



BOTSWANA NATIONAL SPORTS COUNCIL

BNSC VISION 2028
STRATEGIC PLAN 2013 - 2028

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
PURPOSE OF THIS DOCUMENT	4
1. INTRODUCTION.....	5
2. THE STRATEGY DEVELOPMENT PROCESS	5
3. BNSC STRATEGY EXPECTATIONS.....	9
3.1 BNSC Strategy Expectations:.....	9
4. THE BNSC VISION, MISSION AND CORE VALUE STATEMENTS	10
4.1 BNSC VISION 2028.....	10
4.2 BHAG TARGET	11
4.3 CORE PURPOSE STATEMENT (MISSION)	11
4.4 CORE VALUES	12
5. HIGH LEVEL TARGETS.....	13
6. THE BNSC STRATEGY MAP	14
7. THE BNSC CORPORATE SCORECARD.....	16
7.1 Results (Impact) Perspective.....	17
7.2 Our Partners Perspective.....	19
7.3 Our Members Perspective	20
7.4 Internal Process Perspective.....	21
7.5 The Human Resource (People) Perspective.....	22
7.6 Our Resources Perspective	23
8. STRATEGY INITIATIVES	24
8.1 Results Perspective.....	24
8.2 Partners Perspective.....	25
8.3 Members Perspective	25
8.4 Internal Process Perspective.....	25
8.5 People Perspective.....	26
8.6 Resource Perspective	26
Contact:.....	28
9. APPENDICES	29
9.1 APPENDIX A: BNSC Strategy Expectations & Assumptions	29

9.1.1 BNSC Strategy Expectations:29

9.1.2 BNSC Strategy Assumptions:30

9.2 APPENDIX B: BNSC’s CURRENT REALITY31

PURPOSE OF THIS DOCUMENT

This document provides a summary of the Botswana National Sports Council (BNSC) Strategy 2013 -2028. The Strategy was developed by members of the BNSC Executive Committee, Management, Affiliates and Stakeholders under the direction of a Strategy Reference Group appointed from BNSC key stakeholders.

1. INTRODUCTION

The Botswana National Sports Council (BNSC) in 2012 embarked on a review of its sixteen year Vision 2012 Strategy. This culminated in a four day strategy formulation workshop held at the Cresta Botsalo Hotel in Palapye from the 27th to 30th June 2012.

The purpose of the strategy formulation process was to develop a comprehensive 16 year strategy with clear and measurable targets that will guide BNSC on delivery of its mandate.

Implementation of strategic plan dubbed “**BNSC Vision 2028**” commenced in January 2013. The strategy will be reviewed in four year cycles coinciding with Olympic calendar. The cycles will run through 2013 - 2016, 2017 - 2020, 2021 - 2024 and 2025 - 2028.

Each phase will be implemented through Annual Performance Plans (APP) setting out priority areas for delivery by BNSC Affiliates and Secretariat.

The BNSC Vision 2028 was developed through a consultative process with its stakeholders. It was also developed incorporating ideas from various pieces of legislature, policy frameworks, and related documents, such as the BNSC Act, Sport and Recreation Policy, National Excellence Strategy, Vision 2016, and Ministry of Youth Sport and Culture strategic plan, among others.

2. THE STRATEGY DEVELOPMENT PROCESS

The methodology to develop the BNSC strategy is aligned to, in addition to other best practice methodologies, the Premium Execution Process as developed by Kaplan and Norton¹. It aims to create an integrated, closed loop, strategic management process that links strategy formulation and planning with operational execution.

¹The Execution Premium, Robert Kaplan and David Norton, August 2008

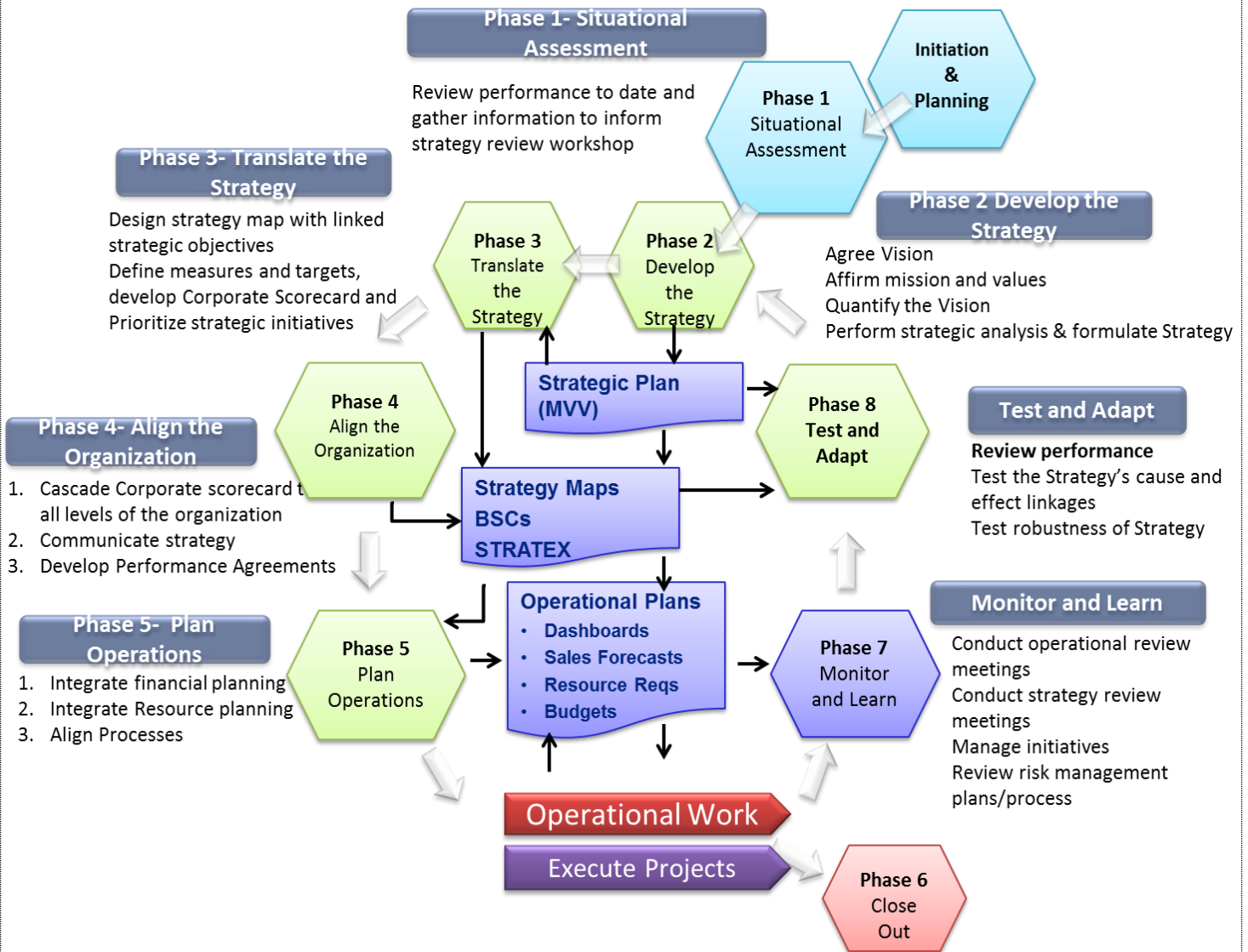


Figure 1:Kaplan and Norton Premium Execution Process

This strategy document was developed using the “Innolead Consulting Strategy Facilitation Workshop (SFW®) Process” which is described below;

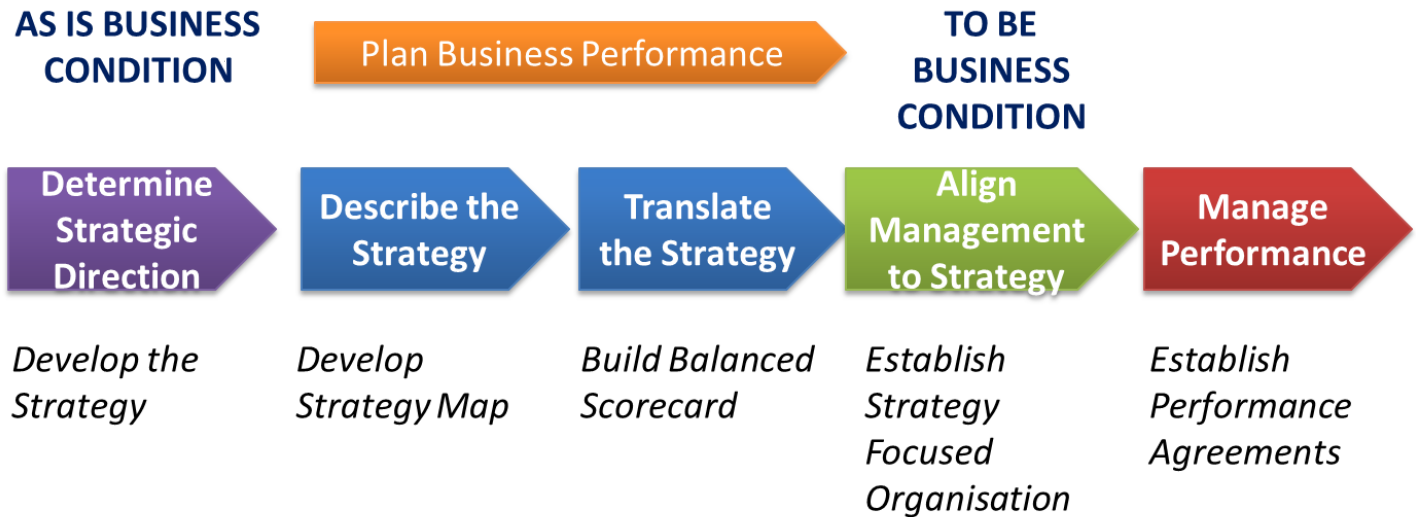


Figure 2:Innolead SFW® Process

Step 1- Determine Strategic Destination

The Council strategy was developed using internal analysis, external analysis, future analysis and other applicable tools.

Step 2- Develop/Describe the Strategy

A strategy map was developed that articulates the Council’s strategy from explicit cause and effect relationships between the identified strategic objectives. In addition to being an effective strategy planning tool, the strategy map, with the scorecard described next, serves as a powerful strategy management and strategy communication tool.

Step 3- Translate the Strategy

The strategy map is used as a framework to translate the strategy into operational terms through the development of a scorecard and the identification of the initiatives that will drive performance. This will be used to measure strategy performance during implementation.

Step 4- Cascade the Strategy

The strategy was cascaded to develop aligned scorecards for affiliates of the BNSC. This will ensure that all affiliates understand how they contribute to the successful implementation of the strategy.

Step 5- Manage Performance

The scorecards are linked to the individual Performance Management Process to develop aligned performance contracts for all Council employees. This ensures that all employees understand how they are expected to contribute to strategy implementation through their everyday operational activities and involvement in strategic projects.

3. BNSC STRATEGY EXPECTATIONS

3.1 BNSC Strategy Expectations:

The strategy aims to fulfil the following explicit expectations;

1. A move towards an improved funding model and financial sustainability.
2. Promotion of a more entrepreneurial approach to sport.
3. A commonly agreed central position regarding distribution of funding and resources.
4. The strategy will:
 - a. Empower Affiliates.
 - b. Be practical in nature.
 - c. Be athlete centred, and focus on development of athletes from grass roots to elite levels.
 - d. Facilitate fair and equitable resource distribution to affiliates.
 - e. Improve professionalism in sports.
 - f. Assist affiliates by providing an environment that is conducive for performance.
 - g. Assist affiliates to market and brand themselves.
 - h. Ensure that the right mix of human capital is in place.

4. THE BNSC VISION, MISSION AND CORE VALUE STATEMENTS

4.1 BNSC VISION 2028

The Vision statement captures the “desired future state” of the organisation - what the BNSC aspires to be in the future.



FIGURE 3 - BNSC VISION

The basis for the 16 year Strategy Horizon is as follows;

1. The period aligns to the 4 year Olympic Games cycle.
2. The period takes into consideration the time required to develop athletes from the grass roots level at an appropriate young age (6 year old) to elite and professional levels.

The BNSC vision statement embodies the following strategic aspirations;

- Sport for ALL- All Batswana actively participating in sports and/or physical activities.
- Sport for Excellence - Professional and elite athletes achieving sustained superior performance on the world stage.
- Sport for Prosperity- Sports as a development partner contributing significantly to economic diversification. Botswana hosting prestigious sporting events that contribute to national pride and contribute significant socio-economic benefits.

4.2 BHAG TARGET

“We would accomplish many more things if we did not think of them as impossible”—Vince Lombardi

A BHAG is a 10 - 30 year objective that serves as unifying focal point of effort to stretch the organisation beyond most people imagination of what is possible. It should be crispy, compelling, motivating and easy to understand.

The BHAG target agreed for the BNSC Strategy 2028 is;

Five (5) Olympic GOLD Medals by 2028



4.3 CORE PURPOSE STATEMENT (MISSION)

Core Purpose statement describes the “mission or intent” for BNSC. It defines what the Council exists for:

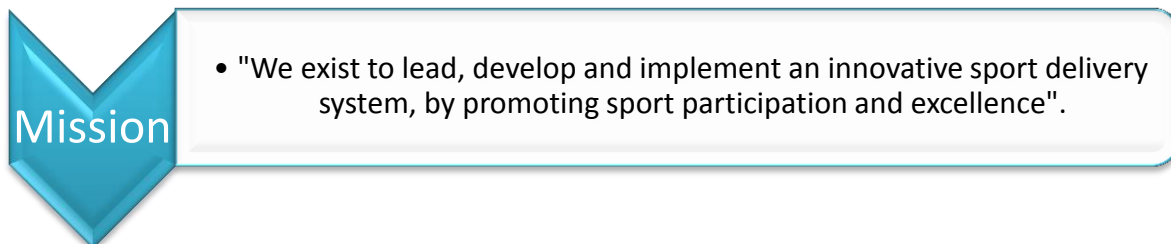


FIGURE 4 – THE BNSC’S MISSION STATEMENT

4.4 CORE VALUES

The following core values represent the organizational values that will shape the behaviours and a culture that will drive the BNSC towards the achievement of the Vision and Core Purpose:

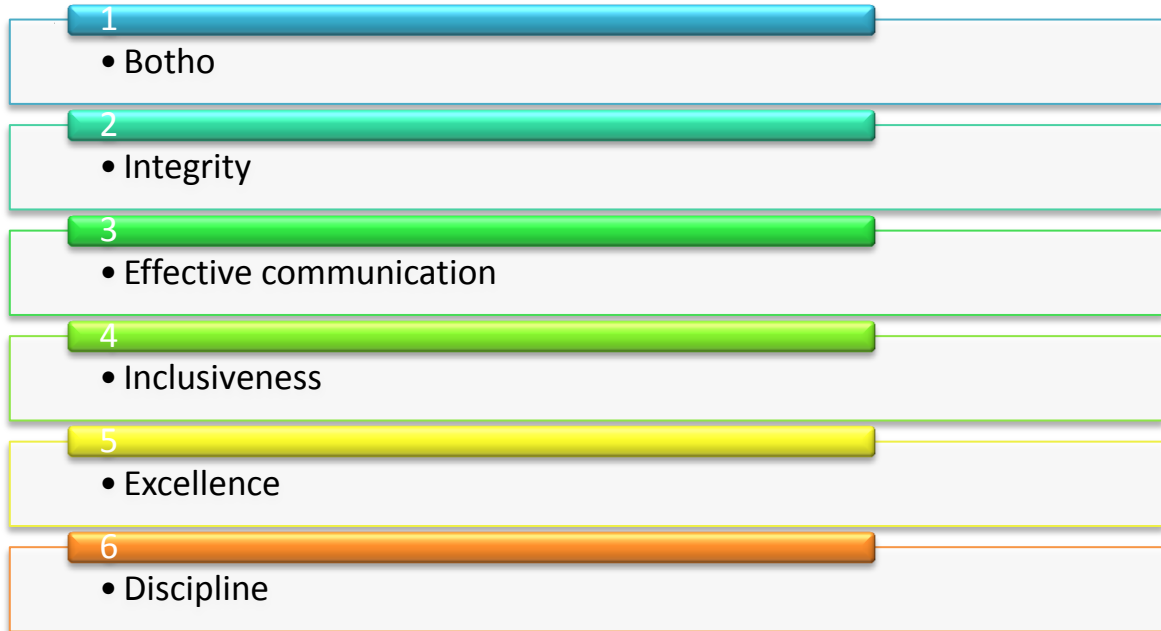


FIGURE 5 – THE BNSC'S CORE VALUES

5. HIGH LEVEL TARGETS

The purpose of the High Level Targets is to focus the organisation on key measurable indicators with baselines and targets that translate the Vision into measurable numbers.

The BNSC Vision 2028 has four High Level Targets;

TABLE 1 - HIGH LEVEL TARGETS

STRATEGIC OBJECTIVE	MEASURE	BASELINE	TARGET (Yr 2028)
1. To Improve Contribution of Sports to Society	% Contribution to GDP	NA	0.5%
	Return on Investment (ROI)	NA	*
	Visibility of National Symbols (Brand Survey)	NA	*
2. To Improve Athlete Performance	Level of International Ranking (Olympics)	69	25
	Number of Medals (overall per year, internationally)	360	1440
	Number of Athletes Qualifying (Olympic)	4	50
3. To Increase High Profile Event Hosting	Number of Events Hosted (Continental)	4	8
	Number of Events Hosted (World)	0	1
4. To Increase Participation	% increase in participation (of active population) per 4 year cycle	29%	60%
	% increase in Affiliates participating in sanctioned zonal competitions	56%	100%

* Information not yet available

6. THE BNSC STRATEGY MAP

The BNSC Strategy Map describes the BNSC Strategy through the chosen **Strategic Objectives** and **Measures**. The Objectives link together in a chain of cause and effect from the **performance drivers** in the Resources and People perspectives all the way to the **Impact (Results)** perspective.

The cause and effect linkages outline the specific path that BNSC will follow to achieve the Strategy and hence clearly articulate the BNSC strategy story.

The following BNSC strategy perspectives were identified;

1. Impact
2. Our Members
3. Our Partners
4. Internal Processes
5. Our People
6. Our Resources

“Strategy implies the movement of an organisation from its present state to a desirable but uncertain future position. Because the organisation has never been to this future place, the pathway to it consists of a series of linked hypothesis. The strategy map specifies these cause and effect relationships, making them explicit and testable”

- Kaplan and Norton



Figure 6: BNSC Strategy Map

7. THE BNSC CORPORATE SCORECARD

The Balanced Scorecard is structured around the six (6) perspectives identified in the BNSC Strategy Map. It captures all the Strategy Objectives and Measures, Targets and the Initiatives that drive their achievement. Initiatives will be reviewed on annual basis.

7.1 Results (Impact) Perspective

The Results Perspective captures the High Level Targets that translate and quantify the BNSC vision. The attainment of the targets will signal that BNSC has achieved its target performance milestones on the roadmap towards its long term vision.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2012	2013	2014	2015	2016	2020	2024	2028		
Results	1	Improve Contribution of Sports to Society	To increase the contribution of sports to the economy	ROI	N/A					TBD	TBD	TBD	TBD		
				% Contribution to GDP	N/A							0.25%	0.33%	0.5%	
			To improve National Pride	Visibility of National Symbols Index (Brand Survey)	N/A							TBD	TBD	TBD	TBD
	2	Improve Athlete Performance	Increase Performance Rating at Zonal, Continental and World	Olympics Games Ranking	69						55	45	35	25	
				Commonwealth Games	22/71			20				16	12	8	
				All African Games Ranking	15/53				12			10	7	5	
				SCSA Zone 6 Ranking	3/10	3		3			3	2	2	1	
			Increased number of athletes qualifying for Zonal, Continental and World Competitions	Number Qualifying Olympics Games	4							10	20	30	50
				Number Qualifying Commonwealth Games	32			40					50	65	80
				Number Qualifying All African Games Ranking	117				130				150	175	200
				Number Qualifying SCSA Zone 6 Ranking	197	206		206				250	250	250	250
				Increased number of athletes qualifying for Zonal, Continental and World Competitions	Number of Athletes Qualifying	N/A	TBD				TBD				
	3	Increase High Profile Event Hosting	To host high profile (sanctioned) zonal, continental and World events	Number of Events Hosted (Continental)	4		1	1	1		3	3	4	4	
				Number of Events Hosted (World)	0										1

Strategic	No	Strategic	Strategic Goal	KPI	Baseline	2012	2013	2014	2015	2016	2020	2024	2028	
	4	Increase Participation		Number of Zonal Events Hosted Annually	4	4	4	8			32 per 4 year cycle	32 per 4 year cycle	32 per 4 year cycle	
				ROI (Short Term) for Major Events	588776 (HLT Report March OGM 2011)		603495	618215	632934	647654	712419	783661	862027	
						29%					35%	40%	50%	60%
			To increase the number of women participating in sport	% increase in participation per 4 year cycle	N/A	To be established				10%	10%	10%	10%	
			To increase the number of people with disabilities participating in sports	% increase in participation per 4 year cycle	N/A					10%	10%	10%	10%	
				# ppl 2010	3375					TBD	TBD	TBD	TBD	
			To increase the number of young people (Primary School) participating in sports	% participation	N/A					100%	100%	100%	100%	
			To increase % of affiliates participating at sanctioned Zonal competitions	% increase in affiliates participating in sanctioned zonal competitions	56%	60%	63%	65%	68%	70%	80%	90%	100%	

7.2 Our Partners Perspective

This strategy appreciates that it is through the fulfilment of a compelling customer and stakeholder value proposition that BNSC will realise its goals in the Results Perspective and hence the Vision, through more enhanced strategic partnerships.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2012	2013	2014	2015	2016	2020	2024	2028	
Our Partners	5	Improve Strategic Partnerships	Improve partnerships with the private sector	% affiliates sponsored	40%	40%	40%	40%	40%	50%	60%	70%	75%	
			To increase % of tier 1-3 affiliates that have formal partnerships with international centres of excellence	% of tier 1-3 affiliates having formal partnerships with international centres of excellence	11%					33%	55%	77%	100%	
			Increase the involvement of local authorities, institutions etc. in sport	% of affiliates with formal partnerships with local authorities, institutions etc.	N/A									75%
	6	Increase Visibility of Sport	To increase media coverage for all affiliates	% increase in media coverage per affiliate (for each 4 year cycle)	N/A						10%	10%	10%	10%
			to improve the marketing and promotion of sporting events	% capacity attendance at sporting events	N/A		75%	75%	75%	75%	75%	75%	75%	75%

7.3 Our Members Perspective

This strategy appreciates that it is through the fulfilment of a compelling Member value proposition that BNSC will realise its goals in the Results Perspective and hence the Vision.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2012	2013	2014	2015	2016	2020	2024	2028
Our Members	7	Increase Representation in Regional, Continental and World bodies	To increase the number of affiliates with officials in regional, continental and world bodies	Number of officials in regional, continental and world bodies	TBD					TBD	TBD	TBD	TBD
	8	Increase Number of Sports Professionals	To increase the number of professional athletes	# of professional athletes	175 Est.	200	400	600	800	1000	1500	2000	2500
			To increase the number of Accredited Coaches	# of World Accredited Coaches	328	350	400	600	800	1000	3000	6000	10000
			To increase the number of Accredited Officials	# of World Accredited Technical Officials	15	16	18	20	23	25	50	75	100
			To increase the number of professional administrators	Number of Full Time Qualified Sports administrators	0								
	9	Improve Number and Distribution of National Sporting Events	To increase number of high profile national events	% of affiliates hosting high profile national events	47%	50%	55%	60%	65%	70%	80%	90%	100%
				% of grassroots & youth (6 yrs. up) participating regional events (emphasis on Youth Sport)	TBD					TBD	TBD	TBD	TBD
			To increase the number of zonal events	Annual number of Events Hosted (Zonal)	6	6	7	8	9	10	15	25	34
			To achieve greater geographical distribution of national sporting events	% National Events Hosted Outside major centres	10% Est.	10%	13%	15%	18%	20%	30%	40%	50%

7.4 Internal Process Perspective

The Internal Process Perspective identifies the key strategic processes that BNSC will need to excel at in order to successfully deliver on its Member Value Proposition.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2012	2013	2014	2015	2016	2020	2024	2028
Our Internal Processes	10	Improve Marketing of Sports	To facilitate that all affiliates develop and implement annual marketing plans	% of affiliates implementing marketing plans	TBC					100%	100%	100%	100%
	11	Improve Facilities Management	To review and develop a master plan for Facilities Development (Country wide)	% Developed	0%	50%	100%	100%	100%	100%	100%		
			To implement a master plan for Facilities Development (Country wide)	% implemented	0%					50%	100%		
			Optimise the utilisation of existing facilities	% utilisation	N/A					100%	100%	100%	100%
	12	Improve Elite Sports Development	To facilitate the development of elite centred sports programmes	% Complete	0%					100%			
	13	Promote Recreational Sports Management	Create a structure for recreational sports	TBD	N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	14	Promote Grass Roots Sports Development	Develop a Grassroots Sports Development Programme	TBD	N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	15	Improve Monitoring and Evaluation	To optimise the utilisation and compliance to the M&E tools	compliance to utilisation	0%						90%	90%	90%

7.5 The Human Resource (People) Perspective

The organisation's Human Resource are the foundations on which the BNSC strategy is built. The people will improve and run the processes and implement the projects and initiatives required by the strategy.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2016	2020	2024	2028
Our People	16	Attract and Retain Skilled HR	To improve the BNSC value proposition to employees	compensation structure aligned to Botswana labour market studies	N/A	100%			
				% compliance	N/A	100%			
	17	Develop Skills	To up skill the BNSC Human Capital to the highest sports, technical and management standards	% with required qualifications	N/A	TBD	TBD	TBD	TBD
				To up skill BNSC volunteers to set minimum sport, technical and management standards	Number Trained	3			
18	Improve Performance Management	TBD	% compliance	N/A	90%	90%	90%	90%	

7.6 Our Resources Perspective

It is important that the human resources of the previous perspective are supported by ensuring that there are adequate resources and systems in place.

Strategic Theme	No	Strategic Objective	Strategic Goal	KPI	Baseline	2016	2020	2024	2028
Our Resources	19	Improve Revenue Generation and reduce dependency on government	To empower BNSC affiliates to exploit commercial sport media content	% of budget generated from commercial sport media content	3%	12.50%	25%	37.50%	50%
			BNSC and its affiliates to generate at least 60% of their grants	% affiliates generating 60% of their total grants	27%	80%	100%	100%	100%
			Empower BNSC affiliates to market and sell sport merchandise	% Budget contribution	0%	5%	10%	15%	20%
	20	Improve Resource Utilization	Significant shift of BNSC Grant use from administrative to development	% of the funding used for development	47%				TBD
			To empower athletes on their commercial rights (include endorsements)	% revenue generated annually	N/A	12.50%	25%	37.50%	50%
			Exploit the size of the BNSC and its affiliates to acquire group discounts	% savings from group discounts	N/A	TBD	TBD	TBD	TBD

8. STRATEGY INITIATIVES

8.1 Results Perspective

Strategic Theme	Initiatives & Related Objectives
Results	To determine the ROI measure
	To determine the measure
	To carry out a study to determine the contribution of sport to the visibility of national symbols
	To develop a National Sports Strategy
	Review and optimise the existing models for local centres of excellence
	To develop a National Sports Strategy
	Review and optimise the existing models for local centres of excellence
	To develop Plan for Performance Strategies for Zonal, Continental and World competitions
	To implement and monitor Long Term Athlete Development
	Develop and implement master plan for hosting of events
	To review the Hosting Policy
	Develop a template to track ROI's
	Determine current baseline
	To introduce structured recreational sports programmes
	To advocate for the inclusion of physical education as a standalone subject (in primary schools)
	Determine offering (product) as BNSC
	Set clear governing standards for affiliates
	Review of hosting policy (set standards)
	Determine current baseline - codes to supply data
	yearly database update for the number of women participating in sport
	Determine current baseline
	Athlete leadership programme
	Sports Pitso for ppl with disabilities
	Pitso for WASBO
	organise consultative forums for all key stakeholders
	to explore strategies aimed at encouraging/increasing participation of ppl with disabilities
Family welfare programme	
Train teacher coaches in the implementation of above....	
Determine current baseline	

8.2 Partners Perspective

Strategic Theme	Initiatives & Related Objectives
Our Partners	Lobby for Tax Relief for Sponsors
	Facilitate partnerships
	Develop BNSC Communications Strategy

8.3 Members Perspective

Strategic Theme	Initiatives & Related Objectives
Our Members	To increase the number of Professional (Structured) Sports Clubs

8.4 Internal Process Perspective

Strategic Theme	Initiatives & Related Objectives
Our Internal Processes	To train affiliates in the development of marketing strategies
	Ensure that all affiliates have and are implementing approved marketing plans
	Foster greater facilities sharing by BNSC Affiliates with focus on hosting
	To design Performance Based Framework/Criteria for participation outside of Botswana
	To design a Role Model/Mentoring Programme for Elite Athletes
	to review the roles/duties/functions of development officers
	To develop M&E system to manage affiliates tier system

Strategic Theme	Initiatives & Related Objectives
	Develop Database for affiliates

8.5 People Perspective

Strategic Theme	Initiatives & Related Objectives
Our People	To review compensation structure
	To define minimum qualification criteria for all positions (appointed positions only)
	Align terms of appointment/election to a 4 year cycle
	A holistic audit of BNSC current Human Capital
	To develop a Master Plan for Manpower Development
	To implement Sports Education and Accreditation systems
	To raise proficiency of Affiliates in development and implementation of Marketing Plans
	To develop a BNSC Training Strategy
	To train Sports Administrators in Leadership Skills
	Develop a volunteer training programme
	To revamp and Implement the existing PMS
	To develop a Change Management Plan

8.6 Resource Perspective

Strategic Theme	Initiatives & Related Objectives
Our	To sell broadcasting rights

Resources	Develop a master plan for revenue generation
	To develop a resource mobilisation strategy
	Branding, pricing, inclusiveness and diversity
	Review funding model
	develop awareness and training programmes
	develop guidelines for athlete commercial rights

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9. APPENDICES

9.1 APPENDIX A: BNSC Strategy Expectations & Assumptions

9.1.1 BNSC Strategy Expectations:

The strategy aims to fulfil the following explicit expectations;

1. The move towards an improved funding model and financial sustainability-

The BNSC and its affiliates currently rely heavily on government to fund their on-going activities. The Botswana government has not been spared the effects of the worldwide economic crisis and like the rest of the world has been forced to implement stringent austerity measures. It is therefore imperative that if sport is to realise its ambitions of further growth and development it will need reduce its dependence on government and identify sustainable ways of generating its own funding.

2. A more entrepreneurial approach to sport will be actively promoted-

The BNSC needs a radical change in mind-set, a paradigm shift towards realising the potential of sport as significant contributor to creating business and employment opportunities and contributing meaningfully to the economic development of the country. This will require that the council and its affiliates be in a position to demonstrate a measurable “return on investment” for the funding that they receive from its partnerships with government and the private sector.

3. There will be a commonly agreed central position regarding distribution of funding and resources

The current model of distributing funding between the different sporting codes is at present contentious. The need has been recognised to move to a model that will not only be fair and equitable, but be seen to be so. This is important in ensuring that all codes have a fair opportunity to contribute towards realisation of the councils strategic goals.

4. The resulting strategy will:

- a. Empower the Affiliates
- b. Be practical in nature
- c. Focus on development of athletes from grass roots to elite levels
- d. Ensure that resources are distributed in accordance with where they are most needed (Facilitate fair and equitable resource distribution to affiliates)
- e. Improve professionalism in sports
- f. Assist affiliates by providing an environment that is conducive for performance
- g. Assist affiliates to market and brand themselves
- h. Ensure the right mix of human capital is in place

- i. Be athlete centred

9.1.2 BNSC Strategy Assumptions:

The following expectations serve to ensure that there is alignment of all stakeholders with respect to the desired outcomes of the strategy.

1. The BNSC secretariat and the affiliates will function and deliver as one team (collaboration)
2. Securing the buy-in of all stakeholder will be a critical success factor
3. This is a strategy for the BNSC and does not replace the need to develop a National Sports Strategy
4. The required human and financial resources required to execute the strategy will be made available.

9.2 APPENDIX B: BNSC's CURRENT REALITY



BNSC Strategy Review Project Situational Assessment Report

Draft V 0.1

Prepared by:



People Focused Consulting...

In Association with:



Contents

List of Figures	34
List of Tables	35
Glossary of abbreviations	36
Reference to other applicable documentation.....	36
Document amendment history.....	36
1. Introduction	37
1.1. Purpose of the document	37
1.2. Current Reality (Situational Assessment).....	37
1.3. Assessment Methodology.....	38
1.3.1. Events.....	38
1.3.2. Participation.....	38
1.3.3. Facilities.....	39
1.3.4. Performance.....	39
1.1.1. Human Capital.....	40
2. Summary of Results Findings	41
2.1. Consolidated Questionnaire result	41
2.2. Notes.....	41
2.3. Summary of results	42
3. Events.....	43
4. Performance	46
5. Participation.....	49
6. Facilities.....	52
7. Human Capital.....	55
8. Performance of the BNSC codes with respect to the HLT's.....	58
9. Appendix A.....	59
9.1. Question Types	60
9.1.1. Type 1 – Current Situation	60
9.1.2. Type 2 – Recommendation	61
9.2. General Comments	63

9.3.	Data divided by question type	68
9.4.	Type 1 – The current situation	68
9.5.	Type 2 – Recommendations.....	70
9.6.	Independent Affiliate Response Data	72

List of Figures

Figure 1: Innolead Strategy Hut Model.....	37
Figure 2 - Sports model.....	38
Figure 3 - The Sports Event Strategy Wheel	38
Figure 4 - Sports Participation Model	39
Figure 5 - Facilities Planning Model	39
Figure 6 - Sports Performance Model.....	40
Figure 7 - Percentage Ideal (Consolidated)	41
Figure 8 - Events Spider Plot	43
Figure 9 - Performance Spider Plot.....	46
Figure 10 - Participation Spider Plot	49
Figure 11 - Facilities Spider Plot.....	52
Figure 12 - Human Capital Spider Plot.....	55
Figure 13 - Type 1 - Situation	69
Figure 14 - Type 2 - Recommendations	71
Figure 15 - Affiliate Average Plot	73
Figure 16 - Netball Plot	73
Figure 17 - Basketball Plot	74
Figure 18 - BOTESSA.....	74
Figure 19 - Boxing.....	75
Figure 20 - Cycling.....	75
Figure 21 - Karate.....	76
Figure 22 - Softball	76
Figure 23 - Volleyball.....	77
Figure 24 - Special Olympics	77
Figure 25 - Rugby	78
Figure 26 - Football	78
Figure 27 - Cricket	79
Figure 28 - Bowling	79
Figure 29 - BISA.....	80
Figure 30 - BAA.....	80

List of Tables

Table 1 - Glossary of abbreviations.....	36
Table 2 - Consolidated % ideal/Variance Data.....	41
Table 3 - Events Result Distribution.....	44
Table 4 - Events Category Observations.....	44
Table 5 - Key.....	46
Table 6 - Performance Result Distribution.....	47
Table 7 - Performance Category Observations.....	47
Table 8 - Participation Result Distribution.....	50
Table 9 - Participation Category Observations.....	50
Table 10 - Key.....	52
Table 11 - Facility Result Distribution.....	53
Table 12 - Facilities Category Observations.....	53
Table 13 – Key.....	55
Table 14 - Human Capital Result Distribution.....	56
Table 15 - Human Capital Category Observations.....	56
Table 16 - HLT Affiliate Performance.....	58
Table 17 - Current Situation Questions.....	60
Table 18 - Recommendations Questions.....	61
Table 19 - Affiliate MCQ Responses.....	62
Table 20 - Events, General Comments Capture.....	63
Table 21 - Performance, General comment capture.....	64
Table 22 - Participation, General comment captures.....	65
Table 23 - Facilities, General comment captures.....	66
Table 24 - Human capital, General Comment captures.....	67

Glossary of abbreviations

Table 1 - Glossary of abbreviations

<i>Abbreviation</i>	<i>Description</i>
Facilities	Venues and infrastructure designed, built or installed to support a specific sporting function
Event	A contest within a sports program organized at National, Regional, Continental and World levels.
Performance	The results that athletes or a nation achieves in a sports event.
Participation	The act of taking part or becoming involved in a sport
Human Capital	The employees and their talents, knowledge and skills that enables them to deliver on the organizational objectives of the BNSC

Reference to other applicable documentation

<i>Name of document</i>	<i>Description</i>	<i>Author</i>
BNSC_SA_SUPPORT_DATA_20120607.xlsx	Supporting MCQ data	Atang Patterson
BNSC_SA_SUPPORT_DATA_TXT_RESPONSES_20120607.xlsx	Supporting Text Responses	Atang Patterson
BNSC_SA_SUPPORT_DATA_Questionnaire2_20120607.xlsx	Supporting Data From Affiliate Questionnaire	Atang Patterson
BNSC_SA_SUPPORT_DATA_Affiliate_Comparisons_20120607	Supporting Data, Affiliate Comparison Graphing	Atang Patterson
BNSC_SA_SUPPORT_DATA_Q_TYPE1and2_20120607.xlsx	Supporting Data - Question type 1 & 2	Atang Patterson

Document amendment history

Version	Date	Description of amendment	Amended by
0.1	2012/06/07	Created first draft.	Atang Patterson

1. Introduction

1.1. Purpose of the document

This document captures the findings of the BNSC Strategy situational assessment. It informs the departure point for the development of the new BNSC Strategy beyond 2012. This Document has been compiled by Innolead consulting in association with TSE. Herein referred to as the Consultant.

1.2. Current Reality (Situational Assessment)

Vision alone is not enough, it is only by starting with an honest and diligent effort to determine the truth of the situation will the right decisions become self-evident- Jim Collins- Good to Great

The strategy formulation process begins with a situational assessment that will form the foundation of the strategy as depicted in the model in figure 1 below. The situational assessment covers both internal and external factors to determine the AS IS environment. It was conducted through face to face interviews with selected key internal and external stakeholders.

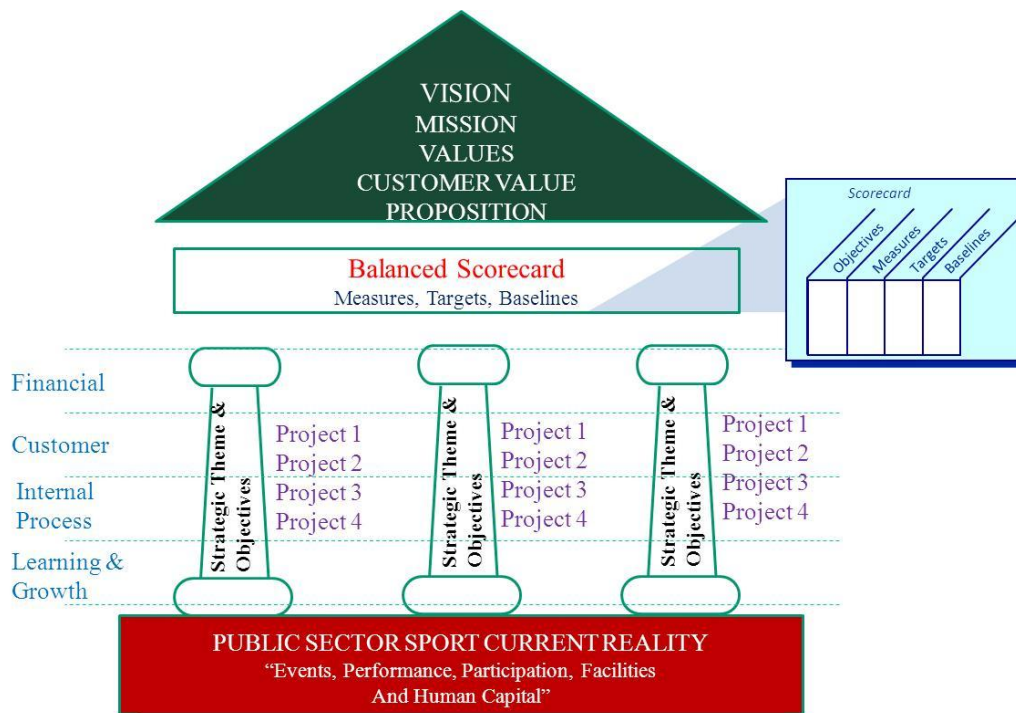


Figure 1: Consultant's Strategy Hut Model

1.3. Assessment Methodology

For this assignment the Consultants situational assessment model was used. The model assists clients in leveraging the right opportunities in sport through an analysis of the separate, yet highly inter-related, components that are fundamental to sport in any country: Events, Performance, Participation, Facilities and Human Capital



Figure 2 - Sports model

1.3.1. Events

This component focusses on the effective utilisation of sports events to achieve economic, social and marketing objectives. The Sports Events Strategy Wheel shown below is an example of one to the tools employed by the Consultant.

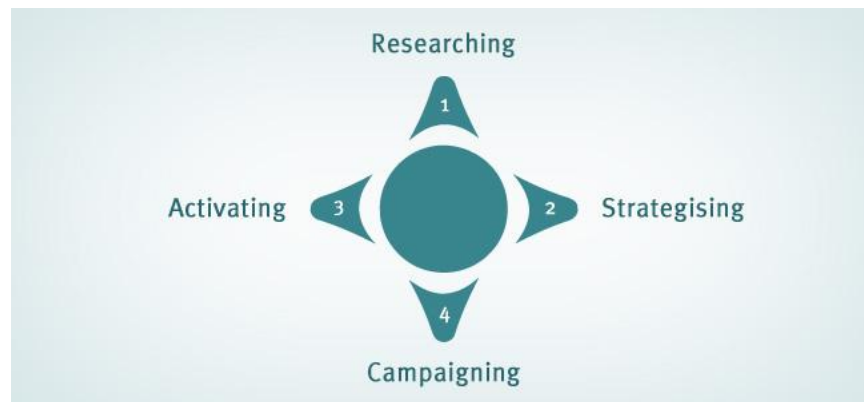


Figure 3 - The Sports Event Strategy Wheel

1.3.2. Participation

This component focusses on promoting and maximizing participation in sport and ensuring the right combination of facilities, programs and channels for mobilization.

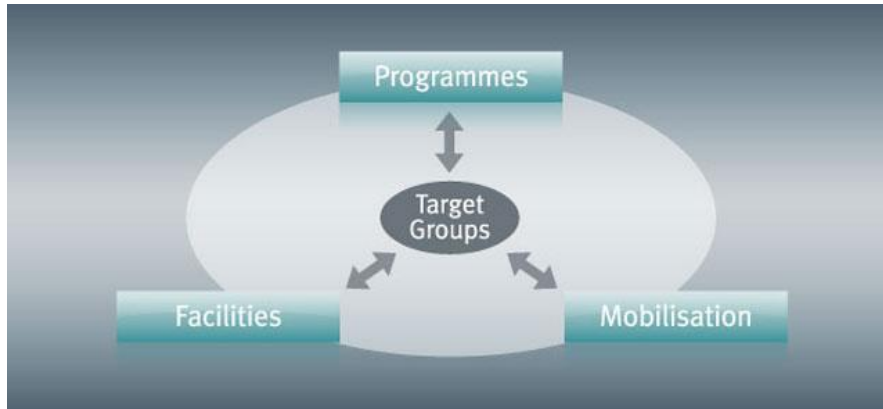


Figure 4 - Sports Participation Model

1.3.3. Facilities

Sports facilities form a key component of any government sports strategy or plan. They represent a heavy investment since they are not only expensive to build but also costly to maintain. Hence, important strategic considerations need to be made in the planning of sports facilities. This component focusses on ensuring that the right facilities are in place to support sport in the country and enable athletes to excel



Figure 5 - Facilities Planning Model

1.3.4. Performance

Successful performance in international sport competition instills pride, inspires youth, and enhances sport growth and development throughout a nation. This component focusses on ensuring the use of the best practices to develop athlete centered systematic approaches to elite sports development.

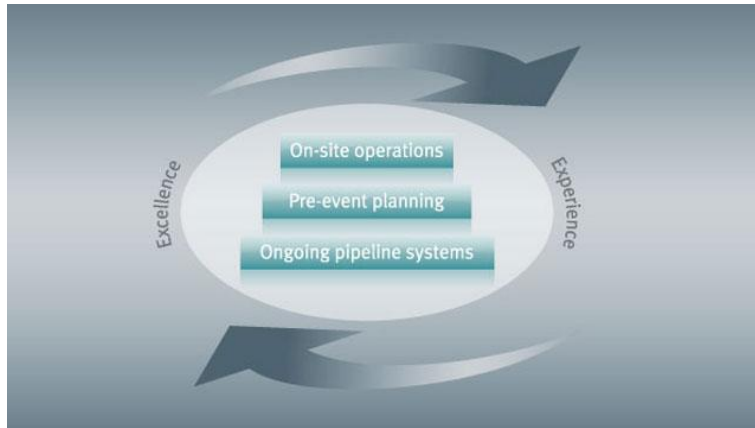


Figure 6 - Sports Performance Model

1.1.1. Human Capital

People form the foundation for the implementation of any strategy. This component focusses on the ability of the organization to attract, develop, motivate and retain the required Human Resources to effectively implement its mandate.

1.1.2. Assessment Approach

The following techniques were applied:

- Questionnaires
- Workshop forum
- Interviews
- Desktop research on sports regionally and globally

List of assessment participants appended (Section 10.6)

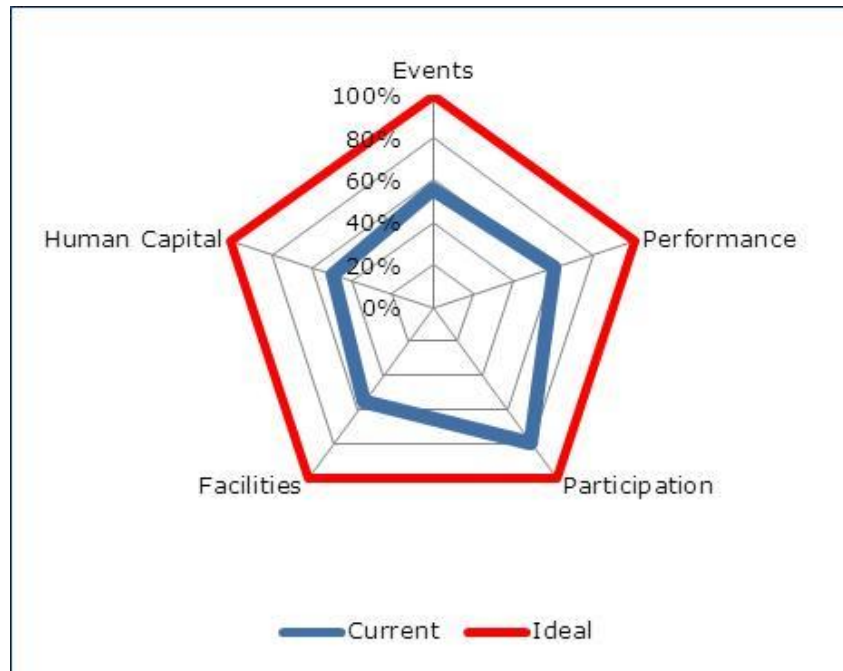
The assessment approach and methodology was discussed and approved by the project reference committee.

2. Summary of Findings

The graph below summarizes the findings of the assessment covering the five sections of events, performance, participation, facilities and human capital.

2.1. Consolidated Questionnaire result

Figure 7 - Percentage Ideal (Consolidated)



2.2. Notes

Radial spider plot of average (per category) questionnaire results as a percentage of maximum score attainable within each category.

Table 2 - Consolidated % ideal/Variance Data

	Consolidated	Ideal	Variance
Events	56%	100%	44%
Performance	60%	100%	40%
Participation	79%	100%	21%
Facilities	55%	100%	45%
Human Capital	49%	100%	51%

2.3. Summary of results

1. Events

- a. Sports calendars are currently determined at the affiliate level. There is insufficient coordination from the center (BNSC) and no consolidated events calendar
- b. There is a general view that national interests are not aligned to the regional, continental and world calendar of events. This contributes negatively to the countries hosting.
- c. There is strong agreement that Botswana requires a strategy for hosting international events. Most of the stakeholders were in agreement that sports can and should be a contributor to national development and will boost national pride.
- d. Greater focus needs to be placed on the development of qualified professionals to organize sporting events.

2. Performance

- a. Botswana does not have an effective systematized athlete pipeline to increase performance in sports at all levels. The school system is falling short in this regard.
- b. Systems in place for the development of athletes (National and other levels) and coaches not sufficient or systematic.
- c. More needs to be done with regards to the leveraging the latest sporting trends (e.g. Trends in Sports Science, Nutrition, Coaching etc.). This needs to be done as a deliberate effort and employed consistently to realize the desired results.

3. Participation

- a. Participation in Botswana seems to be at an acceptable level and on the increase
- b. Levels of participation however are hampered by the lack of adequate, relevant and accessible facilities.
- c. Programs are being put in place to promote participation (Re ba bona fa .etc.).
- d. School level participation does however require attention

4. Facilities

- a. There is a significant lack of suitable facilities within the country
- b. Facility capacity limitations
- c. Facility location (geographic suitability, distance from major population centers)
- d. The lack of indoor sporting facilities/Specialized high performance facilities
- e. Further funding is required to construct and maintain facilities
- f. Greater knowledge/overview of national facilities required by the BNSC

5. Human Capital

- a. There is a substantial shortage of Human Capital within the Botswana sporting environment
- a. There is a need to put more investment towards the development of sports human resources
- b. There is a need to bring on board other relevant human resources for the effective promotion of sport (marketing, events organization...)
- c. Incentives, development and support for sporting officials are considered to be insufficient.
- d. There is a need to review the BNSC HR policies

3. Findings by Category

The following sections detail the results attained from the situational assessment category by category.

- Facilities
- Events
- Performance
- Participation
- Human Capital

4. Events

The effective utilisation of sports events can contribute to the achievement of national economic, social and marketing objectives. In this section the respondents were asked a number of questions relating to the current situation in terms on event hosting in the country. The graph below summaries the results.

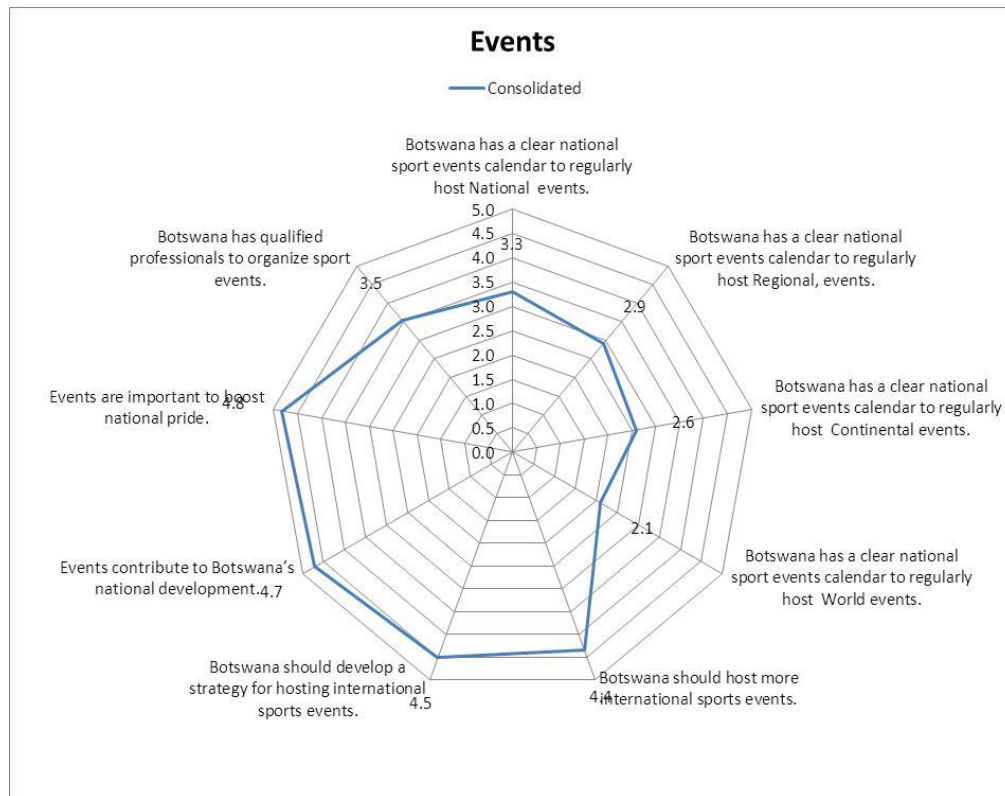


Figure 8 - Events Spider Plot

key	
Strongly Disagree	1
Disagree	2
Neither agree/Disagree	3
Agree	4
Strongly Agree	5

Table 3 - Events Result Distribution

Question Code	Result Distribution				
	1	2	3	4	5
Botswana has a clear national sport events calendar to regularly host National events.	10%	12%	34%	27%	17%
Botswana has a clear national sport events calendar to regularly host Regional, events.	10%	22%	41%	20%	7%
Botswana has a clear national sport events calendar to regularly host Continental events.	15%	32%	37%	15%	2%
Botswana has a clear national sport events calendar to regularly host World events.	43%	23%	23%	8%	5%
Botswana should host more international sports events.	0%	3%	15%	28%	55%
Botswana should develop a strategy for hosting international sports events.	3%	0%	5%	30%	63%
Events contribute to Botswana’s national development.	0%	0%	2.5%	23%	75%
Events are important to boost national pride.	0%	0%	0%	17%	83%
Botswana has qualified professionals to organize sport events.	7%	7%	32%	32%	22%

Tabular display of questionnaire response frequency. The most popular responses have been shaded green and the least red.

Table 4 - Events Category Observations

Code	Question	Average Score	Findings & Observations
EV01	Botswana has a clear national sport events calendar to regularly host National events.	3.3	<ul style="list-style-type: none"> 34% of respondents were uncertain as to whether Botswana had a clear national sports events calendar to host national games 27% were in agreement with this statement There is no central coordination of sporting calendars
EV02	Botswana has a clear national sport events calendar to regularly host Regional, events.	2.9	<ul style="list-style-type: none"> 41% of respondents were uncertain as to whether Botswana has a clear regional event hosting calendar 27% were in disagreement 20% were in agreement A significant number of respondents felt that national interests are not aligned with the external calendar.
EV03	Botswana has a clear national	2.6	<ul style="list-style-type: none"> 37 % of respondents were uncertain as to the existence of a continental calendar 32% were in disagreement

Code	Question	Average Score	Findings & Observations
	sport events calendar to regularly host Continental events.		<ul style="list-style-type: none"> A significant number of respondents felt that national interests are not aligned with the external calendar.
EV04	Botswana has a clear national sport events calendar to regularly host World events.	2.1	<ul style="list-style-type: none"> 43% of responses received were in strong disagreement 23% responded in disagreement Most popular reasoning for disagreement being the lack of adequate facilities to host.
EV05	Botswana should host more international sports events.	4.4	<ul style="list-style-type: none"> 55% of respondents strongly disagreed Issues identified as hampering this process; Equipment, infrastructure (indoor facilities and those up to specification), management and organization challenges within the Botswana environment. Some believe it will aid in saving on funds as athletes will not have to be sent out of the country.
EV06	Botswana should develop a strategy for hosting international sports events.	4.5	<ul style="list-style-type: none"> 93% of respondents were of the strong belief that this is very much necessary The development of such will aid in informing the budgeting process. Will also allow the effective engagement of stakeholders
EV07	Events contribute to Botswana's national development.	4.7	<ul style="list-style-type: none"> 97.5% of respondents were found to be in strong agreement (score: 5) Of great importance/significance to all Build platform for tourism Aids in the development of infrastructure and local business Promotes the growth of cultural diversity
EV08	Events are important to boost national pride.	4.8	<ul style="list-style-type: none"> 100% of responses were either in agreement or strong agreement Unites the nation regardless of cultural/racial differences Will allow our local fan base to become more involved.
EV09	Botswana has qualified professionals to organize sport events.	3.5	<ul style="list-style-type: none"> The results leaned slightly towards agreement 32% were either uncertain or agreed There is the belief that not all coaches are sufficiently competent/professional The need to liaise with professions outside sport for assistance was raised (e.g. Marketing and event organizers) Difficulty is that a lot of the people currently assisting with organization of these events are non-qualified volunteers.

5. Performance

A systematic approach to elite sports development is an important facilitator of sustained superior performance. In this section the respondents were asked a number of questions relating to the current situation in terms on performance within the country. The graph below summaries the results.

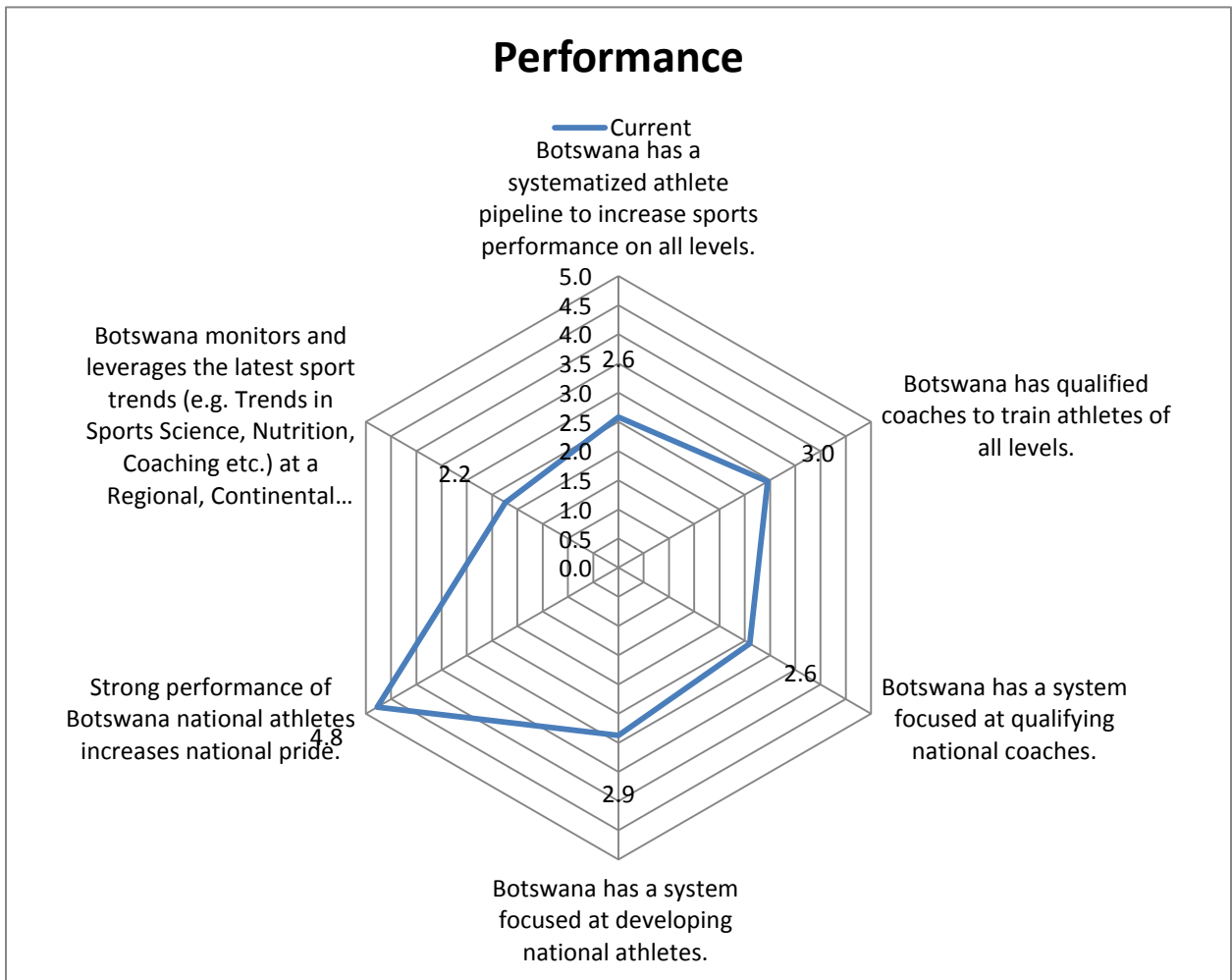


Figure 9 - Performance Spider Plot

Table 5 - Key

key	
Strongly Disagree	1
Disagree	2
Neither agree/Disagree	3
Agree	4
Strongly Disagree	5

Table 6 - Performance Result Distribution

Question Code	Result Distribution				
	1	2	3	4	5
Botswana has a systematized athlete pipeline to increase sports performance on all levels.	13%	29%	45%	13%	0%
Botswana has qualified coaches to train athletes of all levels.	5%	23%	50%	18%	5%
Botswana has a system focused at qualifying national coaches.	10%	38%	35%	18%	0%
Botswana has a system focused at developing national athletes.	10%	26%	31%	33%	0%
Strong performance of Botswana national athletes increases national pride.	0%	0%	3%	18%	80%
Botswana monitors and leverages the latest sport trends (e.g. Trends in Sports Science, Nutrition, Coaching etc.) at a Regional, Continental and World level and incorporates these into National strategies aimed at improving sports performance in Botswana	29%	37%	18%	13%	3%

Tabular display of questionnaire response frequency. The most popular responses have been shaded green and the least red.

Table 7 - Performance Category Observations

Code	Question	Average Score	Findings & observations
PE01	Botswana has a systematized athlete pipeline to increase sports performance on all levels.	2.6	<ul style="list-style-type: none"> 45% of respondents were found to be uncertain as to the existence of a pipeline 29% were found to be in disagreement with the statement Not all codes have a clear path for athlete development The school system is not strategically aligned to facilitate such
PE02	Botswana has qualified coaches to train athletes of all levels.	3.0	<ul style="list-style-type: none"> 23% in disagreement with the statement 18% in agreement. The movement to qualify coaches has not been systematic No elite and very few development stage coaches exist
PE03	Botswana has a system focused at qualifying national coaches	2.6	<ul style="list-style-type: none"> 38% in disagreement with the statement 35% were found to be uncertain May exist but effectiveness questionable Each code is doing as per the requirements of that particular code in line with international requirements.
PE04	Botswana has a system focused at developing national athletes.	2.9	<ul style="list-style-type: none"> 33% were in strong agreement with the statement 31% of respondents were uncertain as to the existence of such a system Exists but with limitations, the need exists for a clear path/strategy to be put in place/developed Only put in place at the last minute (short term Vs. Long term approach)

Code	Question	Average Score	Findings & observations
PE05	Strong performance of Botswana national athletes increases national pride.	4.8	<ul style="list-style-type: none"> 98% in agreement with statement with the fact that strong performance by athletes increases national pride E.g. Amantle; Otogoteng
PE06	Botswana monitors and leverages the latest sport trends (e.g. Trends in Sports Science, Nutrition, Coaching etc.) at a Regional, Continental and World level and incorporates these into National strategies aimed at improving sports performance in Botswana	2.2	<ul style="list-style-type: none"> A total of 66% were in disagreement or strong disagreement with the statement made Mental adjustment of athletes is required if we are to achieve this goal (Needs to become a way of life. e.g. Nutrition)

6. Participation

An active nation is healthier and more productive. The cost of inactivity to a nation is immense with significant negative impact on health care costs. In this section the respondents were asked a number of questions relating to the current situation in terms on event participation within the country. The graph below summaries the results.

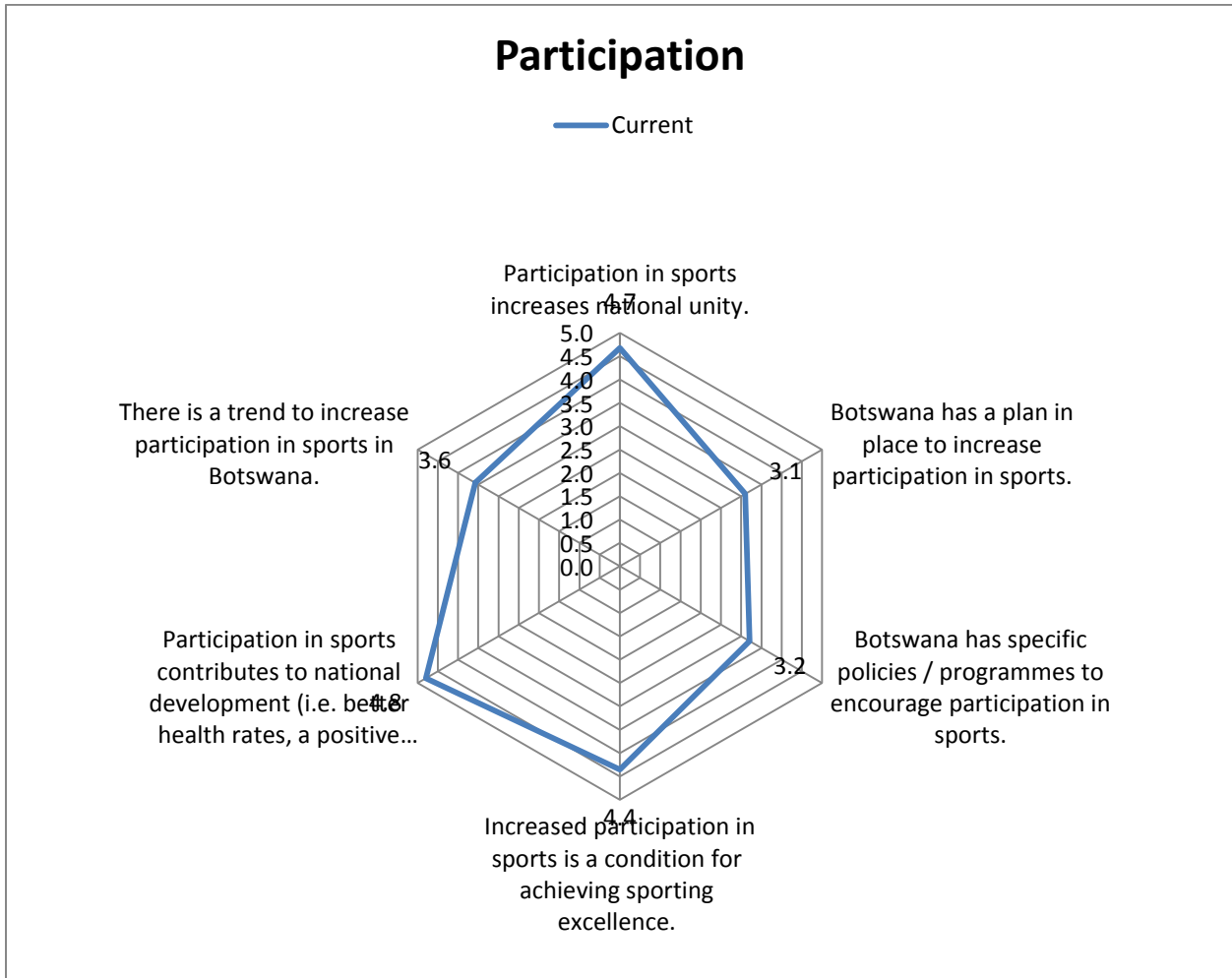


Figure 10 - Participation Spider Plot

key	
Strongly Disagree	1
Disagree	2
Neither agree/Disagree	3
Agree	4
Strongly Disagree	5

Table 8 - Participation Result Distribution

Question Code	Result Distribution				
	1	2	3	4	5
Participation in sports increases national unity.	0%	0%	3%	28%	70%
Botswana has a plan in place to increase participation in sports.	5%	23%	38%	28%	8%
Botswana has specific policies / programs to encourage participation in sports.	3%	26%	28%	36%	8%
Increased participation in sports is a condition for achieving sporting excellence.	0%	5%	5%	40%	50%
Participation in sports contributes to national development (i.e. better health rates, a positive impact on children in schools, etc.).	0%	0%	3%	15%	82%
There is a trend to increase participation in sports in Botswana.	0%	13%	30%	45%	13%

Tabular display of questionnaire response frequency. The most popular responses have been shaded green and the least red.

Table 9 - Participation Category Observations

Code	Question	Average Score	Findings & Observations
PAR01	Participation in sports increases national unity.	4.7	<ul style="list-style-type: none"> 98% of respondents strongly agreed with the fact that participation in sports increases national unity Sports is a unifying factor in almost all countries and Botswana is no exception
PAR02	Botswana has a plan in place to increase participation in sports.	3.1	<ul style="list-style-type: none"> 38% uncertain as to the existence or effectiveness of the plan. A framework needs to be developed and implemented The plan may exist but awareness around the fact seems to be low
PAR03	Botswana has specific policies / programs to encourage participation in sports.	3.2	<ul style="list-style-type: none"> 36% of respondents believed Botswana had specific policies/programs to encourage participation in sports 28% were found to be uncertain as to the fact There are some programs/policies in place; general however.
PAR04	Increased participation in sports is a condition for achieving sporting excellence.	4.4	<ul style="list-style-type: none"> 90% were in agreement with the fact that Increased participation in sports is a condition for achieving sporting excellence
PAR05	Participation in sports contributes to	4.8	<ul style="list-style-type: none"> 82% in strong agreement with the fact that participation in sports contributes to national development 15% were found to be in agreement

Code	Question	Average Score	Findings & Observations
	national development (i.e. better health rates, a positive impact on children in schools, etc.).		<ul style="list-style-type: none"> Sports = Fitness and improved behavioral patterns in children/population
PAR06	There is a trend to increase participation in sports in Botswana.	3.6	<ul style="list-style-type: none"> 45% felt that there was a trend to increase participation in sports in Botswana. 30% were uncertain as to the fact The necessary structures for promotion of participation need to be developed. Incentive packages required promote participation

7. Facilities

Sports facilities are a key component in any sports strategy or plan. They represent a heavy investment since they are expensive to build and maintain. Therefore strategic considerations need to be made in their planning. In this section the respondents were asked a number of questions relating to the current situation in terms on facilities in the country. The graph below summaries the results.

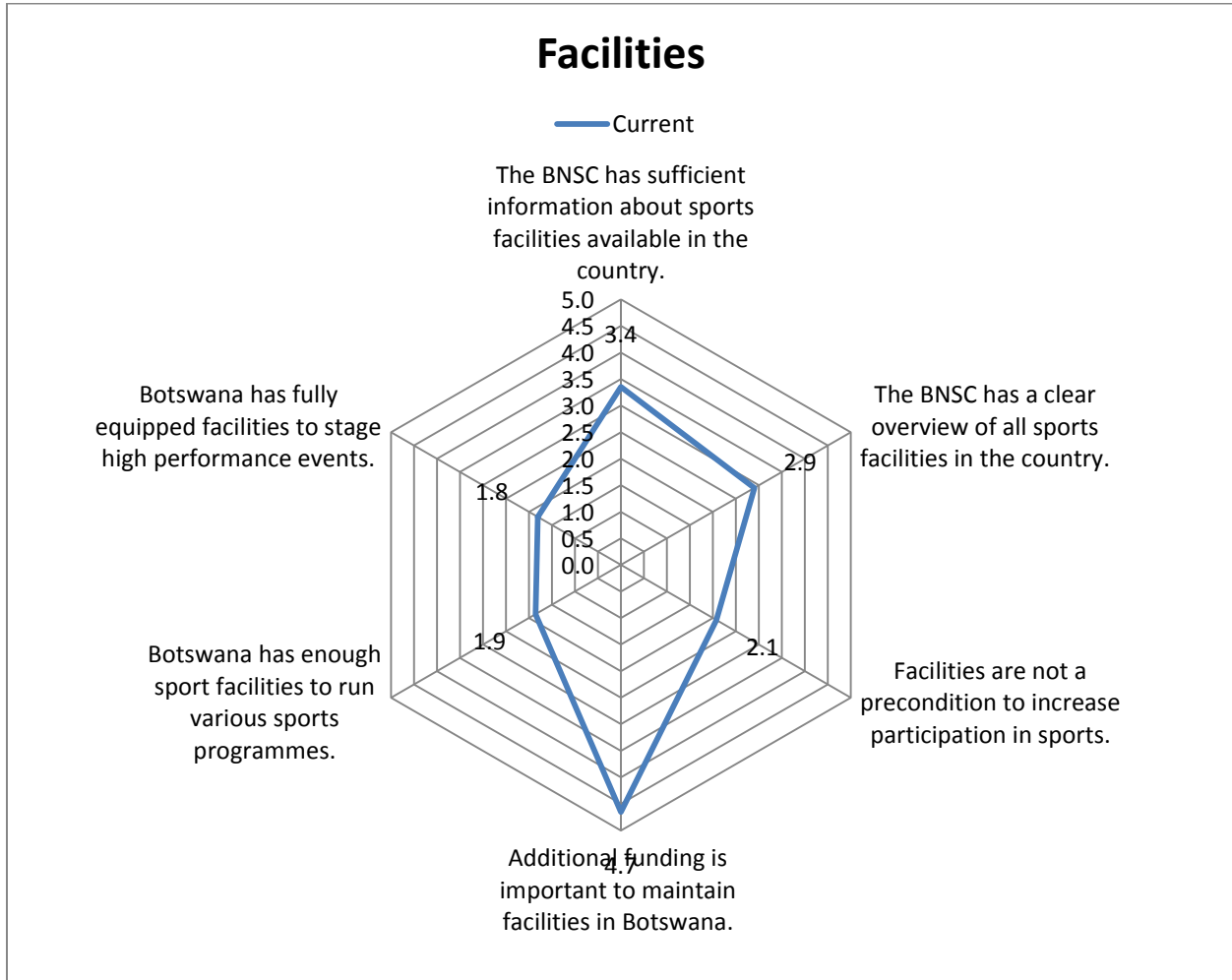


Figure 11 - Facilities Spider Plot

Table 10 - Key

key	
Strongly Disagree	1
Disagree	2
Neither agree/Disagree	3
Agree	4
Strongly Disagree	5

Table 11 - Facility Result Distribution

Question Code	Result Distribution				
	1	2	3	4	5
The BNSC has sufficient information about sports facilities available in the country.	5%	10%	43%	30%	13%
The BNSC has a clear overview of all sports facilities in the country.	5%	28%	43%	23%	3%
Facilities are not a precondition to increase participation in sports.	38%	33%	18%	3%	8%
Additional funding is important to maintain facilities in Botswana.	0%	0%	8%	20%	73%
Botswana has enough sport facilities to run various sports programs.	44%	34%	15%	7%	0%
Botswana has fully equipped facilities to stage high performance events.	51%	22%	24%	0%	2%

Tabular display of questionnaire response frequency. The most popular responses have been shaded green and the least red.

Table 12 - Facilities Category Observations

Code	Question	Average Score	Findings & Observations
FACO 1	The BNSC has sufficient information about sports facilities available in the country.	3.4 Neutral	<ul style="list-style-type: none"> 43% were uncertain as to whether the BNSC has sufficient information about sports facilities available in the country. 30% agreed with the statement The BNSC is not involved in the development phase, facilities are built for institutions rather than with the countries sports agenda in mind There is a need to collate information
FACO 2	The BNSC has a clear overview of all sports facilities in the country.	2.9 Neutral	<ul style="list-style-type: none"> 43% were uncertain as to whether the BNSC has a clear overview of all sports facilities in the country. 28% disagreed. Stadiums, community halls and play areas belong to council, government needs to release authority of these to the BNSC
FACO 3	Facilities are not a precondition to increase participation in sports.	2.1 Disagree	<ul style="list-style-type: none"> 71% did not feel that facilities were a precondition to increasing participation Very important, without facilities certain sports are very difficult to excel in
FACO 4	Additional funding is important to maintain facilities in Botswana.	4.7 Strongly Agree	<ul style="list-style-type: none"> 73% of respondents believed that additional funding was important to maintain facilities in Botswana. 20% were found to be in agreement. Not only to maintain but to construct more, there are not enough as it stands
FACO 5	Botswana has enough sport facilities to run various sports programs.	1.9 Disagree	<ul style="list-style-type: none"> 78% felt Botswana did not have enough sports facilities to run various sports programs Lack of adequate facilities limits ability to Bid for certain events/competitions

Code	Question	Average Score	Findings & Observations
			<ul style="list-style-type: none"> • Very few viable facilities and most are very sparsely located around the country
FACO 6	Botswana has fully equipped facilities to stage high performance events.	1.8 Disagree	<ul style="list-style-type: none"> • 73% felt that Botswana does not have fully equipped facilities to host high performance events • 24% were uncertain • E.g. Still unable to host AFCON due to facility constraints

8. Human Capital

The ability to attract, develop, motivate and retain the required human resources is fundamental to the achievement of any sports strategy. In this section the respondents were asked a number of questions relating to the current situation in terms on Human Capital in the country. The graph below summaries the results.

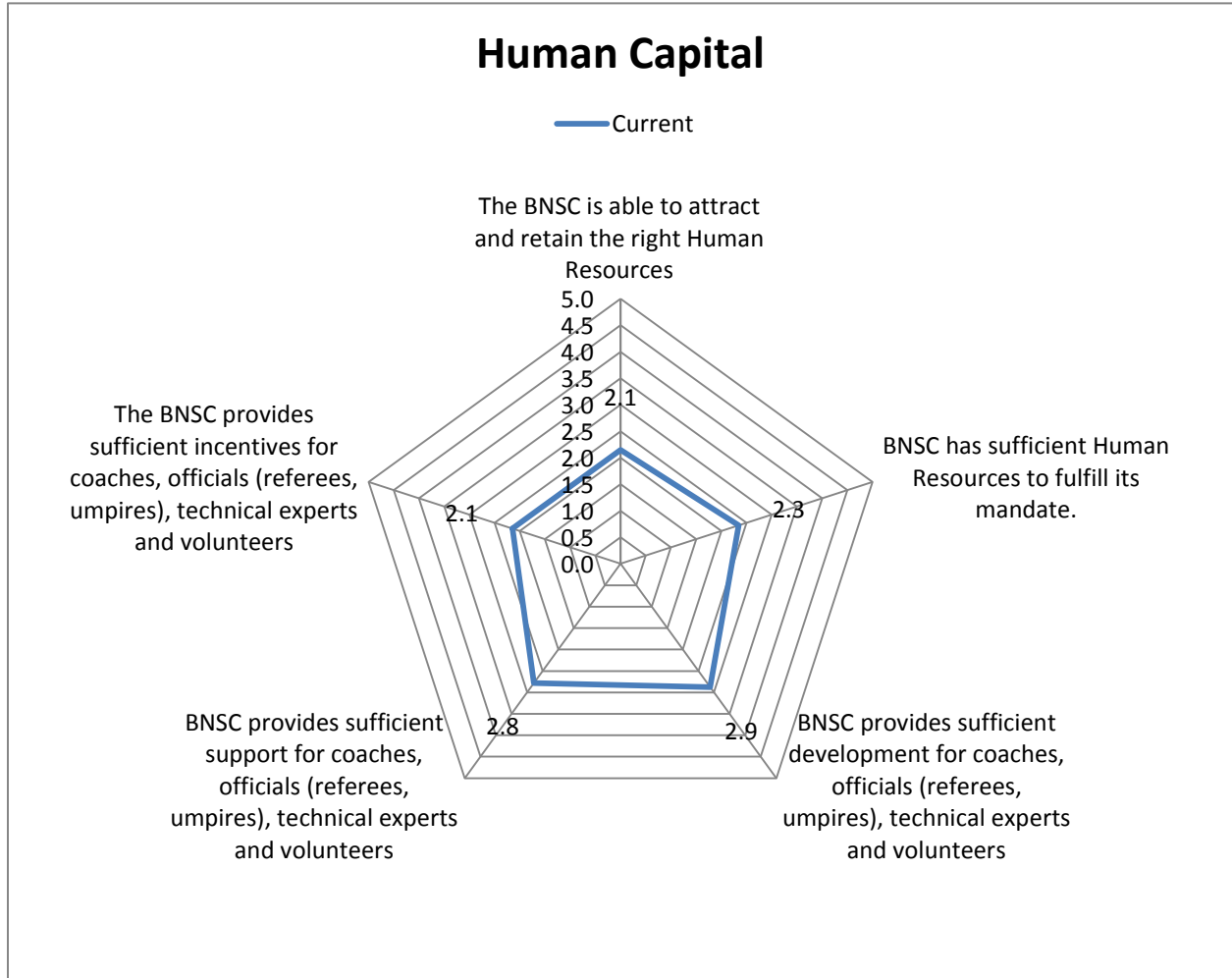


Figure 12 - Human Capital Spider Plot

Table 13 – Key

key	
Strongly Disagree	1
Disagree	2
Neither agree/Disagree	3
Agree	4
Strongly Disagree	5

Table 14 - Human Capital Result Distribution

Question Code	Result Distribution				
	1	2	3	4	5
The BNSC is able to attract and retain the right Human Resources	39%	20%	34%	2%	5%
BNSC has sufficient Human Resources to fulfill its mandate.	34%	17%	32%	15%	2%
BNSC provides sufficient development for coaches, officials (referees, umpires), technical experts and volunteers	12%	17%	46%	20%	5%
BNSC provides sufficient support for coaches, officials (referees, umpires), technical experts and volunteers	5%	39%	32%	22%	2%
The BNSC provides sufficient incentives for coaches, officials (referees, umpires), technical experts and volunteers	29%	34%	29%	7%	0%

Tabular display of questionnaire response frequency. The most popular responses have been shaded green and the least red.

Table 15 - Human Capital Category Observations

Code	Question	Average Score	Findings & Observations
HCO 1	The BNSC is able to attract and retain the right Human Resources	2.1	<ul style="list-style-type: none"> 59% felt the BNSC is unable to attract and retain the right Human Resources 34% were uncertain HR staff rotates every six months, all top positions currently vacant.
HCO 2	BNSC has sufficient Human Resources to fulfill its mandate.	2.3	<ul style="list-style-type: none"> 51% felt the BNSC did not have sufficient Human Resources to fulfill its mandate. 32% were uncertain The BNSC is already short of staff
HCO 3	BNSC provides sufficient development for coaches, officials (referees, umpires), technical experts and volunteers	2.9	<ul style="list-style-type: none"> 46% were uncertain as to whether BNSC provides sufficient development for coaches, officials (referees, umpires), technical experts and volunteers 29% were either in disagreement or strong disagreement with the statement Do provide but not sufficient (there is a need for rationalization of codes) Sometimes codes can only train one coach
HCO 4	BNSC provides sufficient support for coaches, officials (referees, umpires), technical experts and volunteers	2.8	<ul style="list-style-type: none"> 39% of respondents believed the BNSC does not provide sufficient support for coaches, officials (referees, umpires), technical experts and volunteers 32% were found to be uncertain Hospitality kits and allowances are provided, but only on national duty

Code	Question	Average Score	Findings & Observations
HCO 5	The BNSC provides sufficient incentives for coaches, officials (referees, umpires), technical experts and volunteers	2.1	<ul style="list-style-type: none"> • 63% felt the BNSC does not provide sufficient incentives for coaches, officials (referees, umpires), technical experts and volunteers • 29% uncertain • Not sufficient, rewards only being implemented this year (2012) (Currently only for athletes e.g. Appearance fee for athletes) • Very code specific

9. Performance of the BNSC codes with respect to the HLT's

Table 16 - HLT Affiliate Performance

HLT #	High Level Target	Code	BISA	Karate	Karate	Cycling	Special Olympics	Unknown	Netball	BVF	% Not achieved	% Achieved
1	Affiliate to self-generate at least 25% of their allocation by 2012	Status 1	1	1	0	NA	1	1	1	1	14%	86%
		Actual 1	50%	NA	15%	NA	NA	NA	0.5	Mascom wireless - 1M; capital motors - 150K; others - 100K		
8	Affiliates to implement a role	Status 2	NA	1	0	0	1	0	1	0	57%	43%
13	Affiliates to have drawn their	Status 3	1	0	1	0	1	1	0	1	38%	63%
		Actual 3	1/1/2010	NA	NA	NA	NA	NA	NA	NA		
15	Affiliates to have established baselines for numbers of people participating	Status 4	NA	0	0	0	1	1	0	1	57%	43%
		Actual 5	NA	NA	6	NA	NA	NA	NA	NA		
16	Affiliates should run national competitions	Status 5	0	0	1	0	1	1	0	NA	57%	43%
		Actual 5	NA	NA	6	NA	NA	NA	NA	NA		
17	Sport codes participating in the	Status 6	NA	1	1	0		1	1	NA	20%	80%
		Actual 6	NA	NA	39	NA	NA	NA	NA	NA		
18	Affiliates participating in Africa Championships should rank 6 or	Status 7	NA	1	1	0		1	1	NA	20%	80%
		Actual 8	2	NA	NA	NA	NA	NA	NA	NA		
20	Sport codes who are affiliated to	Status 8	1	1	1	0	1	1	1	NA	14%	86%
		Actual 8	2	NA	NA	NA	NA	NA	NA	NA		
26	Affiliate Sports administrators to	Status 9	1	1	1	0	1	1	1		14%	86%
		Actual 9	31/12/11	NA	NA	NA	NA	NA	NA	NA		
30	5% increase of established baseline	Status 10	NA	1	1	0	1	1	0	NA	33%	67%
		Actual	NA	NA	10%	NA	NA	NA	NA	NA		

10. Appendix A

10.1. Question Types

10.1.1. Type 1 – Current Situation

Table 17 - Current Situation Questions

EV01	Botswana has a clear national sport events calendar to regularly host National events.
EV02	Botswana has a clear national sport events calendar to regularly host Regional, events.
EV03	Botswana has a clear national sport events calendar to regularly host Continental events.
EV04	Botswana has a clear national sport events calendar to regularly host World events.
EV09	Botswana has qualified professionals to organize sport events.
PE01	Botswana has a systematized athlete pipeline to increase sports performance on all levels.
PE02	Botswana has qualified coaches to train athletes of all levels.
PE03	Botswana has a system focused at qualifying national coaches.
PE04	Botswana has a system focused at developing national athletes.

PE06	Botswana monitors and leverages the latest sport trends (e.g. Trends in Sports Science, Nutrition, Coaching etc.) at a Regional, Continental and World level and incorporates these into National strategies aimed at improving sports performance in Botswana
PAR02	Botswana has a plan in place to increase participation in sports.
PAR03	Botswana has specific policies / programs to encourage participation in sports.
PAR06	There is a trend to increase participation in sports in Botswana.
FAC01	The BNSC has sufficient information about sports facilities available in the country.
FAC02	The BNSC has a clear overview of all sports facilities in the country.
FAC04	Additional funding is important to maintain facilities in Botswana.
FAC05	Botswana has enough sport facilities to run various sports programs.
FAC06	Botswana has fully equipped facilities to stage high

	performance events.
HC01	The BNSC is able to attract and retain the right Human Resources
HC02	BNSC has sufficient Human Resources to fulfill its mandate.
HC03	BNSC provides sufficient development for coaches, officials (referees, umpires), technical experts and volunteers
HC04	BNSC provides sufficient support for coaches, officials (referees, umpires), technical experts and volunteers
HC05	The BNSC provides sufficient incentives for coaches, officials (referees, umpires), technical experts and volunteers

EV08	Events are important to boost national pride.
PE05	Strong performance of Botswana national athletes increases national pride.
PAR01	Participation in sports increases national unity.
PAR04	Increased participation in sports is a condition for achieving sporting excellence.
PAR05	Participation in sports contributes to national development (i.e. better health rates, a positive impact on children in schools, etc.).
FAC03	Facilities are not a precondition to increase participation in sports.

10.1.2. Type 2 – Recommendation

Table 18 - Recommendations Questions

EV05	Botswana should host more international sports events.
EV06	Botswana should develop a strategy for hosting international sports events.
EV07	Events contribute to Botswana's national development.

Table 19 - Affiliate MCQ Responses

		Affiliate Question Averages														
		Netball	BAA	Basketball	BISA	BOTESSA	Bowling	Boxing	Cricket	Cycling	Football	Karate	Rugby	Softball	Special Oly	Volley Ball
Events	Events - 01	5	4	3	4	2	5	1	4	4	2	5	4	3.5	3	4
	EV02	4	3	1	3	2	5	1	4	3	2	3	4	3.5	2	2.5
	EV03	3	1	1	2	2	3	4	4	3	2	2	4	3	1	2
	EV04	3	1	1	1	1	2	1	4	2	2	1	4	2	1	1.5
	EV05	5	5	5	4	5	3	5	5	4	4	3.5	5	5	4	4.5
	EV06	5	5	5	5	5	5	5	5	5	5	4	5	5	4	4.5
	EV07	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5
	EV08	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5
	EV09	4	4	1	4	4	3	1	3	4	4.5	2.5	5	3	5	4
Performance	Performance	3	4	2	2	3	3	1	3	3	2	3	3	1.5	3	3
	PE02	3	3	4	2	3	2	5	3	4	3	2.5	5	1.5	4	3
	PE03	3	4	2	2	3	4	4	3	4	2.5	1.5	3	1.5	4	3
	PE04	4	4	3	2	3	4	1	3	4	2	2.5	3	1.5	4	3.5
	PE05	5	5	5	5	5	5	5	5	5	5	4.5	5	5	5	5
	PE06	3	4	2	2	2	4	5	2	2	1	2	4	1	4	2.5
Participation	Participation	5	5	4	5	5	5	5	5	5	5	3.5	5	5	4	5
	PAR02	4	4	2	4	4	5	1	2	3	2.5	2.5	5	2.5	4	2.5
	PAR03	4	4	3	4	5	5	4	3	3	1.5	2	5	3	4	3
	PAR04	4	4	5	5	5	5	5	5	5	5	4	4	3.5	4	4
	PAR05	3	5	5	5	5	5	5	5	5	5	4	5	5	5	5
	PAR06	4	4	4	3	5	5	4	4	4	3.5	2.5	5	3.5	4	3
Facilities	Facilities - 0	4	3	5	5	4	4	5	3	4	3	4	5	2.5	3	4.5
	FAC02	3	4	4	4	4	4	1	3	4	3	3.5	4	2.5	3	2.5
	FAC03	2	2	1	1	1	2	1	3	2	1	2	3	1.5	2	2
	FAC04	4	4	4	5	5	5	5	5	5	5	4	5	5	4	5
	FAC05	3	4	1	1	1	2	1	3	3	1.5	1	2	1.5	1	2
	FAC06	3	3	1	1	3	3	1	2	3	3	1	3	1	1	1.5
Human Capital	Human capital	3	3	5	1	3	3	1	1	3	1	1.5	1	3	1	1.5
	HC02	3	4	1	1	1	3	1	1	4	1	1.5	1	3	4	1
	HC03	3	4	2	3	4	3	5	2	4	1	3	2	1.5	3	3
	HC04	3	4	2	2	4	4	5	2	3	1.5	3.5	2	2	2	3
	HC05	2	2	1	2	1	4	1	2	3	2	1	2	1.5	2	3

10.2. General Comments

Table 20 - Events, General Comments Capture

Category	Comments
Events	Closure of national stadium has impacted greatly on all sports codes yet nothing is being done to address this
	International standard facilities required
	only Gaborone has appropriate venues for some events (some)
	Lack of prioritisation with respect to facility construction
	Need a stadium that can host at least 45,000 spectators (hostels, transport system, direct flights from Europe)
	Indoor facilities required
	Events are expensive to host
	Codes need to source funding every time they want to host, this results in inadequate preparation
	Preparatory funding and competition funding should be considered
	Lack of adequate accommodation to host major international events
	Marketing not adequate
	Need to build on Marketing HR
	inadequate political will
	Lack of a strategy to bid for major events
	Red tape being imposed by government
	Little to no coordination between government departments
	Political stability contributes positively
	Event dates need to be scheduled during holidays to allow wider attendance (otherwise its business as usual)
	no integration or mainstreaming of sports within other sectors of the economy
	Small population for spectatorship
Sports administrator training required	
Need to develop events management HR Base	
Officials need to be developed	
Our volunteers are well experienced (positive contribution)	

Table 21 - Performance, General comment capture

Category	Comments
Performance	Identification of talent should be happening at a much younger age. The identified talent needs to be placed in high performance centres as an investment
	The lack of youth teams, all athletes are cramped into one team
	There is a nature to rely greatly on talent and side-line development of potential
	A clear athlete monitoring and evaluation system needs to be put in place
	Lack of adequate preparation - No long term planning; and difficulties when it comes to implementation
	Inconsistent team selection processes/no set standards
	No systematic follow-up on out national athletes
	Lack of a database to keep track of qualified professionals in the different areas of sports
	Reliance on volunteerism, compromise on quality and delivery
	require a deliberate programme to aid in the screening of administrators
	No high performance centres
	no testing centres or laboratories
	Lack of training facilities that support/promote sports science approach
	Poor admin at affiliate level
Professionals not rewarded sufficiently	

Table 22 - Participation, General comment captures

Category	Comments
Participation	Accessibility of facilities, there is a need to take sports to the people; geographical constraints must be eliminated (Decentralisation)
	Participation targets need to be established
	Culture of entertainment and drug abuse detracts from participation nationally
	More initiatives that promote participation need to be established at schools
	Positioning of training centres and gyms in highly populated and traffic ridden areas should be reconsidered
	Role modelling and recognition need to be developed/improved
	Funding contributes and plays a major role
	Introduction of physical education in schools should be prioritised
	Roads and transport networks limit the level of participation
	Public education initiatives need to be developed and implemented to highlight the importance of sports
	Corporate recreation programmes centred around sports
	Organised social events may contribute to participation
	Negative: Bad publicity around sports in the media (i.e.. Conflict between athleticism and womanhood)
	there are no programs for sports for all in Botswana

Table 23 - Facilities, General comment captures

Category	Comments
Facilities	Appropriateness of facilities not sufficiently considered - many built at great expense only to be unsuitable for purpose - The BNSC need to be involved in them process
	Sports clubs and associations need to partner with private sector to run and maintain facilities as opposed to the current reliance on government
	Need world class facilities to develop confidence and talent
	Facilities should not be located based on political motives, location should be that of greatest use (by sports and not other functions)
	Facilities should be able to cater for multiple sports
	Lack of corporate interest in sports facility development greatly hampers progression
	Programmed maintenance of facilities needs to be followed to maintain standards\
	Codes and communities should be charged subsidised rates for use of facilities
	Needs based facility construction
	We should HAVE AT LEAST ONE WORLD class facility in either Gaborone or Francistown
	The question arises as to who leads sports development in Botswana, is it the government, BNSC or the affiliates. The answer lies in the just ended strategic plan, and how it relates infrastructure development with a view for improved sports development

Table 24 - Human capital, General Comment captures

Category	Comments
Human Capital	Appropriate HR placement need to be looked into
	Review of remuneration and incentives packed long overdue
	Sufficient incentives; not jus money; those close to the secretariat seem to benefit the most
	Progression of technical people should be able to happen at the codes, not having to move them from the codes to the secretariat when they are to be promoted, leaving codes forever training experts and never realizing the benefits
	No transparency as to the reasons that people leave the BNSC
	No coordination with the BNSC
	Under resourced, only 4 officers
	No firm governing development strategy
	Sports are really run by volunteers and their costs are not being adequately covered; this is not a sustainable scenario
	The "political" nature of the BNSC impacts negatively
	There is a need for training programmes
	The right qualifications also have to coupled with a passion for sports because sports by nature is passion driven
	There was a concern that the BNSC Act is now out of date
	There is a need to have full time human resources across various professional lines to drive the mandate of the BNSC
	Need to identify volunteers with the correct/useful/applicable professional background
	employment of fulltime coaches, umpires etc. will also help reduce workload
	BNSC will continue to loose HR because the nature of the job is not what can be seen from outside
	too much interference by the board on the daily business of the organization
	refresher courses/clinics to keep up to date with latest info and trends
	Focus should be on retaining trained officials and volunteers
There is also a need to develop other human capital in the form of coaches, officials, sports science practitioners to advise on the right type of food and services to enhance sports performance	
Lack of continuity of the board which is elected annually. This leads to poor delivery and retention process by the secretariat as most of the time is spent on familiarization processes by the board and the secretariat	
employment of fulltime coaches, umpires etc. will also help reduce workload	

10.3. Data divided by question type

This section aims to further display the shortcomings and opportunities of the current sporting environment within Botswana/BNSC. The data represented here has been divided according to the criteria outlined in the question types section (**Error! Reference source not found. Error! Reference source not found.**), “type 1 – Current Situation” and “type 2 – Recommendations”.

10.4. Type 1 – The current situation

For type 1 data, level of compliance to ideal is directly proportional to the distance of each data point from the central axis.

Current situation Questions included in Appendix A (Table 17 - Current Situation Questions)

Spider Graph - Type 1 (Consolidated, Affiliate and BNSC)

Bar Charts (Consolidated, Affiliate and BNSC), 5x, 1 per category. *(Not included within this report; refer to “BNSC_SA_SUPPORT_DATA_Q_TYPE1and2_20120607”)*

Notes:

- Distance from core per question corresponds to the level of intervention required.

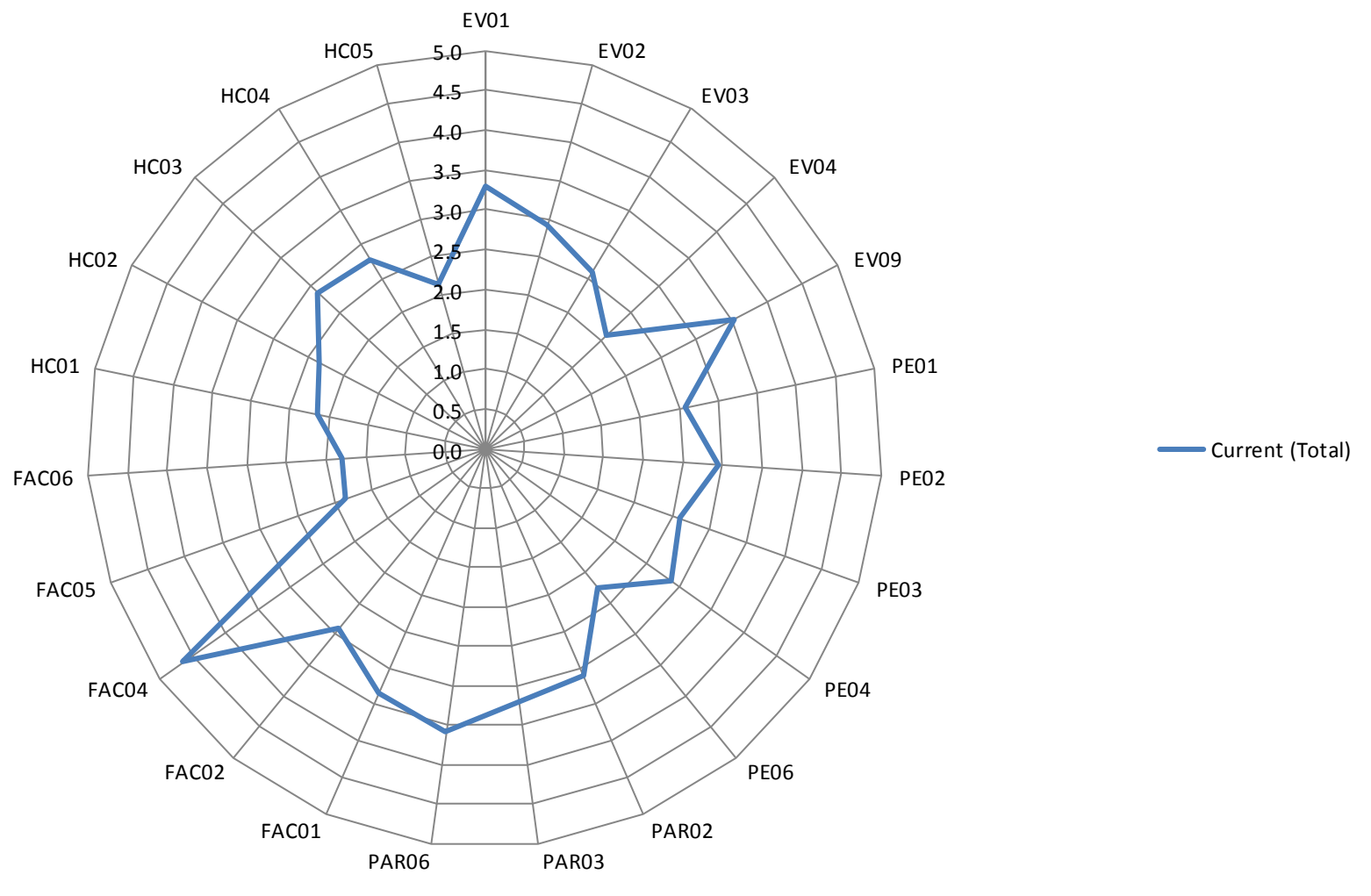


Figure 13 - Type 1 - Situation

10.5. Type 2 – Recommendations

For type 2 data, the strength of recommendation or level to which the source agrees with the statement is directly proportional to the distance from central axis, or zero. Recommendation type questions included in appendix A (Table 18 - Recommendations Questions)

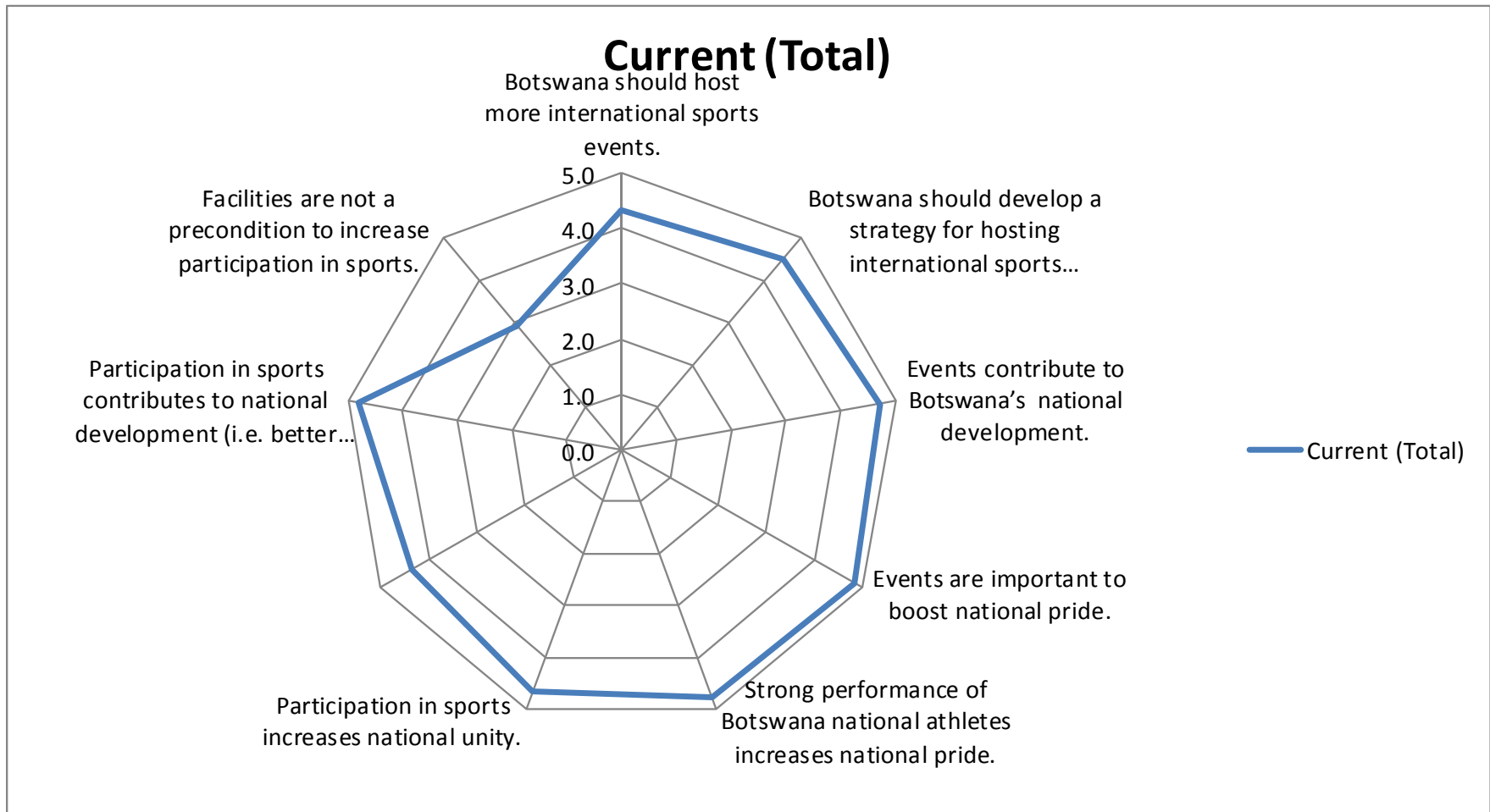


Figure 14 - Type 2 - Recommendations

10.6. Independent Affiliate Response Data

Spider Plots, two data points for affiliate Vs. Consolidated responses evaluation.

Original data included in appendix A (Table 19 - Affiliate MCQ Responses)

- Consolidated response data (line)
- The particular affiliate's response averages (shaded)

Notes:

- A collection on spider plots bearing the averages of responses for each affiliate plotted alongside the consolidated average values
- Highlights the difference in opinion (or perception of the situation) between the particular affiliate/stakeholder and the whole sample.

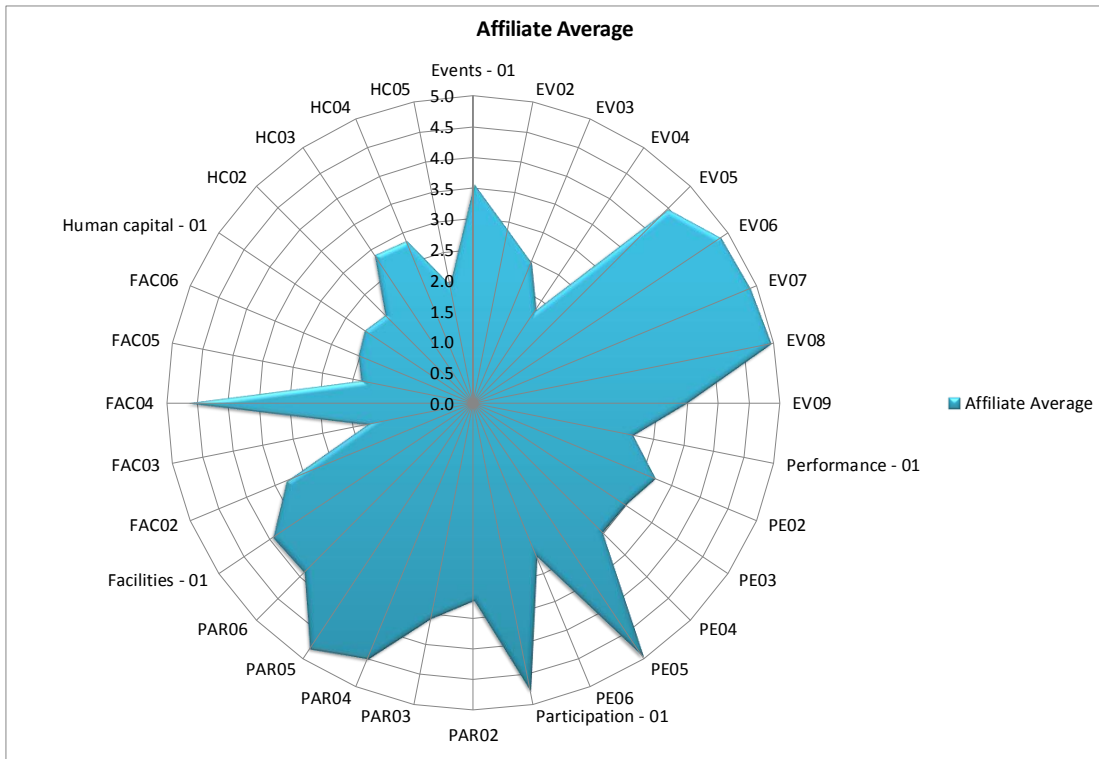


Figure 15 - Affiliate Average Plot

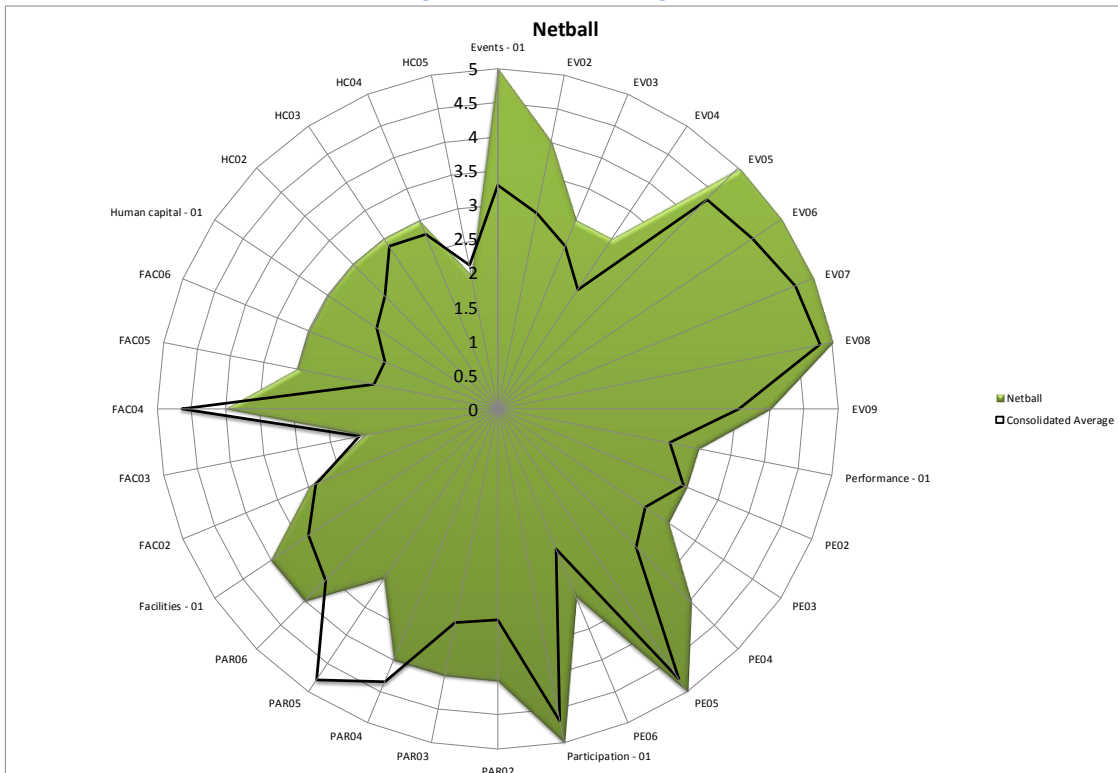


Figure 16 - Netball Plot

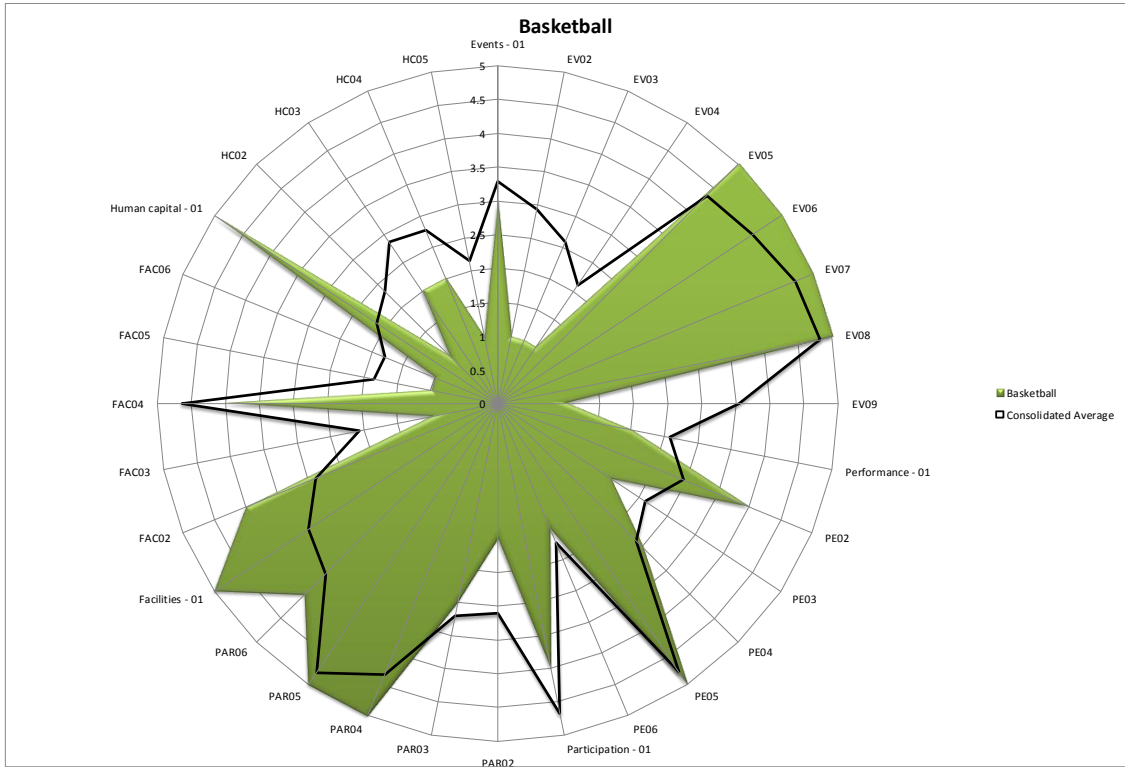


Figure 17 - Basketball Plot

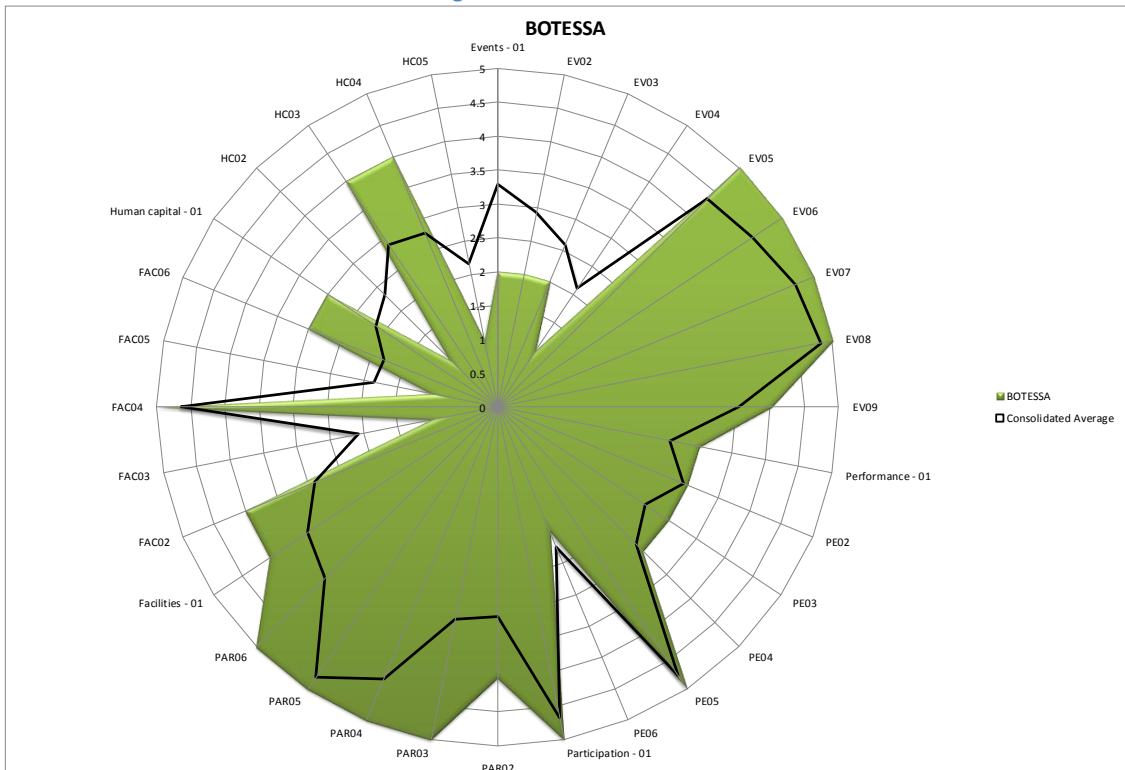


Figure 18 - BOTESSA

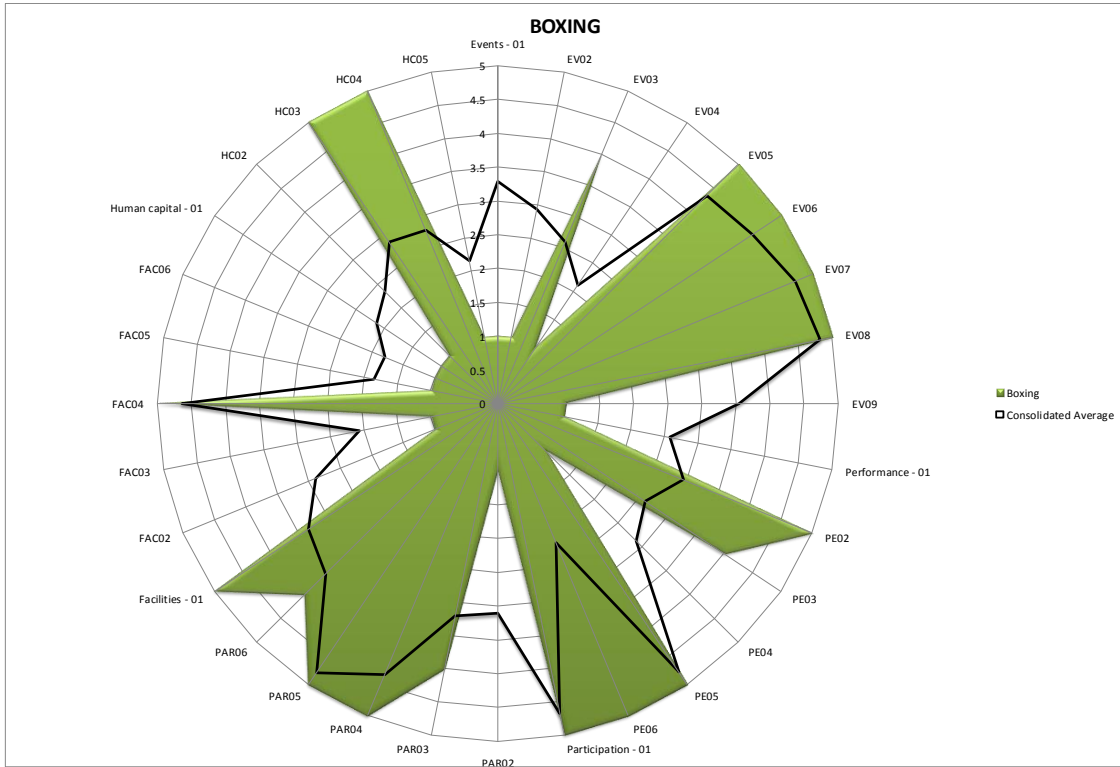


Figure 19 - Boxing

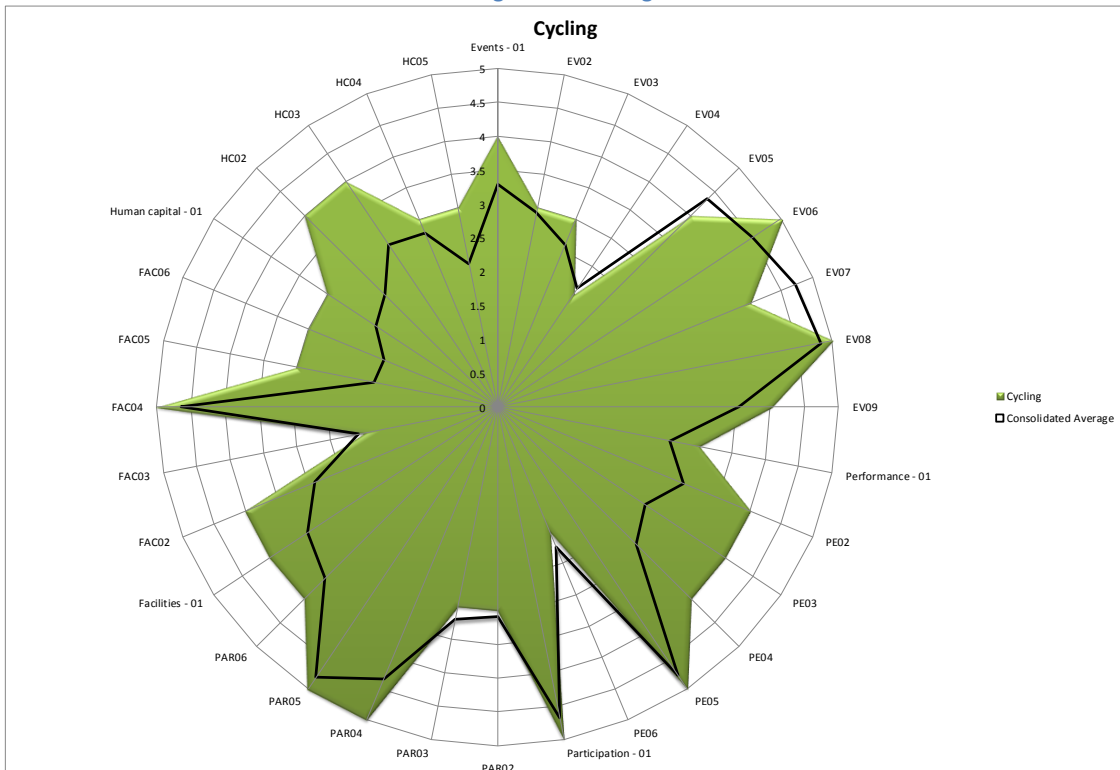


Figure 20 - Cycling

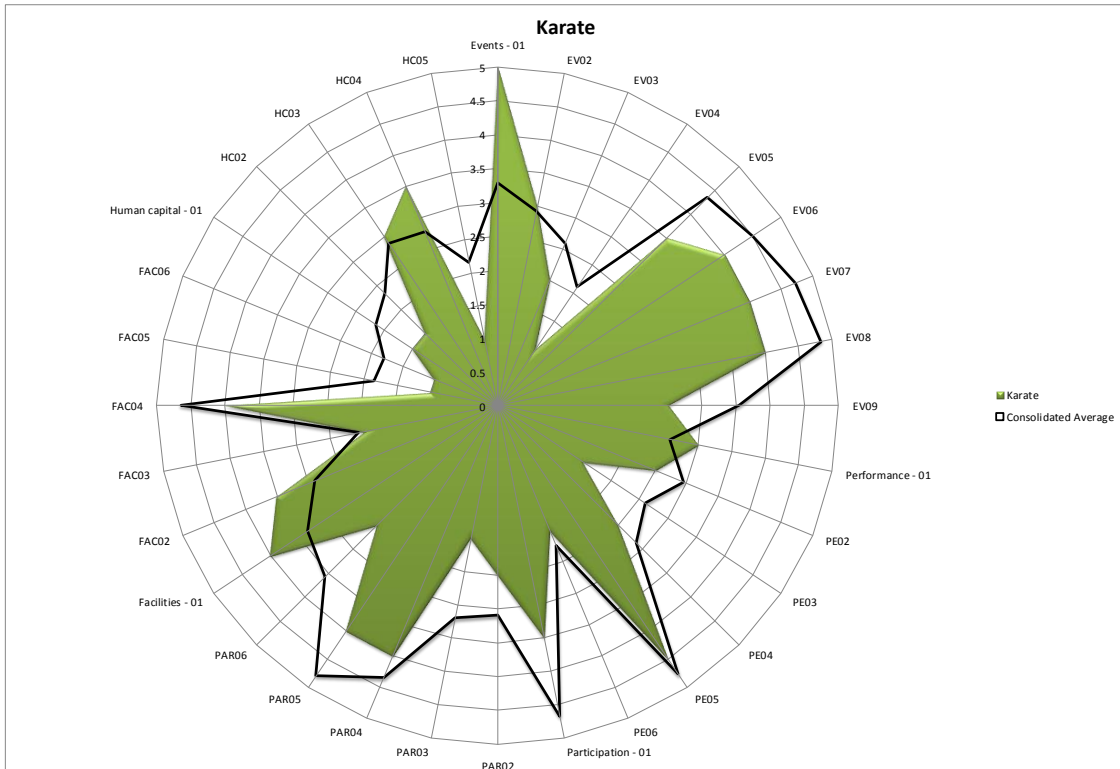


Figure 21 - Karate

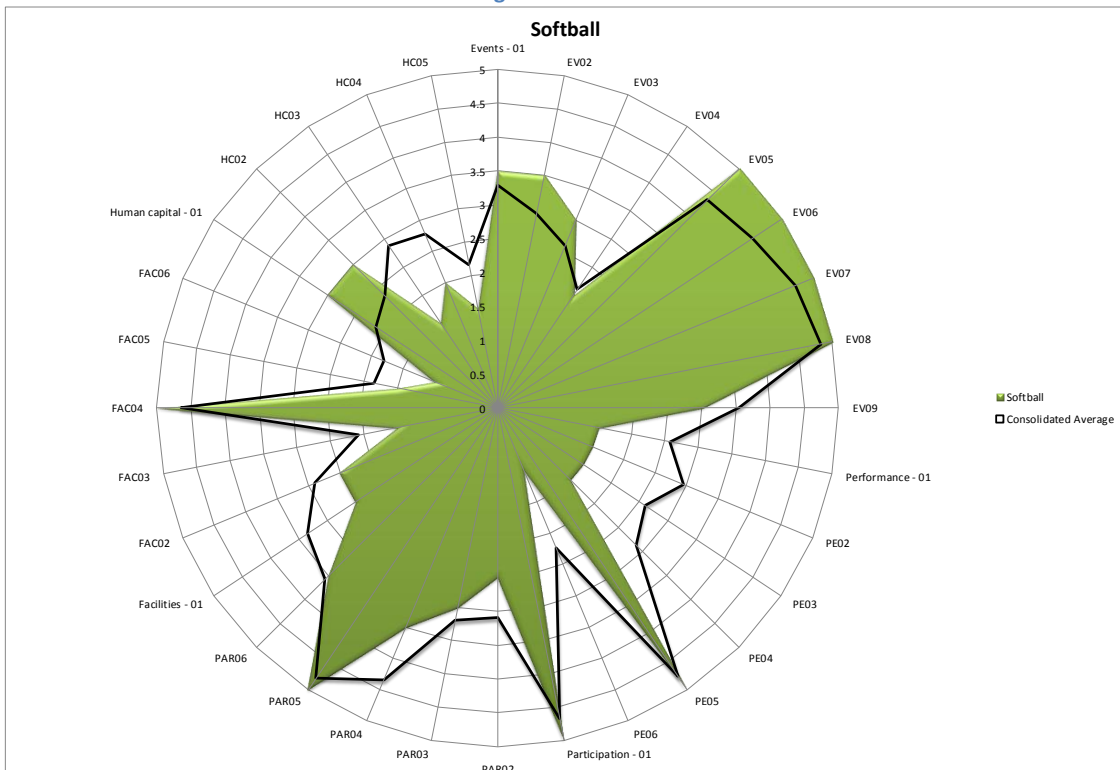


Figure 22 - Softball

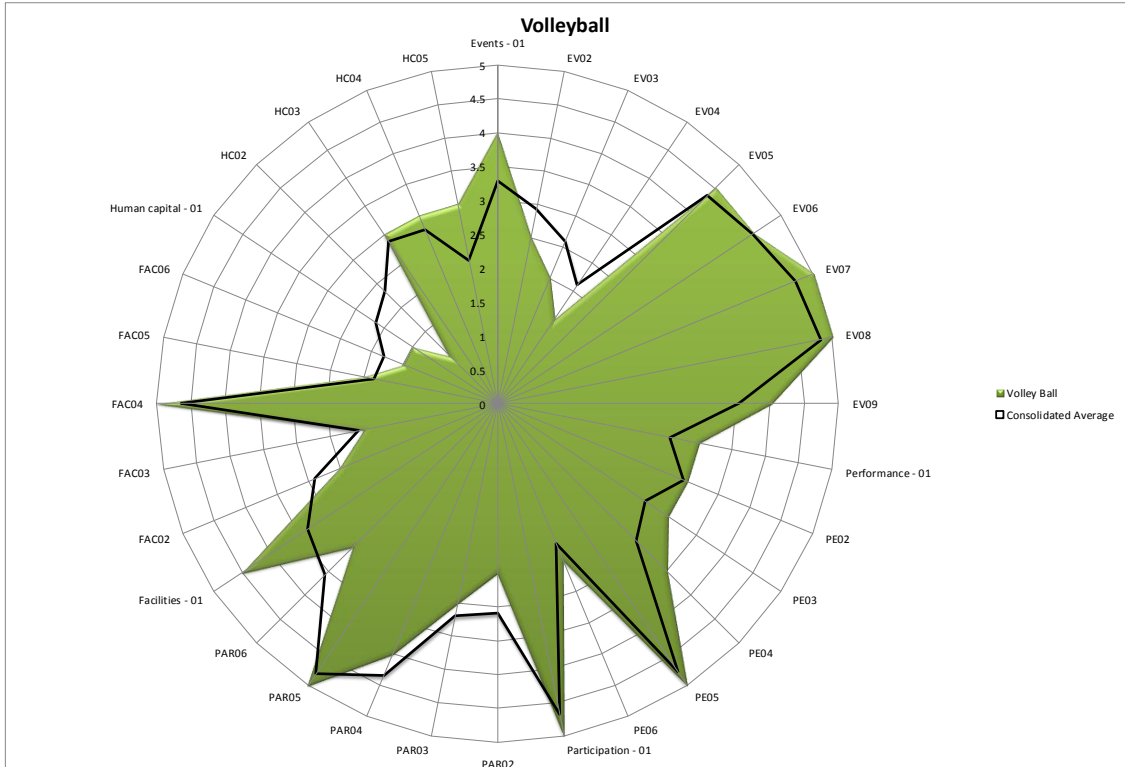


Figure 23 - Volleyball

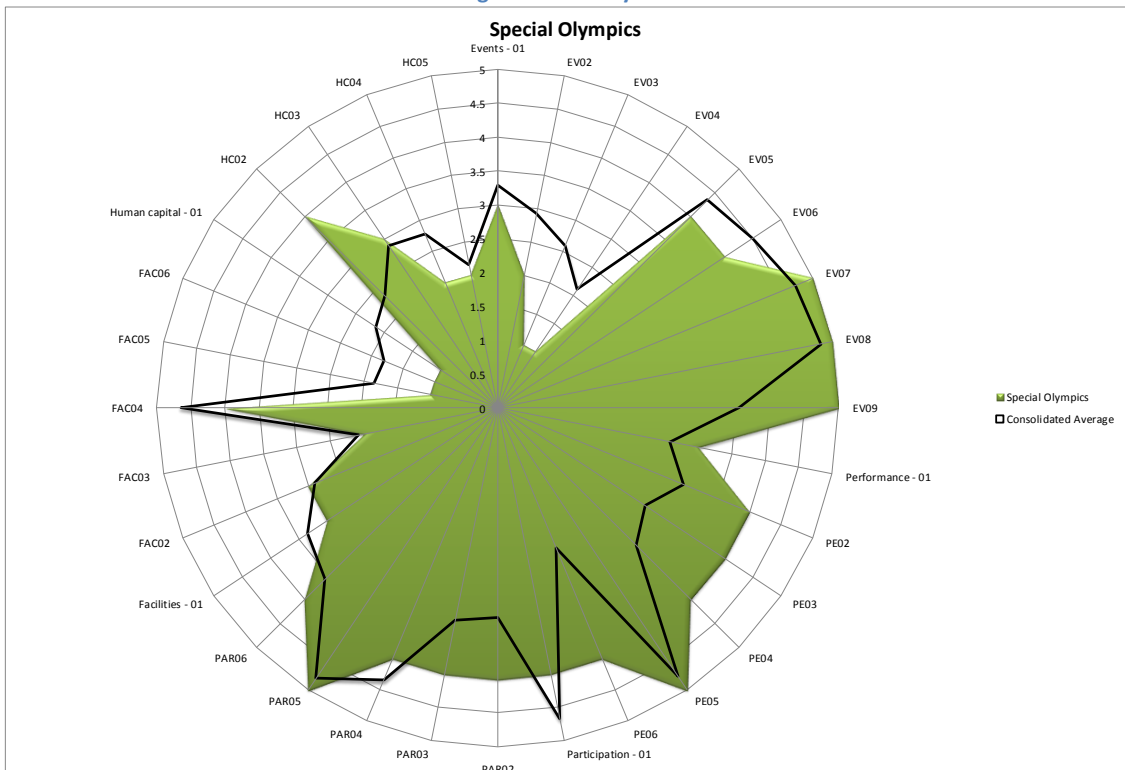


Figure 24 - Special Olympics

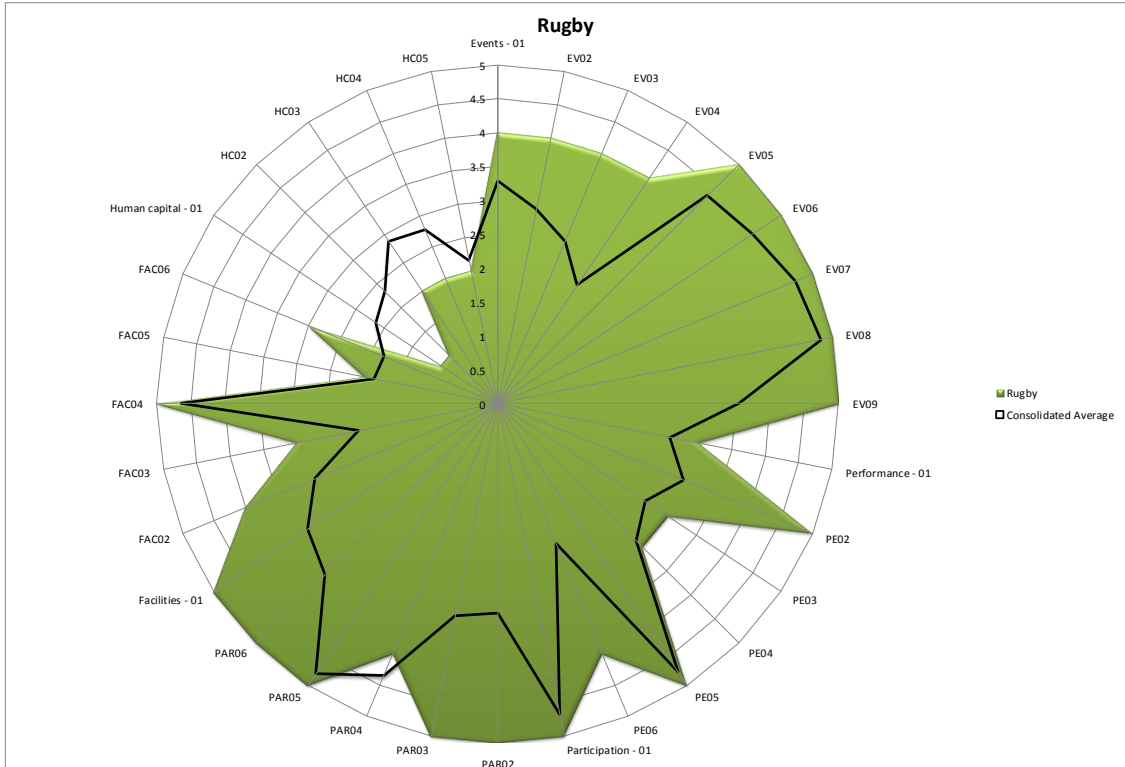


Figure 25 - Rugby

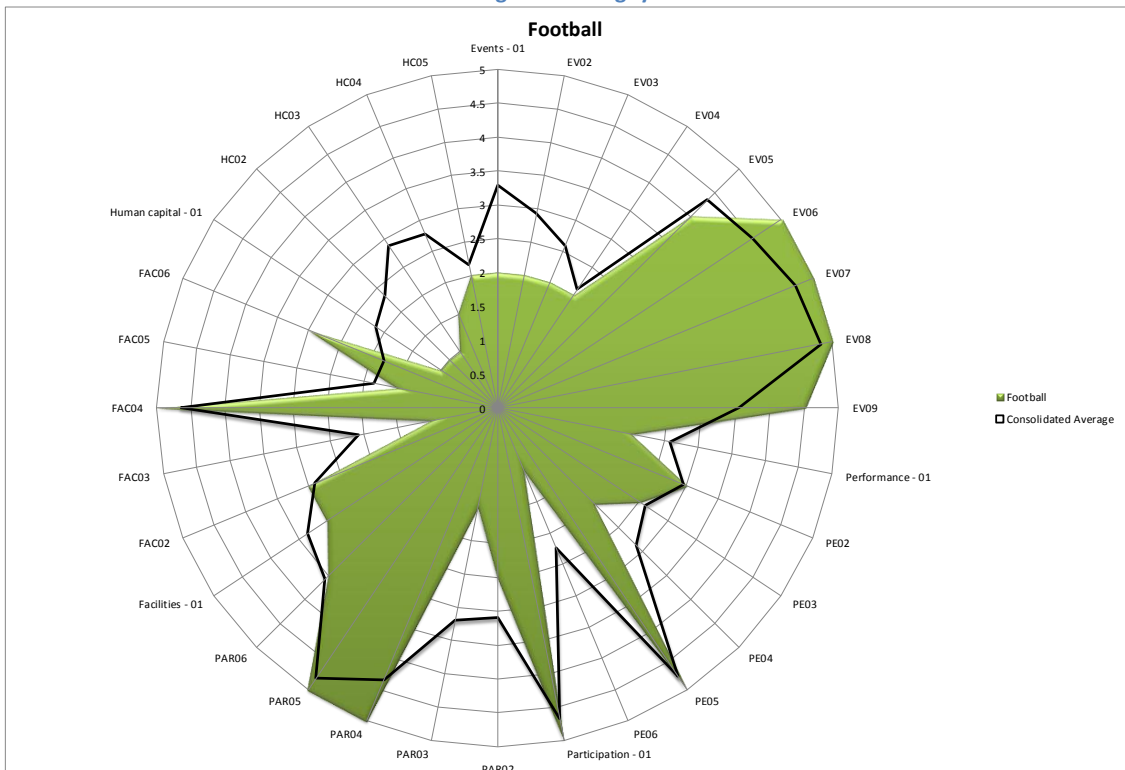


Figure 26 - Football

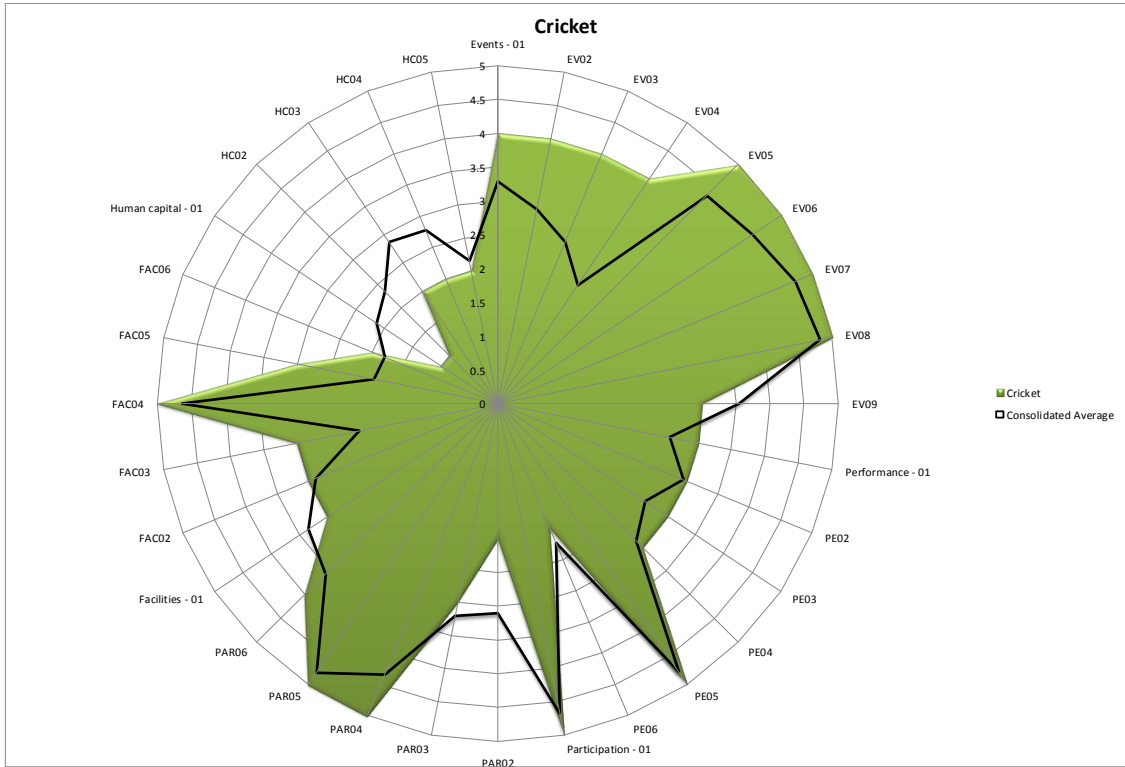


Figure 27 - Cricket

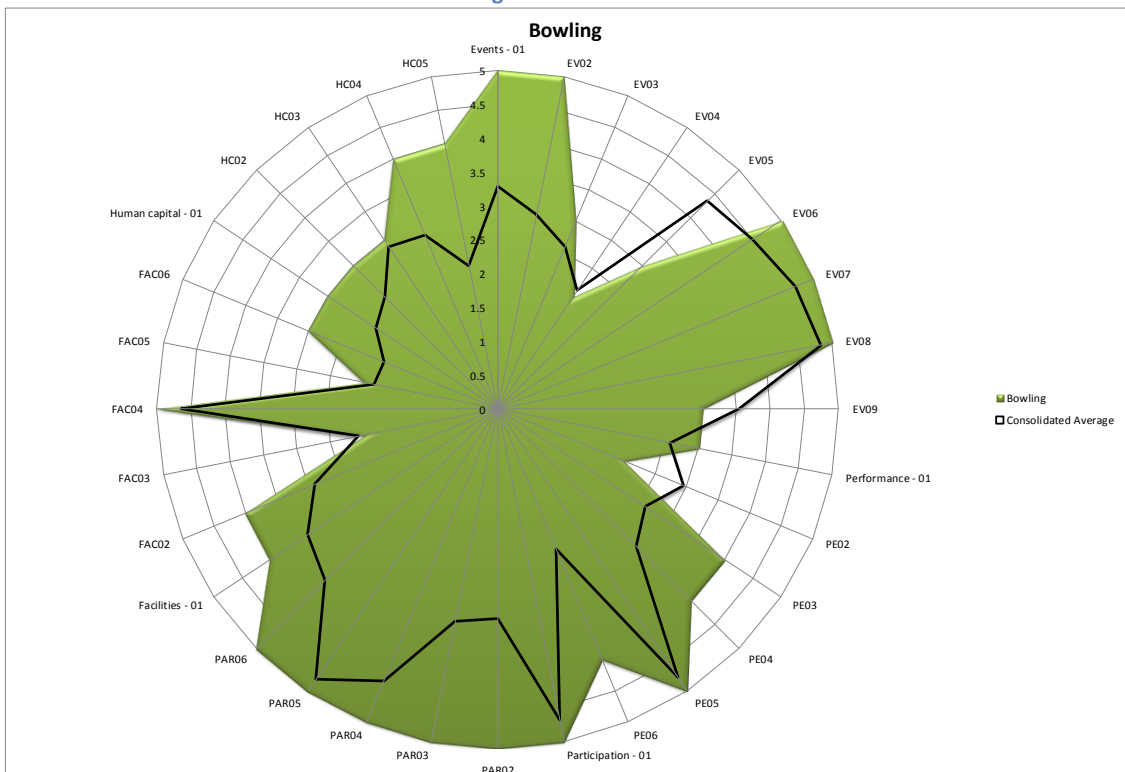


Figure 28 - Bowling

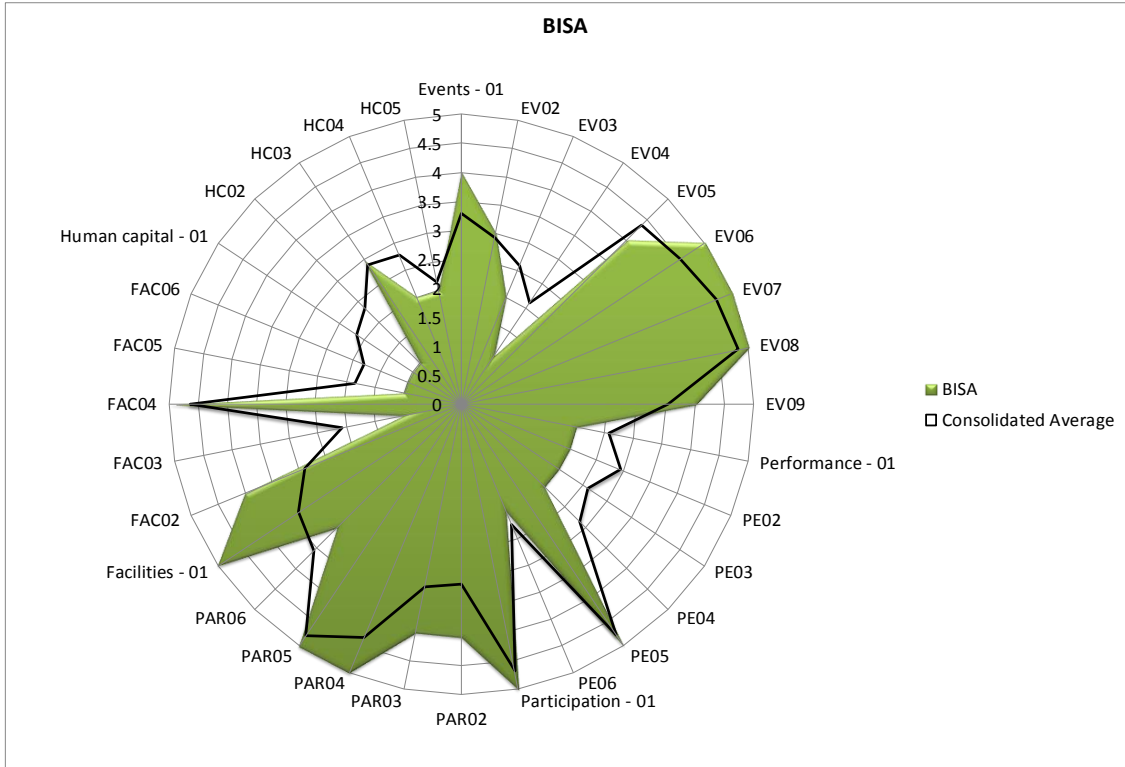


Figure 29 - BISA

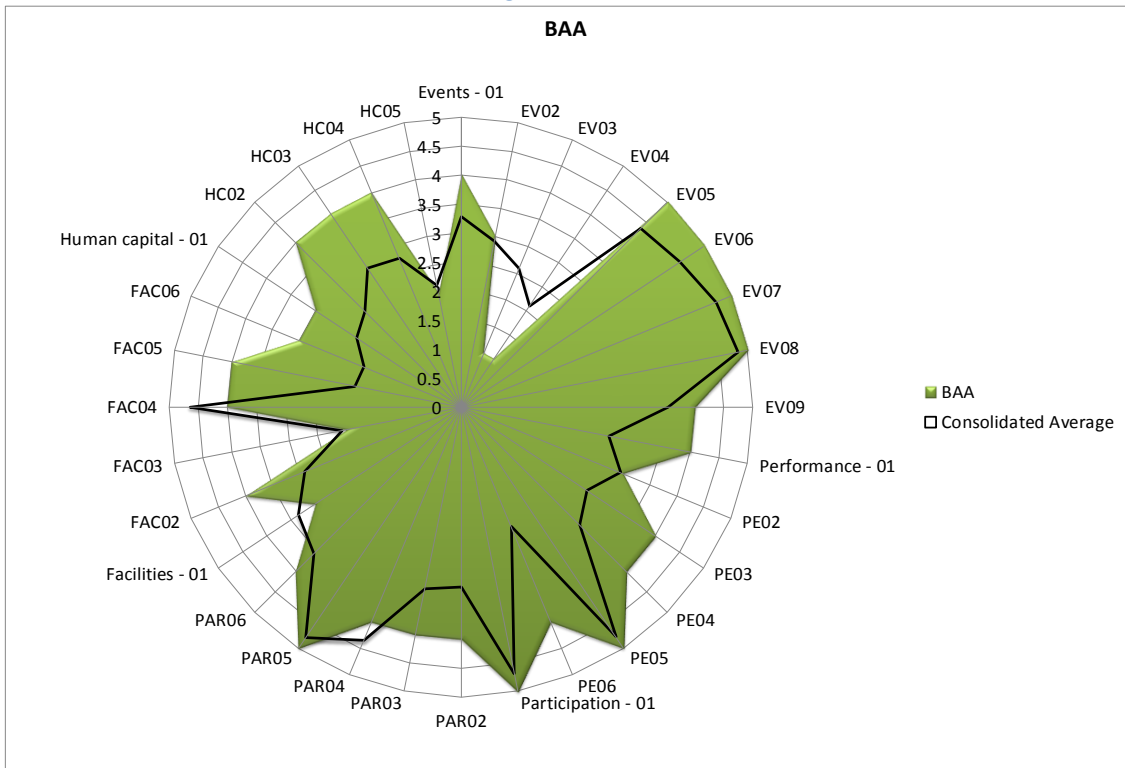


Figure 30 - BAA