<b>2.2 Administration</b>												
2.2.1.13												
<b>2.3 Financial</b>												
2.3.1.2												
<b>2.4 External Relations</b>												
2.4.1.1												





## 4.2 Financial Plan for the Implementation of the SP 2022 -2028



The forecast of the financing needs for the implementation of the COC's PE in the horizon 2022 - 2028 is in the amount of 241,161,600 CVE.

The mobilization of these resources will require great technical and leadership capacities of the COC to design and implement projects that attract more partnerships and at the same time enable it to generate much more of its own revenues.

## 5. CONCLUDING CONSIDERATIONS

This strategic plan was submitted by the Executive Council, for approval by the General Assembly on 2 April 2022.

The implementation of the Strategic Plan will be monitored by the COC Strategy Commission, being evaluated, and reviewed every two years.

The evaluation and review process will result in action plans, with concrete measures that will contribute to the pursuit of each of the objectives of the strategic plan.

The measures set out in the action plans will be included in the COC's annual activity plans and budgets.





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