



COMITÉ OLÍMPICO  
CABO-VERDIANO

# STRATEGIC PLAN

2016 / 2020

APPROVED BY THE GENERAL ASSEMBLY OF 16 OF APRIL OF 2016

# Comité **Olimpico** **Cabo-verdiano**



“Planning is to predict the short, medium and long-term goals, objectives, strategies and resources so that human work is more easily achievable. “

Carvalho,J. (2013)

# Introduction

Strategic planning is a management tool widely known and rarely put into practice. However, research shows that organizations that have a higher development index are those that actively use this tool to search for the best solutions.

The Olympic Committee Cabo Verde (COC), has as its vision to be a major independent agency of development of the national sport. For that, it developed this tool in order to be able to enhance their own development and the development of their environment.

The construction of this plan has always been guided in the discharge of functions of the Olympic Committee of Cape Verde:

- Ensure the observance of the Olympic card in the Republic of Cape Verde;
- To promote the fundamental principles and values of Olympism, particularly in the fields of sport and education, by promoting Olympic education programs at all levels in schools, sports education institutions and universities;

- Encourage the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programs, including cultural related to the Olympic movement;

- Encourage the development of high performance sport and sport for all;

- Assist in the training of sports administrators by organizing courses and ensure that such courses contribute to the dissemination of the fundamental principles of Olympism;

***“The Olympic Committee of Cape Verde (COC), has as its vision to be a major independent agency of development of the national sport.”***

- Take measures to prevent all forms of discrimination and violence in sport;
- Adopt and implement the World Anti-Doping Code;
- Cape Verde's representation at the Olympic Games and at

the regional, continental or global multisport competitions in which it is required to participate in the Olympic Games by sending athletes.

- In carrying out its functions, the COC intends to cooperate with all government agencies;

- The COC will seek to preserve their autonomy and resist all kinds of pressures, including political, legal, religious or economic nature, that may prevent them from acting in accordance with the Olympic Charter;

The document will now formulate more than an internal management tool, an advisor to guide strategic alignment with our partners and to enable the future construction of integrated plans in order to share common goals.

# Objectives of the plan

In accordance with the terms of reference, the objectives of the work to be undertaken are:

- To proceed to the classification of the surrounding area the contracting organisation in order to determine the principal constraints and benefits associated with the location of that organisation.
- To conduct an internal analysis of the organisation which will result in the diagnosis of the respective strengths / possibilities / trump cards and of the respective weaknesses / defects.
- To conduct an external analysis, which is to say a diagnosis of the surrounding area in terms of opportunities and threats. To present draft actions based on the diagnosis undertaken.
- To present a draft assessment of the activities to be undertaken by the COC.

These topics will be re-addressed and developed in the methodology.



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***“Olympism is a philosophy of life that places sport at the service of the development of humankind”***

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## ***Methodology for drawing up the Plan: Methodological approach***

In order to achieve the plan required, a methodological approach was adopted, making it possible to gain a deeper understanding of the following facts:

a. the immediate surrounding area, by characterisation of the intervention zone;

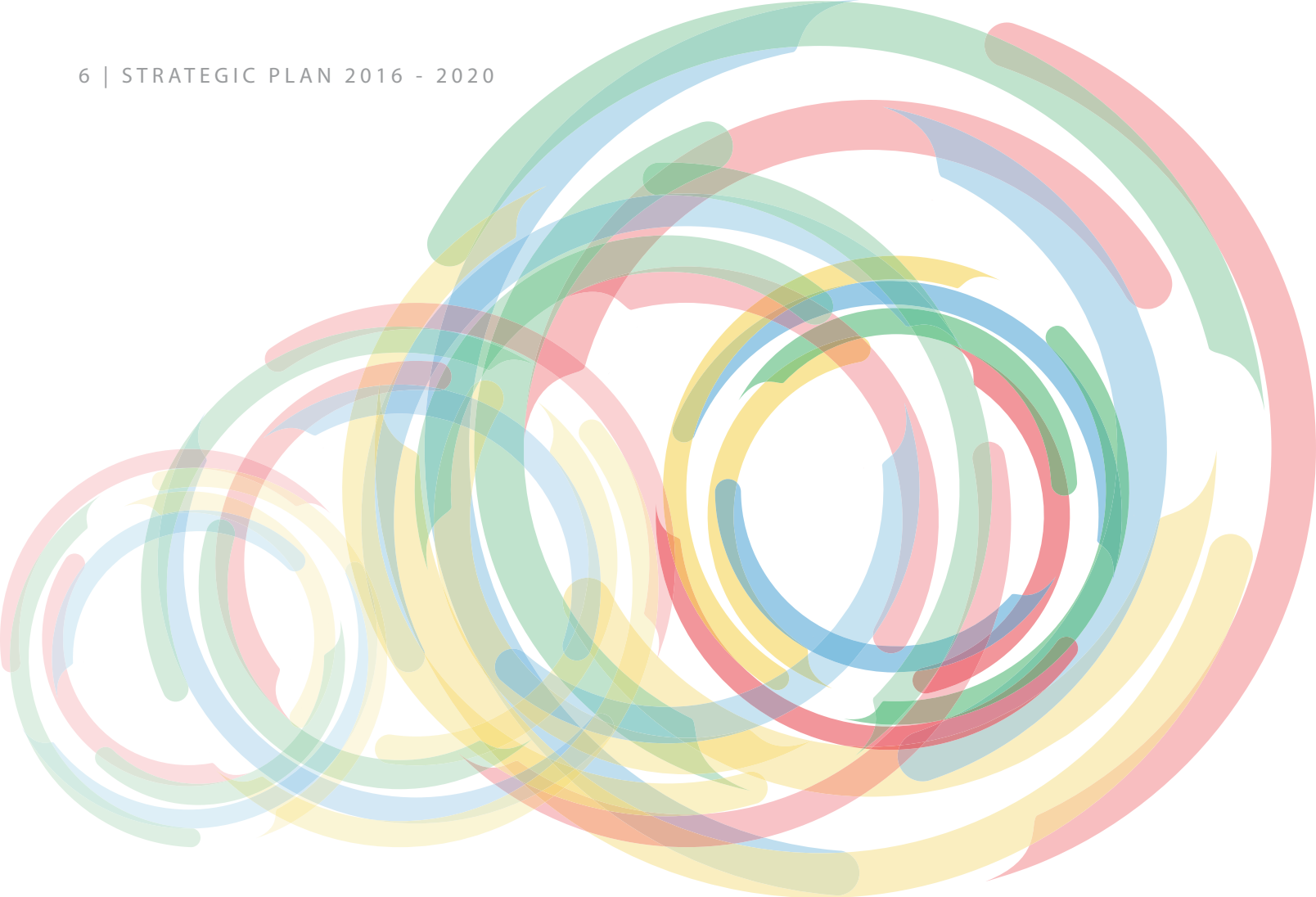
b. the capabilities and weaknesses of the organisation. In this way to proceed to undertaking an external analysis (of the larger and immediate surrounding area) and an internal analysis, procedures which lead to the systematisation of a SWOT analysis, which is to say the characterisation of the strengths, weaknesses, opportunities and threats encountered by the organisation;

The results of the foregoing analyses were considered using situational analysis tools, specifically UMAP (**Understanding, Managing, Assessing, Planning**), proposed by the International Olympic Committee (IOC). The UMAP tool defines the development factors to be considered, with these also having been considered, however, as an extension by the factors proposed by Castejon, P. (1973, cited by Pires, G. 2007, pp. 160).

The development factors considered were:

### STRATEGIC DIRECTION MATRIX 2016 - 2020

<b>Strategic Development Axes</b>	<b>Performance Dimensions / Development Factors (UMAP)</b>
<b>Development of the Organisational Structure</b>	1. Governance
	2. Administration
	3. Human Resources
	4. Finance
	5. Marketing and Communication
	6. Services
<b>Intervention in sports development</b>	7. External Relations
	8. Sports Environment



The UMAP approach to the situational characterization counted on the following contributions:

### **COC - COMITE OLIMPICO CABO-VERDIANO: STRUCTURE**

<b>Executive Board</b>	Filomena Fortes
<b>Olympic Academy</b>	Emanuel D'Oliveira
<b>Étics Comission</b>	Orlando Mascarenhas
<b>Medical Comission</b>	Humberto Évora
<b>Press Comission</b>	Simão Rodrigues
<b>Juridics Comission</b>	Onofre Lima
<b>Women is Sports Comission</b>	Cristina Pires Ferreira
<b>Athletes Comission</b>	Isménia Frederico

## CONTRIBUTIONS TO STRATEGIC ORIENTATION

**Federação Cabo-verdiana de Atletismo**

**Federação Cabo-verdiana de Boxe**

**Federação Cabo-verdiana de Futebol**

**Federação Cabo-verdiana de Karaté**

**Federação Cabo-verdiana de Taekwondo**

**Direcção Geral do Desporto**

The methodological approach has taken place along the following stages:

**Phase 1 - Diagnosis of the situation**

**Phase 2 - Strategic Definition**

**Phase 3 - Definition of the action plan and evaluation systems**

**Phase 4 - Presentation of the plan and final reports**

# Diagnosis of the Situation:

## Balanced Score Card (adapted structure)

Presentation of the Cultural Identity of the Cabo  
Verde Olympic Committee

### **Vision:**

To be an independent core agency for the development of national sport.

### **Mission:**

**To develop, promote, protect and enhance the value of the Olympic movement in Cabo Verde, in compliance with the Olympic Charter.**

### **Vocation:**

The development of national sport with a broad area of social intervention, being a valuable aspect in human development.

### **Slogan:**

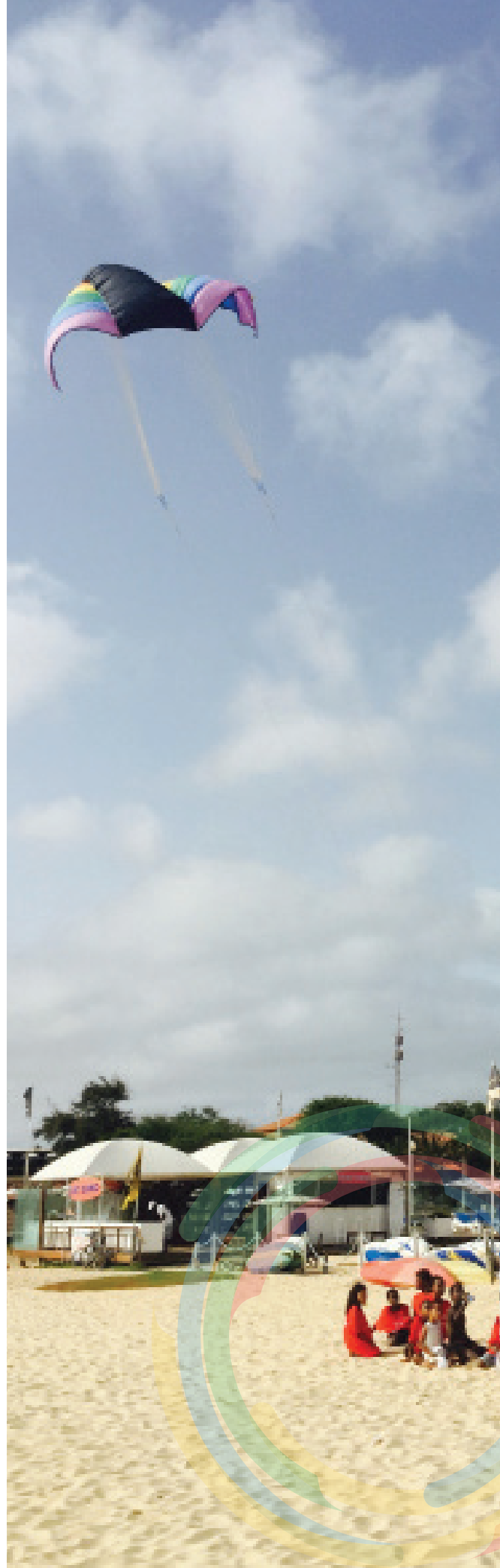
“Sport, a podium for all”.

### **Values:**

Friendship, respect, equality, community, integrity, excellence, determination and courage.

### **Service:**

Sports Associations or with participation in Sport in private.



## SITUATIONAL ANALYSIS (SWOT)

### DISTINCT ATTRIBUTES

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Autonomy;</li> <li>2. Gender equality;</li> <li>3. Multi-disciplinarity and professional experience in the COC;</li> <li>4. Administrative costs with progression margin;</li> <li>5. Good relationship with protection;</li> <li>6. Social acceptance;</li> <li>7. Mastery of languages used in the IOC;</li> <li>8. Good capacity for institution of partnerships;</li> <li>9. General enthusiasm;</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial area;</li> <li>2. Inchoate archiving;</li> <li>3. Regulations;</li> <li>4. Planning and management;</li> <li>5. Non-existent volunteer force and lack of functional definition;</li> <li>6. Non-existent volume of business and sponsorship;</li> <li>7. Inchoate alliances and participation of the sports structures in the activities of the COC;</li> </ol>

### ENVIRONMENT - Evolution of the Socio-sports trends (External Analysis)

#### COMPARATIVE ATTRIBUTES

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Political stability;</li> <li>2. International awareness;</li> <li>3. Youthful population and playing sports in a non-directed form;</li> <li>4. Optimum conditions to play sports at altitude, on the beach and in the sea;</li> <li>5. Sports Frameworks not yet formalised;</li> </ol>	<ol style="list-style-type: none"> <li>1. High unemployment;</li> <li>2. Low wages;</li> <li>3. Sports institutions in development;</li> <li>4. Inchoate sports legislation;</li> <li>5. Little scientific framework;</li> <li>6. Non-directed sports activity;</li> <li>7. Unsatisfactory sports calendar;</li> <li>8. Insufficient sports venues;</li> <li>9. High cost for participation in sports;</li> <li>10. Non-adapted protection investment;</li> </ol>

Strategic Definition: Strategic chart and resultant objectives:

### **RESULTANT STRATEGIC PRIORITIES**

**To guarantee and develop the COC management mechanisms**

**To develop the administrative operations, activities and control**

**To promote the recruitment, selection and training of human resources**

**To increase the volume of business and financial presentation criteria**

**To promote commercial activity, to attract funds and sponsors, guaranteeing effective communication**

**To guarantee criteria for the selection of delegations, monitoring the athlete's career and promoting the development of sports organisations and the Committee's legacy**

**To increase partnerships and the Committee's representation in international agencies**

**To promote the appreciation of sport, together with the identification of talents and services available to the athlete leading to enhanced performance in international competitions**

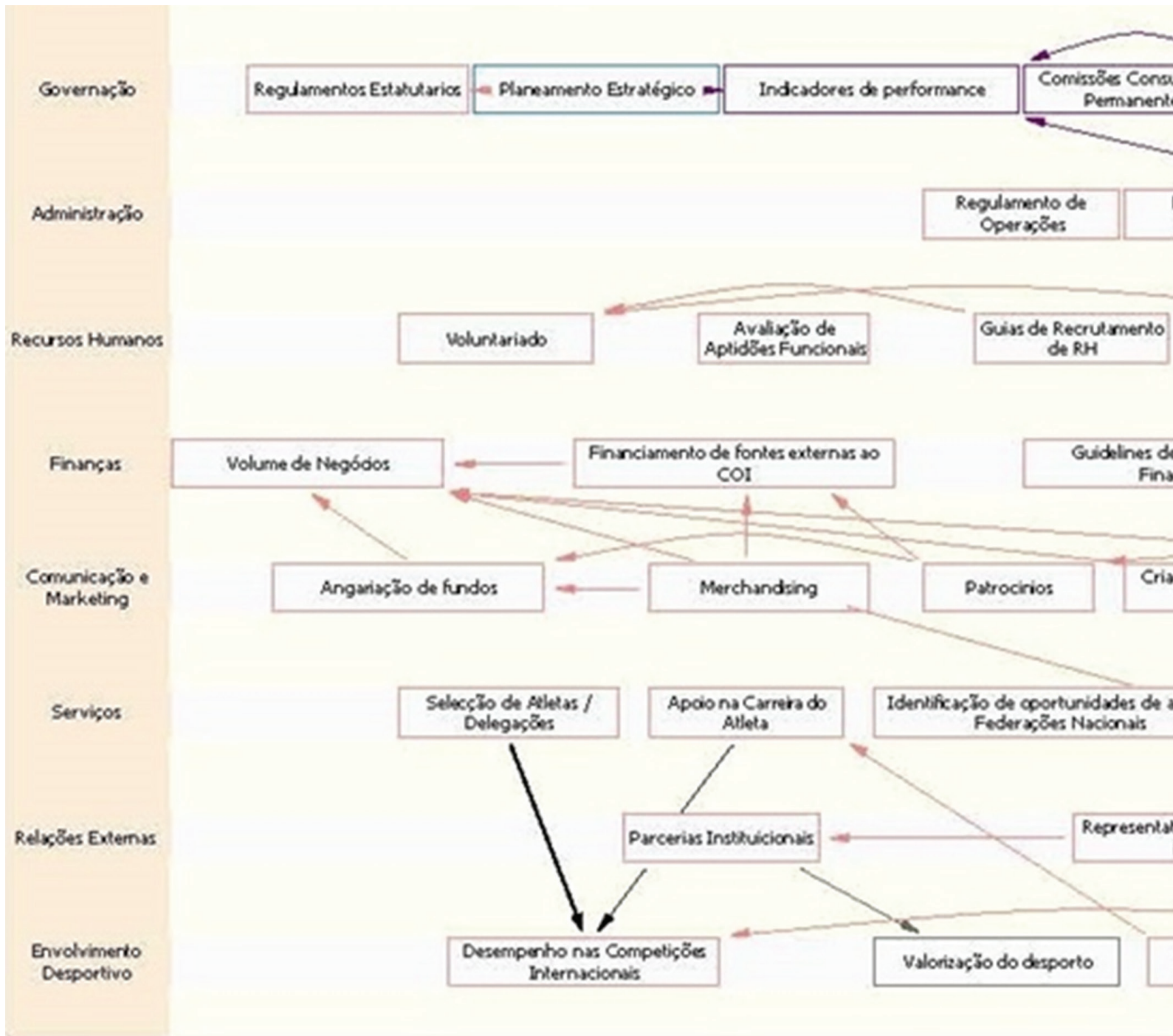
# Definition of the action plan

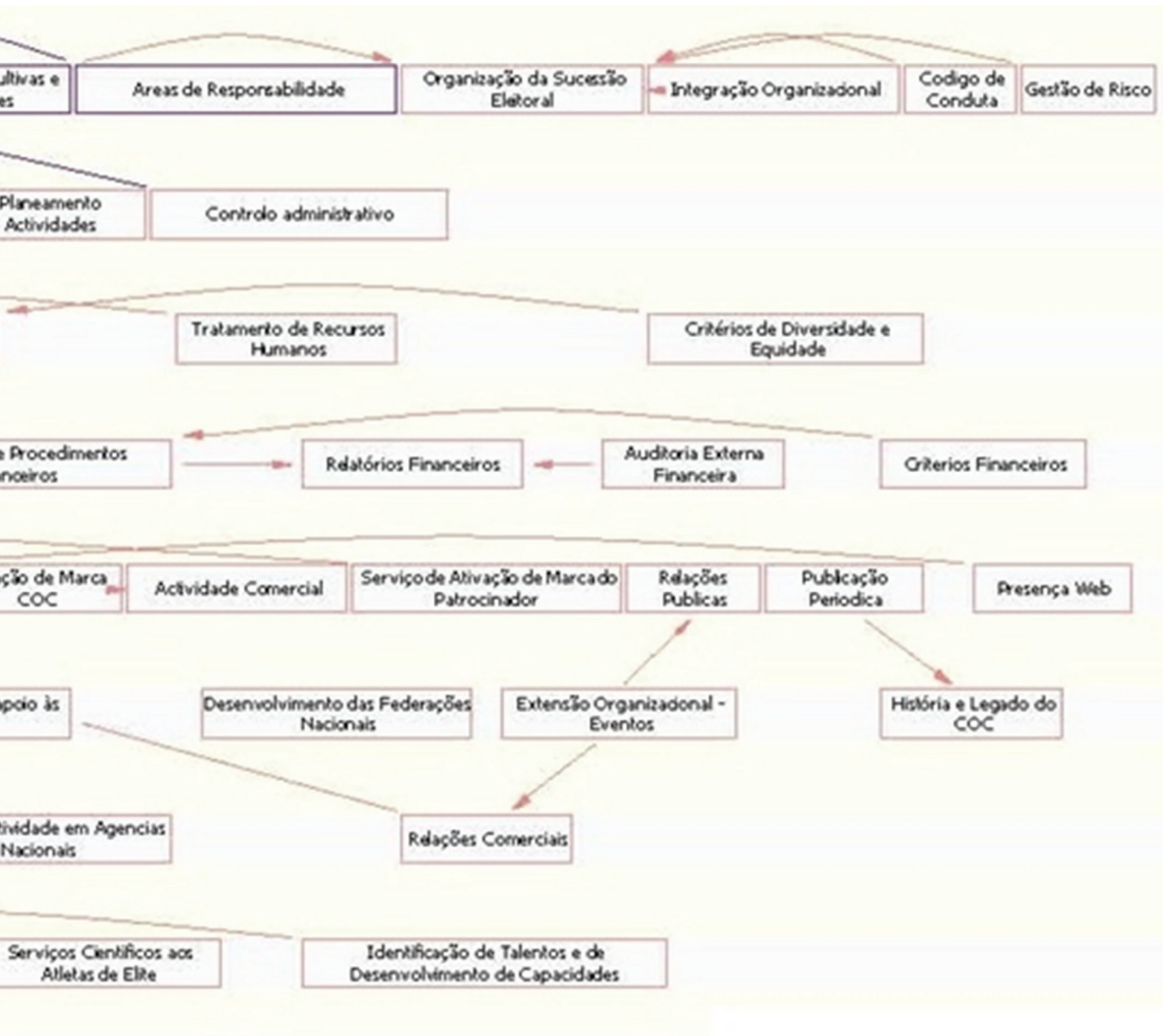
The definition of the action plan will be intimately connected to the intermediate management. The action plans will be drawn up in compliance with each need to draw up the duly budgeted programmes for fulfilment of the 45 proposed objectives.

Assessment of the programmes will be intimately interconnected with the assessment of the objectives and on the performance assessment of the designated performers. The KPI (Key Point Indicators) created for each of the programmes shall have their own assessment tools which will include various specific areas.



# Strategic Map





\* The elaborated strategic map allows to verify the order of priorities created to obtain the desired organizational development as listed below.

# Strategic Objectives

Strategic Priority			S
#	Axis	Code	
1	1.1	1.1.1.1	Marketing Planning
		1.1.2.4	Sponsors
		1.1.3.7	Commercial Activity
		1.1.4.2	Fundraising
	1.2	1.2.1.1	Volume of Business
	1.3	1.3.1.3	Strategic Planning
		1.3.2.9	Organisation of electoral succession
2	2.1	2.1.1.3	Merchandising
		2.1.2.13	Periodic Publication
		2.1.3.6	Creation of the COC' Trademark
		2.1.4.14	Presence on the Web
		2.1.5.5	Activation of the Sponsor trademark
	2.2	2.2.1.8	Financial External Audit
		2.2.2.2	Financing of Sources Outside the IOC'
		2.2.3.5	Financial Procedures Guidelines
		2.2.4.9	Accounting Procedures
		2.2.5.7	Periodic Financial Reports
	2.3	2.3.1.4	Performance Indicators
		2.3.2.15	Code of Conduct
		2.3.3.17	Risk Management
		2.3.4.2	Statutory Regulations
		2.3.5.8	Areas of Responsibility
		2.3.6.6	Permanent and Consultative Commissions
		2.3.7.11	Organisational Integration
	2.4	2.4.1.1	Volunteers
		2.4.2.8	Treatment of Human Resources
		2.4.3.2	Assessment of Functional Aptitudes
		2.4.4.4	Human Resources Recruitment Guides
		2.4.5.12	Diversity and Equality Criteria
	2.5	2.5.1.4	Athlete Career Support
		2.5.2.3	Selection of Athletes/Delegations
		2.5.3.6	Organisation Development of the NFs
		2.5.4.7	Identification of Opportunities for NP Support
		2.5.5.8	Organisational Outreach - Events
	2.6	2.6.1.6	Representation in National Agencies
		2.6.2.4	Institutional Partnerships
		2.6.3.8	Commercial Relationships
	2.7	2.7.1.8	Administrative Control
		2.7.2.2	Planning of Activities
		2.7.3.3	Regulation of Operations
	2.8	2.8.1.7	Elite Athletes Scientific Services
		2.8.2.2	Performance in International Competitions
		2.8.3.9	Identification of Talents and of Development of Athletes Potential
		2.8.3.13	Sport Appreciation

## Strategic Objectives (45)

communication plan for a period of several years to the end of March 2016
me in formal categories attracting 1 sponsor for each 1 of the categories drawn up
e total revenue by sponsors and commercial activities
ties for financing and an increase in the Committee's funds
business
ring several years
r rotation of the members of the EC accompanied by induction and training as a guarantee of continuity
nd products
on publication on the activities of the COC
de mark, legally protected (COC motto and style) and linked to the promotion of the Committee's image.
connection to social/corporate networks
ties for activation of the sponsor's trademark in the Committee's activities (through prepared sponsor categories)
f accounts by a nationally recognised independent
ancing below 80% of the COC receipts
overs all the financial aspects, including planning, budgeting and accounting
nting procedures to allocate resources for specific projects
t containing final accounts with an explanation and comments on these same accounts
itoring and assessment of the harmonised COC, which covers the plan and all the activities of the COC
duct for various functions which the employees and volunteers sign to indicate their agreement
ment plan covering all aspects of the organisation and its activities
ion with a definition of the operation of the COC, its rules and procedures and which reflects its values
at structure for the administration of the Olympic Committee with allocation of areas of responsibility
tween the various existing commissions
ing and assessment of the Organisation's members
amme which is managed by a member of the COC which has an increase in the COC volunteer base
covers all HR management aspects (recruitment, selection, assessment, discipline, payment and training)
organisational skill requirements
h the inclusion of a recruitment plan
ategies to promote diversity and equality in recruitment
vice throughout the career of the athletes
a for athletes and members of delegations
ie with National Federations and Associations for development of their capacities
t programme for the activities of the National Federations and Associations
al) in the field of the holding of organisational extension events
aterial established in the Olympic Museum / Library and which represents the athletes and the involvement in the
National and International Agencies with the guarantee of one member being entered into a national and/or
n of 5 institutional parties to facilitate fulfilment of the targets for the promotion of the Olympic principles and
relations plan with COC services suppliers
management and political fraud which covers all aspects of work and encourages whistleblowing
erational area within the COC in a long term strategy (Projects / Finance/ Marketing and Communication)
hich covers all organisational aspects (Projects / Finance/ Marketing and Communication)
acture to include a varied range of partners - Support programmes
formance athletes - Support programmes
for the identification of talent and sports development in the country - Support programmes
ility in sports participation and sport as an aspect of human development. Support programmes



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