



**ZAMBIA GOLF UNION**

**STRATEGIC PLAN 2016 – 2020**

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## **FOREWORD (DRAFT)**

I am happy to inform you that this strategic plan has been developed with the past and future in mind. A futuristic strategic plan can only make sense when it makes a full reflection of where the Zambia Golf Union ( "ZGU" or "Union") is coming from and where the Union needs to be in the next five years in order to be more relevant to the aspirations of society.

I am hopeful that in the next five years of this plan, the Union will fly high and take advantage of lessons learnt by other similar bodies and facilitating the development route for the future. In this plan, the Executive Committee has set a firm platform for the Union to take off and compete with the best Sporting bodies in the world.

Some of the strategies highlighted in the plan, once implemented will make ZGU the sports body of choice in Zambia and the African region. The ZGU intends to undertake one major development anywhere along the line of rail preferably by acquiring a building for the Union's Secretariat as part of its infrastructure development policy.

Another key development in this strategic plan is the establishment of a full time secretariat to handle the day to day operations of the Union.

As President, I am proud of what we as a Union are trying to achieve in the next five years to come. However, the best can still be improved upon. When I leave office at the end of my tenure, I will be leaving a Union that is vibrant, growing and ready to face the future with hope.

Charles Mwanza  
**PRESIDENT**

## **EXECUTIVE SUMMARY**

### **STRATEGIC PLAN**

#### **VISION**

To have the highest possible standard regarding the conduct and development of the sport of golf within Zambia and Africa.

#### **MISSION STATEMENT**

To foster participation in the game of golf at all levels by providing the best facilities available for as many people as possible to play the game at an affordable cost.

#### **PURPOSE AND VALUES**

To promote and manage the game of golf in Zambia, reflecting cultural sensitivities and values of our region.

We are proud of our sport, its traditions and achievements and the Zambia Golf Union incorporated upholds the following principles:-

✓ ***Fairness***

To operate within the spirit of the rules, never taking an unfair advantage and to make informed and honourable decisions at all times

✓ ***Mutual respect***

To recognize the contribution that all people make to golf, treating them with dignity and consideration as well as caring for the property and equipment they use.

✓ ***Responsibility***

To be responsible for one's actions and to be a positive role model at all times

✓ **Safety**

Encourage healthy and safe practices, preventing where possible and reporting as necessary dangerous behaviour, while demonstrating concern for others

## **STRATEGIES**

### **1. Sport delivery**

#### **Objective**

To build capacity of the clubs and the Union through increased membership and visitors playing golf as well as an increase in the number of affiliates.

#### **Strategy**

- 1.1** Provide appropriate competitions for members through the affiliated clubs.
- 1.2** Provide skill development programmes for members, including targeted programmes for juniors.
- 1.3** Encourage participation through holding promotional days.
- 1.4** Promote sporting excellence throughout the membership.
- 1.5** Promote and increase participation of our members in international events.
- 1.6** Increase the number of Open tournaments and ensure that these are rotated yearly as a way of building capacity in these clubs through developments that go along with the hosting of such events.

### **2. Governance and Management**

#### **Objective**

To provide leadership and coordination of the affiliates at all levels.

#### **STRATEGY**

- 2.1** Ensure the constitutional rules and regulations and policies are reviewed regularly.
- 2.2** To develop a Human Resources policy and procedures for Union's Secretariat staff.
- 2.3** Ensure an annual review of Strategic Plan is conducted.

- 2.4 Facilitate the involvement of and communication with members and other stakeholders in the clubs business.
- 2.5 Ensure risk management is addressed across the clubs activities
- 2.6 Develop an environmental policy
- 2.7 Recruitment of Secretariat staff to man the Secretariat on full time basis.

### **3. FACILITIES**

#### **Objective**

The coordinate with affiliates on appropriate facilities to support the game, members, their guests and visitors.

#### **Strategies**

- 3.1 To identify the most appropriate location and design for the new Secretariat building.
- 3.2 Explore what support facilities would also need to be provided at the new Secretariat building, such as pro shop, storage, conference facilities etc.

### **4. COURSES**

#### **Objective**

Ensure that the golf courses are developed and maintained to a standard that meets championship golfing standards.

#### **Strategies/ In collaboration with affiliated clubs.**

- 4.1 Encourage all affiliated clubs to have a practice area.
- 4.2 Encourage all clubs to improve all aspects of their courses.
- 4.3 Encourage all clubs to plant trees appropriate to the environment continue to be planted to enhance the course.
- 4.4 Facilitate access to all necessary equipment and resources to maintain and develop the courses.
- 4.5 Inspect course designs that enhance development of the courses.

### **5. FINANCE**

#### **Objective**

Develop and maintain financial stability of Zambia Golf Union.

## **STRATEGY**

- 5.1** Develop and adhere to an annual budget.
- 5.2** Ensure that monthly accounts are completed.
- 5.3** Ensure that the annual audit is conducted timely.
- 5.4** Facilitate a regular review of membership categories and membership in various clubs to ensure that there is accurate reporting of membership numbers and remittance of affiliation fees thereof.
- 5.5** Explore and access government funding for a range of functions associated with developing and supporting golf.
- 5.6** Facilitate the continual update of sponsorship proposals that will increase resource base.

## **6. MARKETING AND SPONSORSHIP**

### **Objective**

To develop capacity with a structured marketing and sponsorship plan

### **Strategies**

- 6.1** Develop a Marketing and Sponsorship plan.
- 6.2** Develop and maintain a Web page as a communication tool both locally and nationally.
- 6.3** Facilitate a positive relationship with the various media to enhance the promotion of the Union's activities.
- 6.4** Develop a range of promotional items including clothing and golf accessories.
- 6.5** Develop a quarterly bulletin and magazine

## **PREAMBLE**

The Zambia Golf Union (ZGU) has decided to develop a Strategic Business Plan to guide its operations for the period 2014-2018. Since its inception, the Union has never had a documented Strategic Plan. At the last AGM held in Kabwe, it was therefore resolved that going forward, the Union should be operating through the guidance of a structured Strategic Plan to run for five years and subject to annual reviews. The Executive Committee has commenced the process of developing a new strategic business plan that will guide the operations of the Union for the next four years, starting in 2014. This plan will be developed further and concluded after feedback is provided by the full Executive Committee Meeting.

## **INTRODUCTION**

The Zambia Golf Union (ZGU) is the mother body of all golfing activities in Zambia. The Union is affiliated to the National Sports Council as the overall mother body of all sporting Associations in the Country. Its primary mandate is to promote and regulate all golfing activities in the country, through the regulation of golf affiliated clubs. The Union has a Constitution which gives the Executive Committee the following specific powers:

- (a) Regulate the affiliated clubs in the running of the sport;
- (b) Provide for the regulation of the golf and training of juniors through the Directorate of Junior Golf;
- (c) Provide for matters connected with or incidental to the foregoing.

The wide ranging powers of the Union are to do all such Acts and things as necessary to foster the advancement and development of the game of golf. Notwithstanding the generality of the foregoing, the specific powers and functions of the Union as presented in the Constitution are to:

- (a) Regulate and govern the conduct of its members and affiliates in the game of golf;
- (b) Maintain appropriate practice standards of discipline among members and affiliates that are consistent with the principle of self-regulation and the public interests;
- (c) Represent, co-ordinate and develop the sport of golf and promote its interests;
- (d) Develop, promote and enforce internationally comparable rules of the game of golf in Zambia;
- (e) Assist deserving juniors to obtain golf scholarships;
- (f) Participate in the international golfing activities whose main purpose is the development and building of capacities in the running of the sport;

- (g) Encourage affiliates to be self reliant through getting involved in income generating activities and soliciting of sponsorships, and;
- (h) Do all such things connected with or incidental to the foregoing.

## SWOT ANALYSIS (DRAFT)

<b>Strength</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Strong legal framework;</li> <li>• Good leadership which is participatory.</li> <li>• Good mixture of experienced and new office bearers.</li> <li>• Strong organisational skills.</li> <li>• Organic and dynamic structure.</li> <li>• High level of commitment from the affiliates.</li> </ul>	<ul style="list-style-type: none"> <li>• No Secretariat in place</li> <li>• Weak financial base with too much reliance on grants and borrowing</li> <li>• Lack of organised sponsorship</li> <li>• Lack of training and development policy.</li> <li>• Lack of integrated financial system</li> <li>• Affiliates' too much reliance on financial assistance from the Union</li> </ul>
<b>Opportunities</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>• Stable political environment</li> <li>• Goodwill of the corporate world when called upon to assist host local and international tournaments.</li> <li>• Increase in the use of ICTs in the country.</li> <li>• Increase in the use of media such as the press to promote golfing activities.</li> <li>• The increase in the number of affiliates.</li> <li>• There is a growing middle class and growing economy in the country.</li> <li>• Increase in the popularity and publicity of the game.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder pronouncements or interface likely to affect the operations of ZGU.</li> <li>• Democratic culture is immature</li> <li>• Dependency on grants and handouts.</li> <li>• Poor time management culture.</li> <li>• Apathy and general negative attitude towards critical issues affecting the development and management of golf.</li> <li>• Acrimonious relationships between ZGU and some affiliates.</li> <li>• Non compliance to Rules and Regulations by some affiliates.</li> </ul>

**ANNEX 1: DETAILED LOGFRAME FOR THE STRATEGIC PLAN  
2016 - 2020**

## Log-Frame for the Strategic Plan 2016-2020

**Area of Strategic Focus 1: SPORTS DELIVERY : To build capacity of the clubs through increased membership and an increase in the number of members and visitors playing golf**

Strategic Objective	Planned Activities	Planned Output	Performance Indicator	Means of Verification	Risks /Key Assumptions
1.1 To provide appropriate competitions for members through affiliated clubs.	<ul style="list-style-type: none"> <li>• Triangular tournaments;</li> <li>• Quadrangular tournaments;</li> <li>• Club Open tournaments;</li> <li>• Independence Open;</li> <li>• Champion of Champion tournament;</li> </ul>	. Successful running of these tournaments	Holding the tournaments by the due dates.	Order of merits	Lack of sponsors.
	<ul style="list-style-type: none"> <li>• All Africa Championships;</li> <li>• Junior league</li> </ul>	. Successful running of these tournaments	Holding the tournaments by the due dates.	Order of merits	Lack of sponsors.
	<ul style="list-style-type: none"> <li>• Zambia Armature open</li> <li>• Zambia Armature closed</li> </ul>	. Successful running of these tournaments	Holding the tournaments by the due dates.	Order of merits	Lack of sponsors.
1.2 To provide skill development programmes for members, including targeted programmes for juniors.	<ul style="list-style-type: none"> <li>• Attachment of coaches to the juniors programme.</li> </ul>	Structured training programme being implemented.	<ul style="list-style-type: none"> <li>• Quality of results</li> <li>• Number of juniors enrolled.</li> </ul>	<ul style="list-style-type: none"> <li>• League standing</li> <li>• Order of merits</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funds to bring in experienced coaches as well as to cover other logistics</li> </ul>
1.3 To encourage participation through holding promotional days such as corporate golf days.	<ul style="list-style-type: none"> <li>• Corporate golf days organised by the Union</li> </ul>	Successful hosting of golf days.			

1.4 To promote sporting excellence throughout the membership.	Promoting Etiquette and general discipline.	Induction of members about the requirements of the game.	Reduction in the number of reported incidents.	Disciplinary reports	
1.5 To promote and increase participation of our members in international events.	<ul style="list-style-type: none"> <li>• Participation in Zone 6 tournaments;</li> <li>• Participation in Tri- Nations tournaments;</li> <li>• World Junior Championship bi-annual;</li> <li>• Sunshine Tour tournaments.</li> </ul>	Successful participation of our targeted players.	The number of players and quality of results.	Tournament results	Lack of financial resources.
1.6 To increase the number of Open tournaments and ensure that these are rotated yearly as a way of building capacity in these clubs through developments that goes along with the hosting of such events.	Organising of at least two or more Professional Open tournaments under the auspices of the Sunshine Tour.	Two or more Professional tournaments per year.	Number of successful tournaments held.	Number of tournaments held.	Lack of title sponsors.
<b>Area of Strategic Focus 2: GOVERNANCE AND MANAGEMENT: To provide leadership, coordination and management of the golf clubs at all levels;</b>					
<b>Strategic Objectives</b>	<b>Planned Activities</b>	<b>Planned Output</b>	<b>Performance Indicator</b>	<b>Means of Verification</b>	<b>Key Assumptions</b>
2.1 Ensure the constitution rules and	Debate during the Captain's meeting what changes would be required to be	At least once per year and as per debate presentations.	Monitoring Club activities and obligations.	Visitations and periodical	Minor changes.

regulations and policies are reviewed regularly.	included including the code of conduct and the ethics as enshrined in the constitution.			meetings with individual Club Executive Committees.	
2.2 Develop a Human Resource policy and procedures for secretariat staff.	Development of HR policy for secretariat staff.	Policy implementation..	A documented HR policy.	Approval by the ZGU Executive.	Lack of funds.
2.3 Ensure an annual review of the Strategic Plan is conducted.	Annual review of the Strategic Plan.	Annual update of the Strategic Plan.	Annual reviews.	Minutes of reviews.	Failure to update/ review.
2.4 Facilitate the involvement and communication with affiliates and other stakeholders in the Union's business.	<ul style="list-style-type: none"> <li>• Captain's meetings, to explain the Unions expectations from the Clubs about the set objectives and to review the progress on the set targets and benchmarks, for onward presentation to the AGM</li> <li>• Circulars</li> <li>• Meetings with sponsors</li> <li>• Meetings with National Sports Council of Zambia.</li> </ul>	As and when the situation demands that information has to be disseminated.	Ongoing review by the Union Executives.	Reports and Resolutions.	Failure to implement.
2.5 Ensure risk management is addressed across the Union's activities.	Clubs and the Union to take out Players and Caddies general Insurance against injury, and insure against loss of Club and Members property.	Expected, 100% compliance.	Monitoring.	Spot checks	Non compliance.
2.6 Develop an environmental	Development of the Environmental policy	Policy implementation	Documentation	Approval by the ZGU Executive	Lack of funds.



<b>Area of Strategic Focus 4: COURSE: Ensure that the playing courses are developed and maintained to standards that meet championship standards.</b>					
<b>Strategic Objectives</b>	<b>Planned Activities</b>	<b>Planned Output</b>	<b>Performance Indicator</b>	<b>Means of verification</b>	<b>Assumptions</b>
4.1 Encourage and ensure that all affiliated clubs have a practice area.	Engage with clubs in the matter.	All clubs having securing the facilities	Compliance	Inspections	Space availability.

4.2 Encourage all clubs to improve all aspects of their course.	Sensitisation and engagement.	Visible improvements at the clubs.	Compliance	Inspection	That the facility will be appreciated by the intended users.
4.3 Encourage all clubs to plant trees that are appropriate to the environment..	Sensitisation and engagement	Visible improvements at the clubs	Compliance	Inspection	Need driven
4.4 Facilitate access to all necessary equipment and resources to maintain and develop the courses.	Facilitate the acquisition of various pieces of equipment for course maintenance.	All needy affiliates having access to equipment.	Number of beneficiaries.	Inventory of items received.	All affiliates will specify their needs.

4.5 Inspect course designs that will enhance the future development of the courses.	Inspections	Approved plans	Conformity to the approved plans	Inspections	The relevant clubs have course designs for future course developments.

**Area of Strategic Focus 5: FINANCE: Develop and maintain financial stability of Zambia Golf Union by increasing sources of revenue.**

<b>Strategic Objectives</b>	<b>Planned Activities</b>	<b>Planned Output</b>	<b>Performance Indicator</b>	<b>Means of verification</b>	<b>Assumptions</b>
5.1 Develop and adhere to the annual budget	Ensure that annual budgets are prepared timely with inputs from all stake holders in line with the strategic focus.	Documented budget that meets the proposed future development of the game of golf in Zambia.	A balanced annual budget that cuts costs.	Having quarterly reviews of the activities that are planned for in the strategic plan.	All stakeholders will be able to make timely submissions for the compilation of the main budget.
5.2 Ensure that monthly accounts are completed.	Posting all transactions timely in the system and ensure that accounts are reconciled monthly.	Circulation of monthly accounts to all Executive Committee members to ensure transparency and accountability	Timely monthly financial reports	Circulation of the said reports to all Executive Committee members.	All members being committed to accounting for expenses on a timely basis each time they are on Union duties.
5.3 Ensure that the annual audit is conducted on a timely basis.	Timely preparation of accounts and closure of the accounting period on schedule.	Ensuring that the auditor was on site in good time to allow for reviews and approval of the draft accounts by the Executive Committee.	Timely audit reports by the auditors.	Presentation of the said audited financial statements to the Executive Committee.	The auditor will be free when we need the service.

5.4 Facilitate a regular review of membership categories and returns from all the affiliates.	Conducting regular internal audits on affiliates membership registers by the area Executive Members.	Regular submission of the approved membership lists to the Secretariat	Having affiliation fees that match the number of members in each club.	Physical check on affiliate's membership registers.	Affiliates will be able to cooperate when required to do so.
5.5 Explore and access Government funding for a range of functions and activities associated with developing and supporting golf	Ensuring that when we have international tournaments involving the Zambia National Team, we quickly engage the National Sports Council of Zambia for financial support as it is done in other sports disciplines.	Submission of the Union's schedule of events and the budgets of each activity well in advance to avoid last minute panic.	Regular reports by the secretariat on the communication with the National Sports Council of Zambia.	Regular reviews and engagements with the National Sports Council of Zambia.	The Government will be able to meet our costs for all our international engagements so that the Union just concentrate on golf development in terms of training and coaching.
5.6 Facilitate the continual update of sponsorship proposals.	Engaging the corporate world for sponsorship deals on the Union's calendar of events such as the Opens and development of infrastructure at various clubs.	Having all the Opens at various clubs sponsored.	Successful hosting of the opens.	Ensuring that all the fixtures for the opens are fulfilled.	The corporate world will be able to come to our help.

**Area of Strategic Focus 6: MARKETING AND SPONSORSHIP: Develop capacity with a structured marketing and sponsorship plan.**

<b>Strategic Objectives</b>	<b>Planned Activities</b>	<b>Planned Output</b>	<b>Performance Indicator</b>	<b>Means of verification</b>	<b>Assumptions</b>
6.1 Develop a marketing and sponsorship plan	Engage a consultant	Marketing a sponsorship plan	An approved sponsorship proposal.	Documented plan	Stakeholders to buy in into the proposal.
6.2 Develop and maintain a Web page as a communication tool both locally and internationally.	Maintenance of the web site.	Increased data input on the web site.	Number of web site hits	Inspection and regular visits	The facility will be fully utilised.

6.3 Facilitate a positive relationship with the various media to enhance the promotion of the clubs' and Union's activities.	Engagement with the media houses both electronic and print.	Increased publicity.	Level of coverage by the media.	Reading and viewing.	Positive media coverage.
Develop a range of promotional items including clothing and golf accessories for sale to the clubs and members.	Identify a supplier for various ZGU branded products.	Range of promotional materials for sell.	Number of items developed	Inspection.	Funds will be available for the exercise.

## ANNEX 2: DETAILED BUDGET FOR THE STRATEGIC PLAN

### Zambia Golf Union Indicative Budget for the Period 2016-2020

Year	NOT ES	2016	2017	2018	2019	2020	Totals
		K	K	K	K	K	K
Total Revenues	1	1,790,000	1,852,000	1,917,100	1,985,455	2,107,227	9,651,782
Expenditures		241,329	253,395	266,065	279,368	293,336	1,333,493
Sports delivery		900,000	945,000	992,250	1,041,863	1,093,956	4,973,063
Governance and Management		100,000	105,000	110,250	115,763	121,223	552,236
Infrastructure Facilities.		70,000	73,500	77,175	81,034	85,086	386,795
Golf Courses.		70,000	73,500	77,175	81,034	85,086	386,795
Finance		15,000	15,750	16,538	17,365	18,233	82,886

Marketing and Sponsorships		100,000	105,000	110,250	115,763	121,223	552,236
Total Expenditure	2	1,496,329	1,571,145	1,649,703	1,732,190	1,818,143	8,267,510
Non cash item- Depreciation		0	0	0	0	0	0
Surplus		293,671	280,855	267,397	253,265	289,084	1,384,272
Capital Expenditure	3	200,000	210,000	220,500	231,525	243,101	1,105,126

#### ASSUMPTIONS.

1. There will be an inflation adjustment of 5% every year for the duration of the Strategic Plan.
2. The Union will be able to get sponsors for the two opens every year that will attract a minimum of \$ 200,000 for each open, one on the Copperbelt and the other one in the Midlands.
3. The Union will be able to organize financial support for the foreign engagements where we are sending a team to represent the Country as it happens in other sports such as football. These are All Africa Junior Golf Challenge, Zone 6, Africa Amateur Golf Championship, and the AGC President's Cup.
4. The Union will secure corporate sponsorship for the local training of our National team players each time there is an International engagement.
5. All local ZGU tournaments will be fully sponsored by the corporate world.