



STRATEGIC PLAN

NATIONAL OLYMPIC COMMITTEE OF SRI LANKA



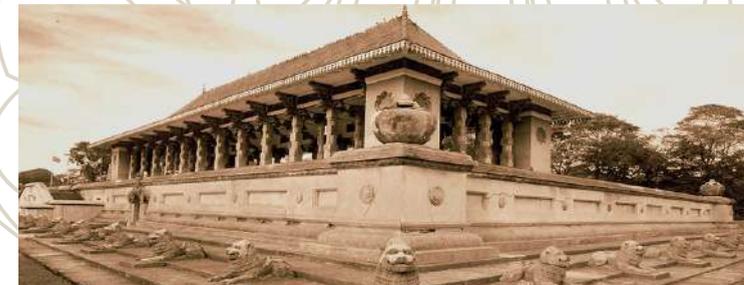
2 0



2 4 - 2 0



3 2



This document is produced with the primary consultation of Professor Emmanuel Bayle, secondary consultation of Australian Olympic Committee, and lead by the Management Team headed by Mr. Maxwell de Silva and Mr. B.L.H. Perera December 07, 2023





STRATEGIC PLAN

NATIONAL OLYMPIC COMMITTEE OF SRI LANKA

Strategic Plan Booklet

Copyright ©
2024 by National Olympic Committee of Sri Lanka (NOCSL)
All rights reserved.

Published by :
National Olympic Committee of Sri Lanka
"Sri Lanka Olympic House", 100/9F, Independence Avenue, Colombo-07

Authorized by the Executive Board, NOCSL

Concept Lead : Maxwell de Silva
Content Director : BLH Perera
Content Editor : Eranga C. Fernando

Art and Layout Design : Samith Thilina
Design Assistant : Gayathri Liyanage

Funded by Olympic Solidarity, International Olympic Committee

Photograph Credits :
Media and Marketing Team, National Olympic Committee of Sri Lanka
Getty Images

Printed by Aitken Spence Printing

No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law.

First Edition, 2024

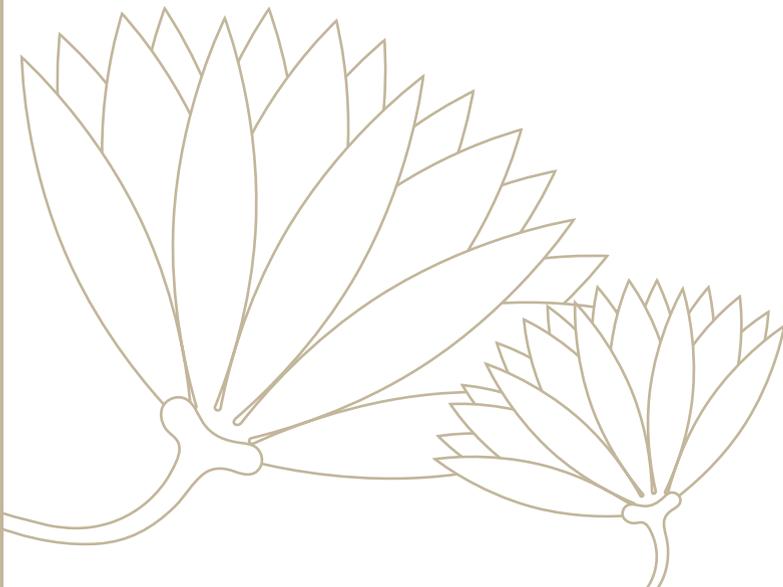




Photo by Matthias Hangst/Getty Images



It has been a profound moment of awakening where 'sport' has discovered the power of technology and a new generation, the generation Alpha with its unique characteristics overcasting previous generations in number of ways. At the same time sport organizations are expected and to be primed to perform its responsibilities for future generations while addressing the present day tasks and missions. The sport organisational leadership to meet the challenges to this era is not individual, but surely a strategic mission. The socio-economic impacts, technological advancement has forced sport organisations to drive an integrated and intergenerational strategies.

As the president of the National Olympic Committee Sri Lanka I welcome the initiative decision of the Executive Council to formulate strategies to strengthen our organisation ready for future with a overlooking plan of orientations for the period 2024 - 2032. The new and well promoted orientations of the NOC SL Strategic Plan 2024 - 2032 are primarily placed for a exciting sporting future through Olympism and Olympic ideals. I am thrilled to share this exciting milestone in our journey towards excellence. Over the past months, our dedicated team has been diligently crafting a roadmap for our future - a strategic plan that will guide us toward our shared vision of success.

Today, I am delighted to unveil this blueprint, a culmination of collective wisdom, foresight, and ambition. Our strategic plan embodies our unwavering commitment to innovation, growth, and sustainability. It serves as a compass, navigating us through the ever-evolving landscape of opportunities and challenges.

At its core, this plan encapsulates our aspirations, values, and priorities. It sets forth clear objectives, actionable strategies, and measurable outcomes. It empowers each and every one of us to contribute meaningfully towards our common purpose. As we embark on this journey together, let us embrace the spirit of collaboration, courage, and perseverance. Let us leverage our strengths, learn from our experiences, and adapt to change with agility. Let us dare to dream big, strive for excellence, and leave an indelible mark in the world.

I invite you to familiarize yourselves with the strategic plan, to engage wholeheartedly in its implementation, and to champion its success within our organization and beyond. Together, we have the power to shape a future that surpasses even our boldest aspirations. Thank you for your unwavering dedication, passion, and commitment to our collective vision. Together, let us chart a course towards a brighter tomorrow

SURESH SUBRAMANIAM
PRESIDENT OF NOC SL



"Great things are not done by impulse, but by a series of small things brought together."
- Vincent Van Gogh

"Every great journey starts with a single step."
- Maya Angelou

This strategic plan has been the product of the collective labour of many. I hope and believe that this document communicates the strong foundations that we have laid for the future success of the National Olympic Committee of Sri Lanka. Having being involved in the Olympic Movement for over two decades, I am immensely proud of the team that came together to make this plan possible. I was fortunate to have had the opportunity to motivate and lead this team. The discussions we had and experiences we underwent together in the last nine months have provided myself and the team with many opportunities to reflect, learn and grow.

We would not have been able to forge this plan without the support and guidance of a number of individuals especially Local Team Leader BLH Perera and the IOC/OS Consultant Prof. Emmanuel Bayle provided insight and expert knowledge and the NOC SL Team worked hard to compile the plan. The Executive Committee of NOC SL were instrumental in supporting the finalisation of the strategic plan which was unique.

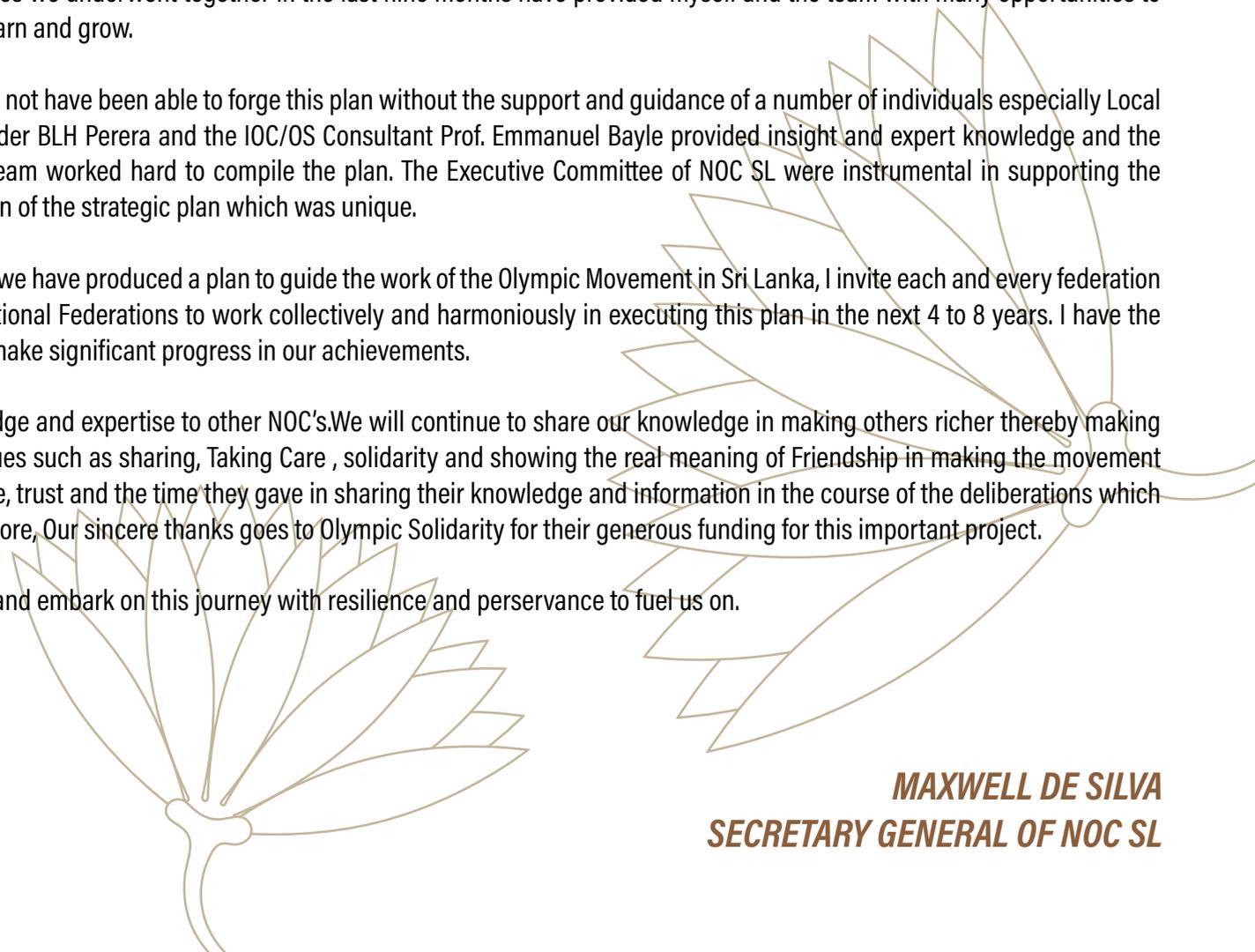
Now that we have produced a plan to guide the work of the Olympic Movement in Sri Lanka, I invite each and every federation and individual including our Executive Board, NOC Staff and National Federations to work collectively and harmoniously in executing this plan in the next 4 to 8 years. I have the utmost faith that this collaborative approach which allow us to make significant progress in our achievements.

NOC SL has being a forerunner in South Asia in sharing knowledge and expertise to other NOC's. We will continue to share our knowledge in making others richer thereby making the region more inclusive and practicing the noble Olympic values such as sharing, Taking Care, solidarity and showing the real meaning of Friendship in making the movement much stronger by example. I thank everyone for their confidence, trust and the time they gave in sharing their knowledge and information in the course of the deliberations which made this document more meaningful and purposeful. Furthermore, Our sincere thanks goes to Olympic Solidarity for their generous funding for this important project.

Let us keep in mind the wise words of Van Gogh/Maya Angelou and embark on this journey with resilience and perservance to fuel us on.

In the spirit of excellence, respect and friendship;

MAXWELL DE SILVA
SECRETARY GENERAL OF NOC SL





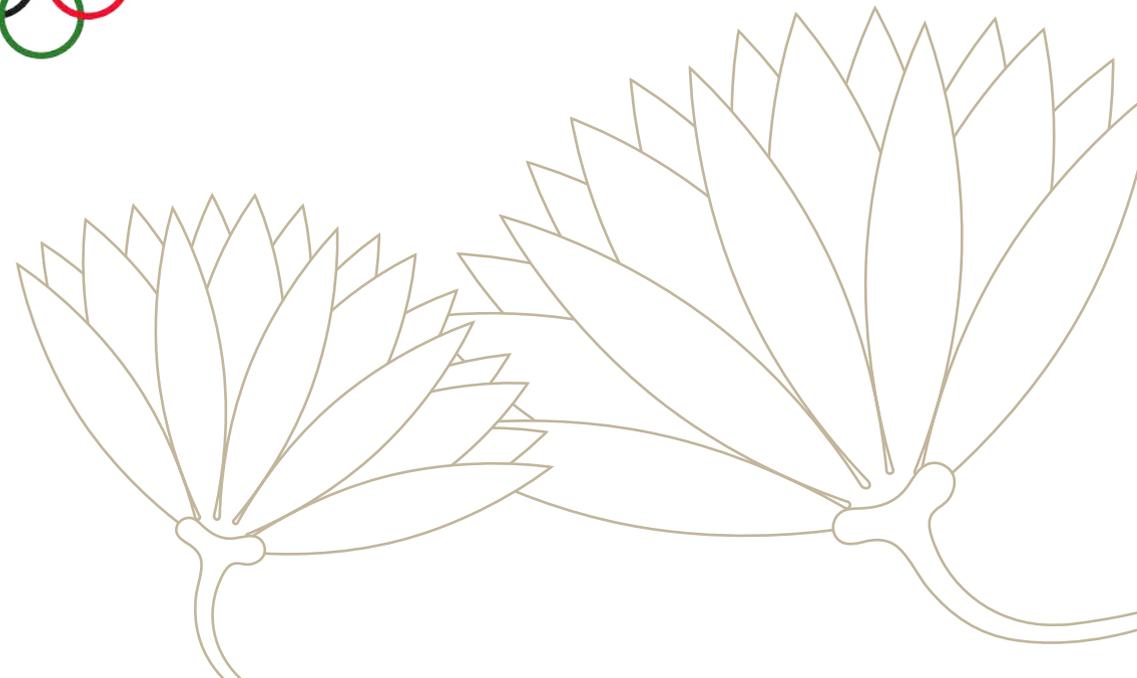
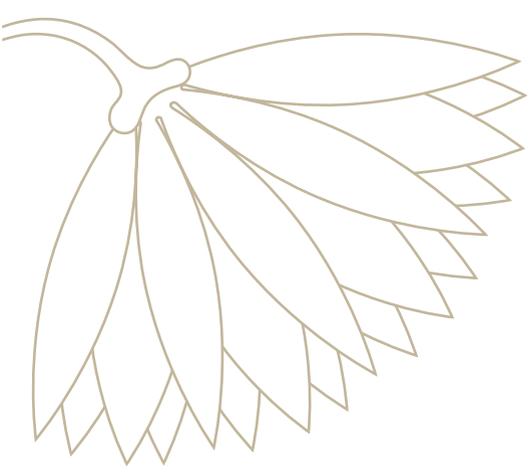
The Strategic Plan first formalized in 2023 provides a long-term guideline for the Sri Lankan sports and Olympic movement. The originality of its construction is based on a thorough diagnosis conducted with the collaboration of all stakeholders of Sri Lankan sport.

This plan is built on five major strategic directions:

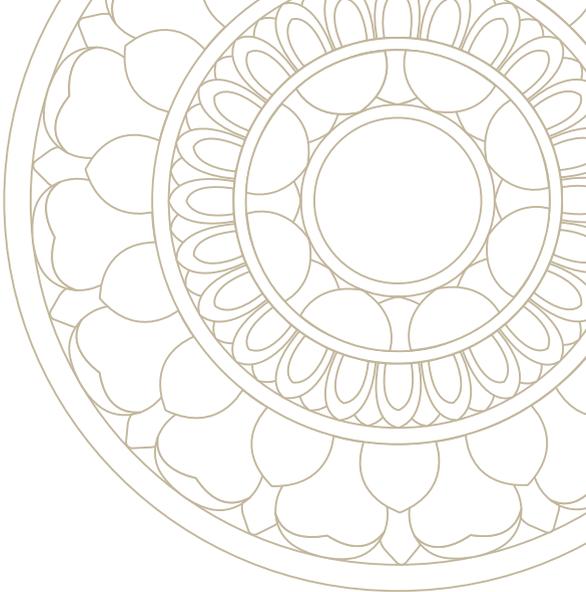
1. Strengthen the role of the NOC Sri Lanka to serve the general interest of the Olympic movement in the Sri Lanka sport system as the key actor.
2. Advocate for Olympic Sports to influence the benefit of sport to education, health and tourism.
3. Create an environment that enables retention and performance at elite level for athletes.
4. Harness the value of Olympians Alumni.
5. Reinforce governance, economic and professionalization capacities.

The proposed framework develops a specific action plan for the National Olympic Committee but which can also inspire each of its sports federations. Its implementation must create the conditions for a more professional and stronger Olympic and sports movement capable of developing the multiple potential of sport for the Sri Lankan nation.

PROF. EMMANUEL BAYLE
CONSULTANT TO THE STRATEGIC PLAN DEVELOPMENT



CONTENTS



Acronyms



08

Vision
Mission
Values
Working Principles



11

Sub-Orientations,
Objectives
and Actions



18

Sri Lanka's Olympic Journey:
A New Dawn



09

Strategic
Orientations



12

Implementation Plan:
Implementation
Task Force



29

From Front
page

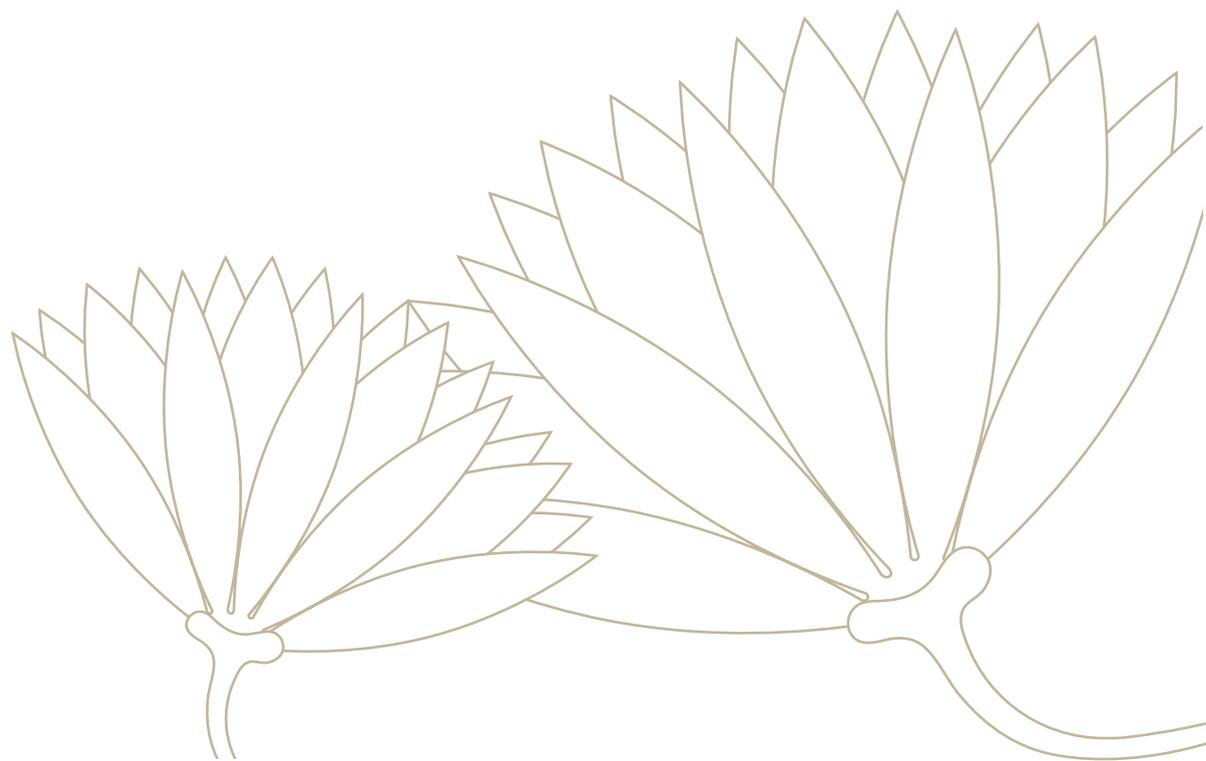


31



ACRONYMS

ANOC	- Association of National Olympic Committees
BUPGG	- Basic Universal Principles of Good Governance
COVID 19	- Coronavirus Disease 2019
IOC	- International Olympic Committee
ISM	- Institute of Sports Medicine
LGBTIQ+	- Lesbian, Gay, Bisexual, Transgender, Intersex, etc.
NF	- National Federation
NOC	- National Olympic Committee
OCA	- Olympic Council of Asia
OS	- Olympic Solidarity
SLADA	- Sri Lanka Anti-Doping Agency
UNESCO	- United Nations Educational, Scientific, and Cultural Organization
USAID	- United States Agency for International Development



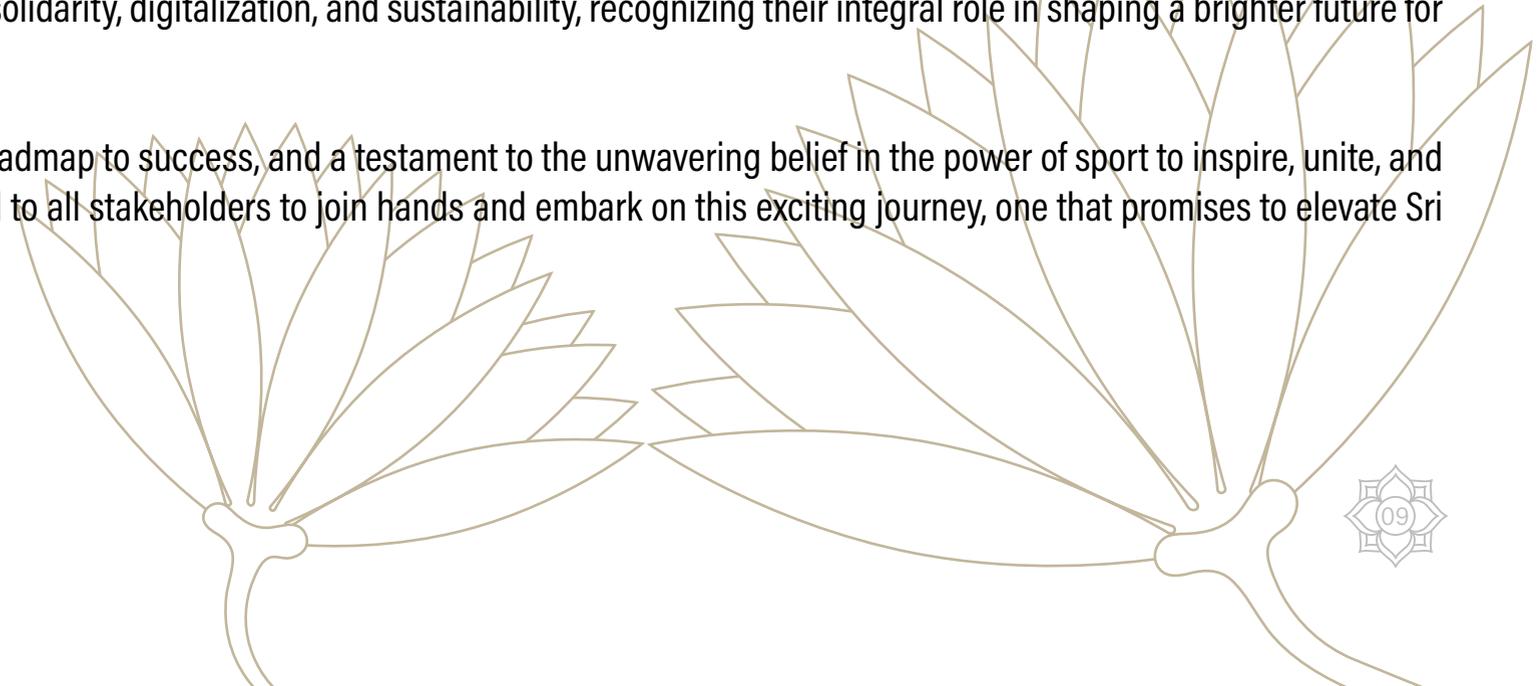
SRI LANKA'S OLYMPIC JOURNEY: A NEW DAWN

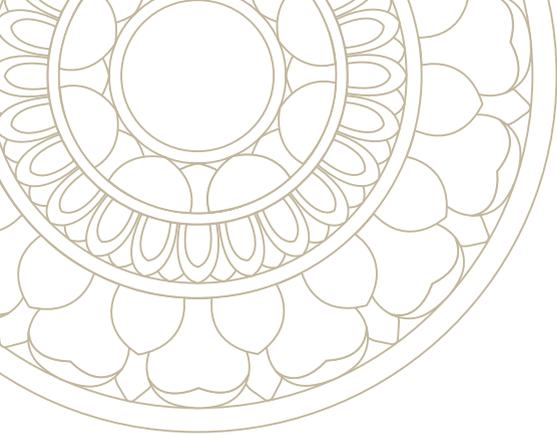
The year 2024 marks a pivotal moment in Sri Lanka's Olympic history. As we stand on the cusp of the XXXIII Olympiad in Paris, the National Olympic Committee of Sri Lanka (NOC SL) embarks on a transformative journey. This journey, guided by a newly crafted Strategic Plan spanning 2024-2032, embodies a renewed commitment to excellence, a re-ignition of the Olympic spirit, and a redefinition of Sri Lanka's place on the global sporting stage.

This strategic plan is more than just a document; it is a testament to the NOCSL's dedication to charting a new course, one that embraces the evolving landscape of the Olympic Movement. We are not merely clinging to past successes; we are actively shaping the future, drawing inspiration from the International Olympic Committee's Agenda 2020+5 and its vision for a more sustainable, inclusive, and impactful Olympic experience. The plan is a product of a rigorous and collaborative process, born from a deep understanding of our nation's athletic potential and fuelled by a collective desire to foster a thriving sports ecosystem. It reflects the voices of our athletes, coaches, and stakeholders, weaving their dreams and aspirations into a tapestry of shared ambition. This plan is a testament to the power of collaboration, innovation, and the unwavering spirit of 'Olympism' that permeates the NOCSL's very core.

As we navigate the challenges of a rapidly changing world, we remain steadfast in our commitment to the Olympic Values of excellence, friendship, and respect. We embrace the principles of solidarity, digitalization, and sustainability, recognizing their integral role in shaping a brighter future for Sri Lankan sports.

This strategic plan is a beacon of hope, a roadmap to success, and a testament to the unwavering belief in the power of sport to inspire, unite, and transform. It is a call to action, a clarion call to all stakeholders to join hands and embark on this exciting journey, one that promises to elevate Sri Lankan sports to unprecedented heights.





1

Initiation and Diagnosis

January 2019 – March 2023

Key Activities	Output
<ul style="list-style-type: none"> -Reorganizing Working Teams. -Understanding Internal and External Environment. -Auditing Management of NOCSL and NFs. -Data Validation Workshop with NFs. -Data Validation: Field Visits & Discussions. 	<ul style="list-style-type: none"> -SWOT Analysis -Situational Analysis Report -Recommendations for Next Stage

2

Development of the Strategic Plan

March 2023 – December 2023

Key Activities	Output
<ul style="list-style-type: none"> -Defining Vision, Mission, Values & Strategic Orientations. -Drafting Strategic Priorities. -Designing Strategic Plan Framework. -Final Strategic Plan. -Designing Implementation Plan. -Developing Action Plans. -Industrial Validation (AOC). Member Endorsement at AGM 	<ul style="list-style-type: none"> -Vision, Mission, Values, & Strategic Orientations. -Strategic Plan. -Action Plans

3

Implementing and Operationalizing the Strategic Action Plans

Ongoing (Since January 2024)

Key Activities	Output
<ul style="list-style-type: none"> -Implementing Strategic Action Plans. -Workshops for Staff & Executive Board. -Resource Allocation & Budget Planning. 	<ul style="list-style-type: none"> -Annual Goals & Work Plans. -Implementation & Monitoring of Strategic Action Plans





VISION

Inspire Sri Lankans through Olympism and sport

MISSION

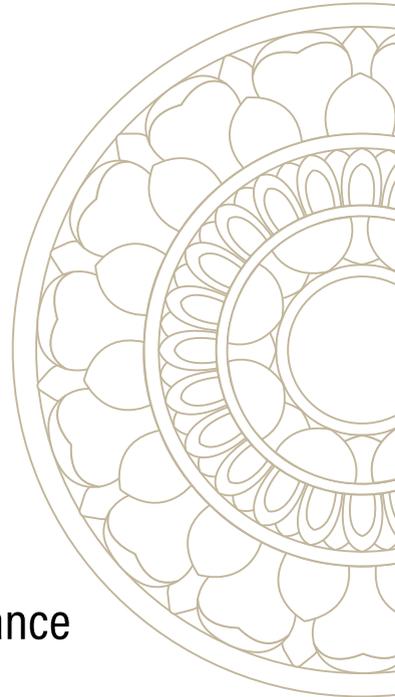
Develop, Promote, and Protect the Olympic and Sport Movement in Sri Lanka

VALUES

Excellence, Friendship and Respect

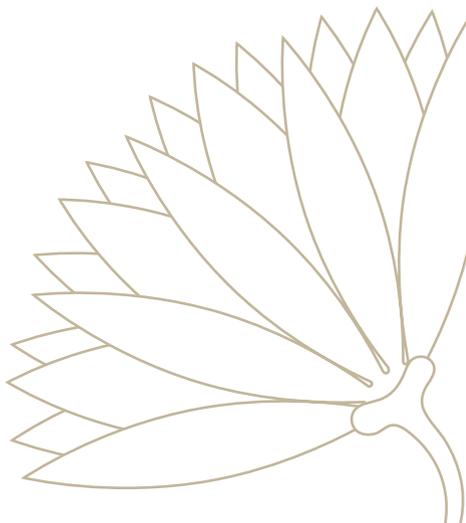
WORKING PRINCIPLES

Professionalism, Unity in Diversity, Sustainability, Integrity, Autonomy/Better Governance



STRENGTHEN THE ROLE OF THE NOC SRI LANKA TO SERVE THE GENERAL INTEREST OF THE OLYMPIC MOVEMENT IN THE SRI LANKA SPORT SYSTEM AS THE KEY ACTOR.

While focusing on Olympic success as a nation, Olympism and Sport to place to serve the humanity and to be the “federation of the federations” (give them services to develop Sri Lanka sport) and develop also non-Olympic sport and be the ‘main actor’ to lobby for sport in Sri Lanka. Marching towards harmonious development of the society through lifelong practice of sport with cultured value system based on Olympism is expected as a broader outcome of this orientation.

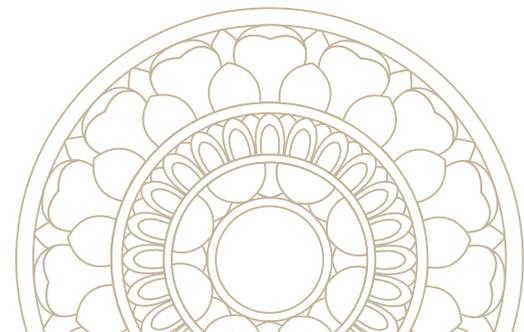




02

ADVOCATE FOR OLYMPIC SPORTS TO INFLUENCE THE BENEFIT OF SPORT TO EDUCATION, HEALTH AND TOURISM.

Under this orientation it will enhance the power to enrich three vital sectors: education, health, and tourism to overcome challenges faced at present. The use of sport and Olympism as a powerful tool and lever for education, health, and tourism. As an outcome sport and Olympism will be required in nation-building and will be a significant undertaking for political, economic, security, and social institutions in Sri Lanka.



CREATE AN ENVIRONMENT WHICH ENABLES RETENTION AND PERFORMANCE AT ELITE LEVEL FOR ATHLETES.

Majority of Sri Lankan sports actors' traditional key focus through sport is winning medals. The NOC-SL has planned leaving objectively from the direct traditional focus, but within SL's sports system we want to be more strategic to get some international success at short, medium, and long term. Through this orientation, NOCSL is determined to support promoting high performance in sports (or winning medal) in within the jurisdiction of NF and the government. This will keep NFs more active in getting the support from sponsors, etc. with the right choice of leaders in each NF.

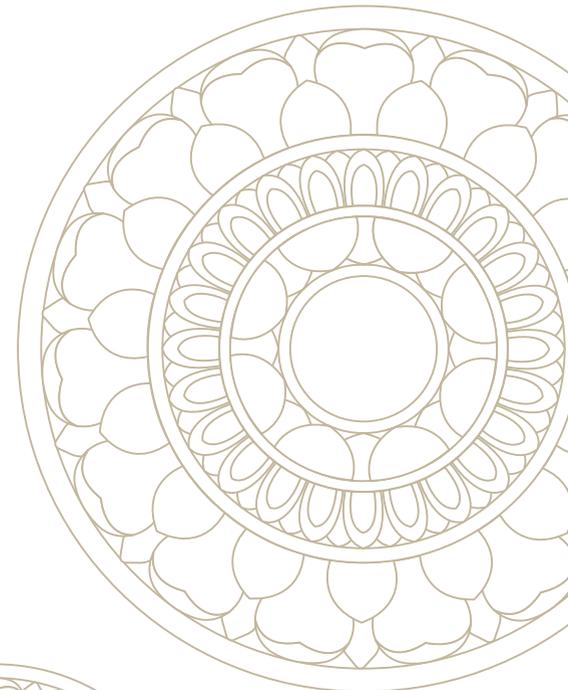




04

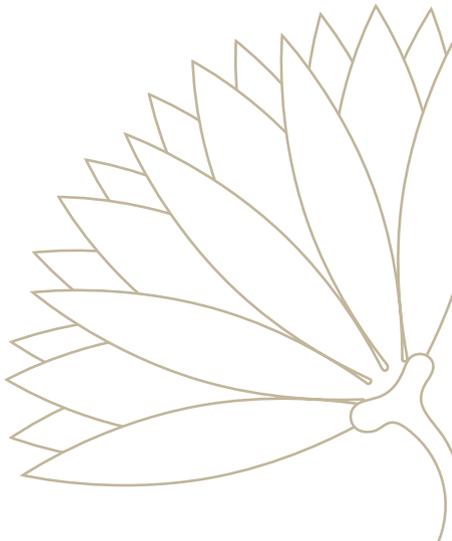
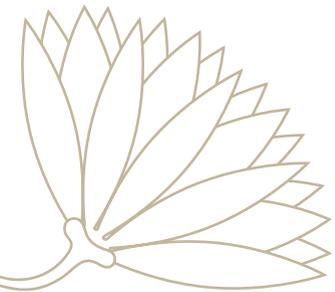
HARNESS THE VALUE OF OLYMPIANS ALUMNI.

NOCSL wants to develop this new policy to develop a new recognition model for the Olympians Alumni and get more notoriety and legitimacy for their existence.



REINFORCE GOVERNANCE, ECONOMIC AND PROFESSIONALIZATION CAPACITIES.

NOC-SL needs to build organisational capacities and an economic model to be a better professionalized organisation and toward National Federations. This is the condition to deliver the policy of the strategic orientations 1, 2, 3, and 4.





1. Orientation: Strengthen the role of the NOC Sri Lanka to serve the general interest of the sport movement in the Sri Lanka sport system as a key actor.

1.1 Adopt a collaborative and partnership governance approach with the key actors of the Sri Lanka sports system, notably with the NOC member sports and state.

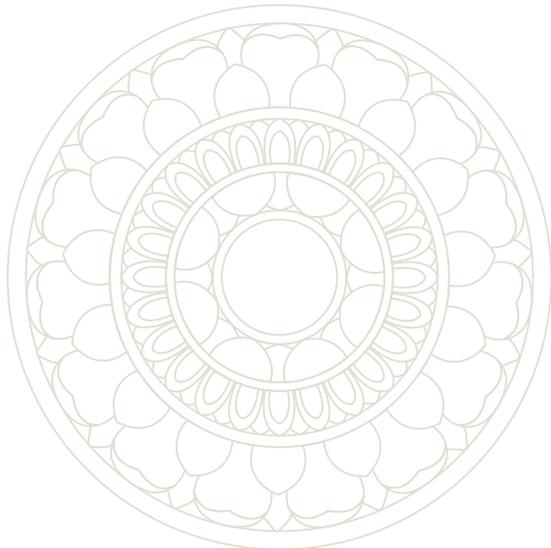
Key Ambitions	Actions
A. Number of new contracts with the State	<p>1.1.1 Sign MOUs with the state ministries (MOE, MOHE (UGC), MOT, MOH, MOD, MO Economy) and institutions and implement concrete actions with them.</p> <p>1.1.2 Formalise the content and the application of the collaborations with the MOYS.</p> <p>1.1.3 Legally secure the land of the NOC headquarter and NFs headquarters.</p>
B. Number of new NFs as members of the NOC	<p>1.1.4 Revise the statute and the constitution to include the non-Olympic Federations.</p> <p>1.1.5 Encourage non-Olympic and new federations to affiliate.</p>
C. Develop new partnerships with public and major private firms/ companies	<p>1.1.6 Sign sponsor partnerships for an Olympiad with main companies (one bank, one insurance company, one telecommunication, on tea company, sporting good company, hotels group, SL Airlines, etc. like Crysbro) joint promotion, value-in-kind, and money.</p> <p>1.1.7 Develop partnerships with the IOC TOP partners.</p> <p>1.1.8 Partner with leisure sport companies (fitness centres, Leisure and recreational groups, hotels, etc.).</p>

1.2 Contribute to a reformation and modernization of the legal framework of sport.

Key Ambitions	Actions
A. Better governance framework for sport development and promote co-regulation principle.	<p>1.2.1 NOC as the key negotiator/co-regulator for sport movement with the State and MOYS to participate in rewriting the new Sports Law</p> <p>1.2.2 Engage in consultation with the NFs as the members of NOC SL and main stakeholders sport system to determine the main points to introduce or to change in the current Sports Law (1973 and amendments)</p> <p>1.2.3 Create legal seminars in every Olympic quadrennial</p>

1.3 Consolidate the brand image of the NOC SL and the Olympic movement and sport

Key Ambitions	Actions
<p>A. Increase notoriety and image of the NOC and SL sports</p>	<p>1.3.1 Add value to the 'GoodSport'</p> <p>1.3.2 Objectively declared Sri Lanka Olympic House 'open days' practice for school children and public</p> <p>1.3.3 Link with the identified institutions to support Olympism (Olympic Study Centres)</p> <p>1.3.4 Promote culturally blended actions and media encouraged guidelines</p>
<p>B. Raise awareness among the actors of Sri Lanka sport system</p>	<p>1.3.5 Initiate "Sri Lanka Olympic and Sport Summit" (SLOSS) – once in two years – organise with the main actors of the SL sport system.</p> <p>1.3.6 Share information through NOC media (website and social media) and press (press conference, website and social media)</p>
<p>C. Reinforce the role of NOC and Sri Lanka sport in the global sport governance</p>	<p>1.3.7 Active participation in the SAOC, OCA, ANOC, CGF, IOC and other regional forums, congresses, and meetings</p>



2. Advocate for Olympic Sports to influence the benefit of sport to education, health, and tourism.

2.1 Position Olympism, sport, and physical activity as a key educational tool.

Key Ambitions	Actions
A. SL youth awareness of Olympism and Olympic educational values	2.1.1 Train Physical Education (PE) teachers in primary and secondary schools and PE instructors in universities 2.1.2 Integrate Olympism in general education (History, Languages, Mathematics, etc.) 2.1.3 Integrate Olympism based programs and activities initiated by NOC SL

2.2 Promote sport and physical activity as a key element in health prevention policies.

Key Ambitions	Actions
A. A society in better health through sport and physical activities	2.2.1 Design need-based programs and activities to promote health of the general public through sport and physical activities

2.3 Contribute in the development of ambitious leisure/recreation and sports tourism policy.

Key Ambitions	Actions
A. Develop tourism economy through leisure and recreational activities	2.3.1 Identify and demonstrate potential of leisure and recreational activities. 2.3.2 Assist the member NFs to find private business partnerships for facilities and animators. 2.3.3 Measure and add value to the economic weight of leisure and recreational sport for tourism in the country.

2.4 Contribute to build a sustainable national sporting event policy.

Key Ambitions	Actions
A. Add value to the current national sport events.	2.4.1 Encourage the government structuring and implementing an ambitious national sport policy. 2.4.2 Promote Olympic values and sporting culture through the events conducted by the NOC and mass events having patronage of the IOC. 2.4.3 Share best communication practices to organise National Championships and notably clear communication of the results/photos/video with media.
B. Co-build with member NFs with good applications to host international sporting events.	2.4.4 Encourage pooling skills and good organizational practices among the NFs with the expertise and the support of the NOC to organise international sporting events.

3. Create an environment which enables retention and performance at elite level for athletes.

3.1 Stimulate the creation of a National Sport Centres of Excellence.

Key Ambitions	Actions
A. Create the National Sport Centres of Excellence	<p>3.1.1 Formalise the working relationship with all key stakeholders (athletes, coaches, service providers, institutional partners, sporting bodies, or other relevant agencies) to create the NSCE</p> <p>3.1.2 Develop constant fraternization of coaches and athletes from various sports and knowledge sharing atmosphere</p> <p>3.1.3 Implement a Public-Private Partnership (PPP) Framework for NSCE</p>

3.2 Facilitate the preparation and participation at international competitions.

Key Ambitions	Actions
A. Ensure the best preparation for the athletes comply in all respects with the provisions of Olympic Charter.	<p>3.2.1 Practice the Standard Operational Procedures</p> <p>3.2.2 Facilitate "Olympic Sri Lankan Talent around the World"</p> <p>3.2.3 Optimize foreign best training opportunities – "Olympic Hopes"</p>
B. Ensure the best preparation for the coaches and the officials.	3.2.4 Facilitate the NFs with international scholarships for coaches and officials (with the support from the NOC/IF, private entities, universities, etc.)
C. Generate specific financial opportunities to support prospective Olympic athletes and entourage	<p>3.2.5 Generate specific funds through:</p> <ul style="list-style-type: none"> i. Reinforced tailor-made programs (i.e., Next Champ), grants and subsidies for athletes; ii. Sponsorships and donor programs; iii. Crowdfunding; iv. Social events; v. Sri Lanka Olympic Diaspora Solidarity; vi. TOP Sri Lanka Olympic Partners to support high-level athletes.

3.3 Improve the athletes' training environment and social/economic status.

Key Ambitions	Actions
<p>A. Athletes' quality of life satisfaction</p>	<p>3.3.1 Sign an MoU with Tri forces to support better training situations, reinforce job positions for elite athletes and prepare reconversion after retirement of sporting career.</p> <p>3.3.2 Sign an MoU with National Institute of Sport Sciences (NISS) to offer better conditions to develop coaches and technical officials.</p> <p>3.3.3 Create specific three-parties' contracts (Member NF/athlete/firm) to ensure the social and economic integration of the athletes and prepare their success of their transition.</p> <p>3.3.4 Protect the elite athletes by insurances by the State or by a private company and make it mandatory through Sports Law.</p> <p>3.3.5 Communicate the sporting and "social" results (education, jobs, post career support from sports, etc.).</p>

3.4 Value dual career system for athletes.

Key Ambitions	Actions
<p>A. Promote dual career system.</p>	<p>3.4.1 Provide dual career support from the NOC SL to elite athletes through following means:</p> <ul style="list-style-type: none"> i. Scholarships from powerful sporting countries with the best universities like Australia, Canada, Europe, Japan, South Korea, etc; ii. Specific education support; iii. Seeking active grants; iv. MOUs with Sri Lanka Tri Forces; v. Taking advantage of IOC TOP Sri Lanka Olympic Partners through tailor-made program solutions (i.e., Adecco, Panasonic, Etc)
<p>B. Transition (from sporting career to jobs).</p>	<p>3.4.2 Add value from knowledge and experience from former Elite athletes such as future leaders/administrators, aaambassadors (role model), officials, coaches</p>

4. Harness the value of Olympians Alumni.

4.1 Assess the Olympian legacy from inception NOCSL in Sri Lanka.

Key Ambitions	Actions
A. NOC SL Olympian legacy profile.	4.1.1 Attract and secure the Olympians Alumni data from 1937 - 2020. 4.1.2 Investigate and implement an engagement portal to Olympians to be able access opportunities to engage with the Olympic Movement.

4.2 Develop Olympian role models in Sri Lanka.

Key Ambitions	Actions
B. Develop the spirit of volunteerism in Olympians.	4.2.1 Attract and secure the dedicated Olympians Alumni as volunteers for the NOC events. 4.2.2 Create opportunities articulate an effective way to alumni to engage with young Olympic hopes in school under guidance of NOC SL.

4.3 Support Olympian Alumni to ensure their social and financial wellbeing.

Key Ambitions	Actions
A. Guide Olympian Alumni member life stability in the society.	4.3.1 Acknowledge and encourage NOC SL Olympian Alumni to dedicate for their career development activities.

4.4 Promote the Olympian Alumni service in the relevant National Federations.

Key Ambitions	Actions
A. Connect Olympian Alumni with NFs.	4.4.1 Encourage NFs to recognise the service of Olympian Alumni in their sport promotion activities. 4.4.2 Identify and use Olympians key sport ambassadors as "Sri Lanka Olympic Ambassadors"

5. Reinforce governance, economic and professionalization capacities.

5.1 Adopt best governance practices: IOC's BUPGG (Basic Universal Principles for Good Governance).

Key Ambitions	Actions
A. Adopt the best practices of good governance.	5.1.1 Coach and train the NFs to check with the BUPGG's framework for them functioning (self-evaluation or NOC support).
B. Each interested NOC SL member NF with a formalised Strategic Plan by 2028.	5.1.2 Provide Support for the formalisation of the NF's Strategic Plan.
C. Keep the Sri Lanka sport safe and clean.	5.1.3 Provide support for integrity, safeguarding, and anti-doping in sport among the NFs and activate the mechanisms.
	5.1.4 Provide support for Prevention of Manipulation of Competitions (PMC) in collaboration with the MOYS (Special Investigation Unit) and Interpol.

5.2 Foster and empower gender equity.

Key Ambitions	Actions
A. Increase women participation in sport.	5.2.1 Advance gender equity by promoting women sport from child to senior.
B. Empower women leadership in NOC and NFs.	5.2.2 Provide education and skill-based development for leadership positions.
	5.2.3 Modify the NOC/NFs constitution to minimum of 30% women/each gender in executive board for 2030.
C. Protect the LGBTIQ+ community in sport.	5.2.4 Develop a specific policy to recognise and protect the LGBTIQ+ community in sport.

5.3 Promote Environmental Sustainability.

Key Ambitions	Actions
A. 50% less carbon footprint for 2030 and net zero emissions target by 2040	5.31 Implement recommendations by the Deloitte, the IOC consultant on climate actions

5.4 Generate more revenues and resources through new economic models.

Key Ambitions	Actions
A. Generate more money and financial means for SL NOC and member NFs.	<p>5.41 Negotiate and formalise means and finance through the MOUs with key public ministries such as sport, education, health, tourism, economy, and defence.</p> <p>5.42 Commercialise the "TOP Sri Lanka Olympic Partners"</p> <p>5.43 Identify international opportunities for finance through cooperation to get scholarships, equipment etc. and from foreign governments (foreign missions), NGOs, etc.</p> <p>5.44 Request for financing through solidarity programs from IF, Olympic solidarity and OCA.</p> <p>5.45 Collect course registration fee (from individuals and representative organizations) to cover the cost from the education programmes in addition to the Olympic solidarity funding.</p> <p>5.46 Develop a profitable economic model from new sporting event policy (leisure and mass) launched by the NOC with the support of NFs.</p>

5.5 Enhance professionalism and capacity building of the NOC Sri Lanka.

Key Ambitions	Actions
<p>A. Enhance the professionalization of NFs in sporting/administrative and development domains</p>	<p>5.5.1 Encourage each NOC SL member NF to have a national Technical Director who will be in-charge for high-performance and grassroots, and coaches training system and a national coach dedicated to elite sport</p> <p>5.5.2 Increase to have a minimum of five staff for high volume NFs (Sport/Administration/Finance/Marketing and Media development)</p> <p>5.5.3 Provide administrative and financial services from the NOC SL to small and medium NFs (link with their size)</p> <p>5.5.4 Build a common headquarters for NFs with the MOYS's support</p> <p>5.5.5 Develop a common intranet system to support NFs for knowledge management and transferring</p> <p>5.5.6 Provide training opportunities for administrators and volunteer leaders through administrative programs (i.e., MEMOS, National Course Directors Training Program, Seoul National University, German Sport university College through Olympic solidarity, Russian International Olympic University, Advanced Sport Management Course, Sport Administrators Course and IOC Young Leaders, IOA programmes, NOA programmes)</p> <p>5.5.7 Reinforce terms of reference for sub committees to create partnership actions with the local and international universities: research, expertise, potential talents, internships to work in NFs and NOC</p> <p>5.5.8 Establish an Olympic research unit with library, archives, and museum</p>
<p>B. Reinforce the professional conditions to deliver the strategic plan of the NOC</p>	<p>5.5.9 Recruit six senior managerial positions at NOC: i. Director [General coordination of the administration and implementation of the strategic plan – Tandem with EB and GS], ii. Events Manager (national and mass sports), iii. High Performance manager, iv. Manager in charge of partnerships (public and private) v. Sponsorship and Fundraising Manager, vi. Manager for sport data system</p> <p>5.5.10 Clarify the existing positions and their functions: i. International Games Manager; ii. Manager of international relations and cooperation</p> <p>5.5.11 Recruit a HR Manager (Staff and Volunteers)</p>

C. Involve volunteer leaders in the key management areas	5.512 Develop a “tandem” coordination volunteer leader and a full time and qualified manager
D. Organise and coordinate the process	5.513 Create an organisational chart for NOC and job description for the staff and mission description for volunteer leader 5.514 Allocate each manager to facilitate to the relevant subcommittee
E. Reinforce external competences and connections with the key stakeholders	5.515 Recruit public and private experts, and volunteers to integrate in the NOC subcommittees

5.6 Seize digital transformation.

Key Ambitions	Actions
A. Digital Transformation Readiness Campaign (DTRC)	5.61 Audit across the digital transformation framework need for NOCSL 5.62 Select the DTRC team or partners

Implementation Plan Summary

a. A Visual Overview

Level of Change	Key Actions	Impact	Resources	Timeline
Individual	<ul style="list-style-type: none"> Staff training on strategic priorities New skills development for alignment with strategic directions Updating job descriptions and performance expectations 	<ul style="list-style-type: none"> Improved staff knowledge and skills to execute the strategic plan Enhanced efficiency and effectiveness of operations 	<ul style="list-style-type: none"> Budget for training and development Dedicated training resources 	2024 – Ongoing
Immediate Stakeholder	<ul style="list-style-type: none"> Workshops for volunteers and partners to align with strategic priorities Regular updates on strategic plan progress Collaborative working groups for key tasks 	<ul style="list-style-type: none"> Improved understanding and support for strategic objectives by volunteers and partners Enhanced collaboration and engagement with stakeholders Streamlined and efficient operations 	<ul style="list-style-type: none"> Dedicated resources for partner engagement Collaborative tools and platforms 	2024 – Ongoing
Organizational	<ul style="list-style-type: none"> Executive Board alignment with strategic priorities Introduction of new technologies and operating procedures Performance management system aligned with strategic objectives 	<ul style="list-style-type: none"> Organization - wide strategic focus Enhanced organizational efficiency and effectiveness Increased accountability for achieving strategic goals 	<ul style="list-style-type: none"> Investment in technology and system upgrades Budget allocation for strategic initiatives 	2024 – Ongoing

Note: This timeline provides a structured approach to implementing the strategic plan over a nine-year period, encompassing three Olympic cycles. It allows for regular review and adjustment of strategies while maintaining focus on long-term goals. The timeline in action plans are dynamic and can be further detailed or adjusted based on specific priorities of the National Olympic Committee of Sri Lanka and changes in the global sports landscape.

b. Key Highlights:

- Three Levels of Change : The plan focuses on individual, stakeholder, and organizational levels for comprehensive implementation.
- Training and Development : Prioritizing staff training and development to ensure alignment with strategic objectives.
- Stakeholder Engagement : Actively engaging volunteers and partners through workshops and updates to foster support.
- Leadership Alignment : The Executive Board and governance key players are crucial for driving change and ensuring success.
- Technology & Processes : Utilizing new technologies and streamlining processes for efficiency and effectiveness.

c. Implementation Task Force Layout and Description

Key Layer	Title / Responsible Person(s)	Purpose
1. Key Leadership	President : Mr. Suresh Subramaniam Secretary General : Mr. Maxwell de Silva	To lead and coordinate the successful implementation of specific orientations within the broader Strategic Plan, ensuring alignment with key objectives and fostering positive outcomes.
2. Orientation Leaders	O1 Chair: Mr. C. Liyanage O2 Chair: Mr. R. Fahmy O3 Chair: Mr. S. Peiris and Mr. G. Jayasinghe O4 Chair: Mr. S. Premadasa and Mr. K. Jayaratne O5 Chair: Mrs. N. Jayathilake and Mr. J. Kenny	To facilitate and deliver a specific strategic orientation within the broader framework of the NOCSL Strategic Plan, ensuring successful engagement, learning, and a alignment with key objectives.
3. Observation and Consultancy	Lead Consultant : Mr. B.L.H. Perera Deputy Consultant : Mrs. Eranga C. Fernando	To provide expert guidance and oversight for the implementation of the NOCSL Strategic Plan, ensuring alignment with key objectives and fostering successful outcomes. To provide analytical support and strategic coordination for the successful implementation of the NOCSL Strategic Plan.
4. NOCSL Administration Staff - Strategic Plan Implementation	Strategic Plan Implementation Coordinator NOC Administration Staff	To ensure effective and efficient implementation of the Strategic Plan at the staff level, fostering alignment and engagement. To actively contribute to the implementation of the NOCSL Strategic Plan by ensuring the smooth functioning of key administrative processes and providing support to the Implementation Team.

FROM FRONT PAGE



SANDAKADA PAHANA

The Sandakapahana, an ancient Sri Lankan moonstone, symbolizes the journey of life and spiritual enlightenment. Its concentric circles mirror the Olympic rings, representing unity and interconnectedness. Both concepts emphasize personal growth and overcoming obstacles. In the context of Sri Lankan sports, the Sandakapahana's symbolism aligns with Olympism's values of excellence, respect, and friendship, encouraging athletes to pursue their goals while embracing cultural heritage and universal principles.



SIGIRIYA

The majestic Lion mouth entrance of Sigiriya, an architectural marvel, symbolizes strength, courage, and resilience. These qualities align with the Olympic values of excellence and determination. In the Sri Lankan sports context, Sigiriya serves as a powerful metaphor for athletes overcoming challenges and reaching new heights. It inspires sportspeople to approach their disciplines with the same level of dedication and innovation that ancient Sri Lankans applied to create this wonder, embodying the spirit of Olympism in their pursuits.



FIRST OLYMPIC TEAM

The image of the first Ceylonese Olympic team marching represents a significant milestone in Sri Lanka's sporting history. It embodies the Olympic values of friendship, respect, and excellence on an international stage. This moment symbolizes Sri Lanka's entry into the global sporting community, inspiring generations of athletes to follow. In the context of Sri Lankan sports, it serves as a reminder of the country's Olympic heritage and the importance of national representation, encouraging athletes to strive for excellence while fostering international camaraderie.



OLYMPIC DAY CELEBRATION

The image of a girl and boy as torch bearers in the Olympic Day run embodies the Olympic values of equality, inclusion, and youth empowerment. This representation resonates with Sri Lanka's efforts to promote gender equality in sports and encourage youth participation. By featuring both genders, it emphasizes the importance of equal opportunities and teamwork in athletics. This symbol inspires young Sri Lankans to embrace Olympic ideals and actively engage in sports, fostering a sense of national unity and pride.



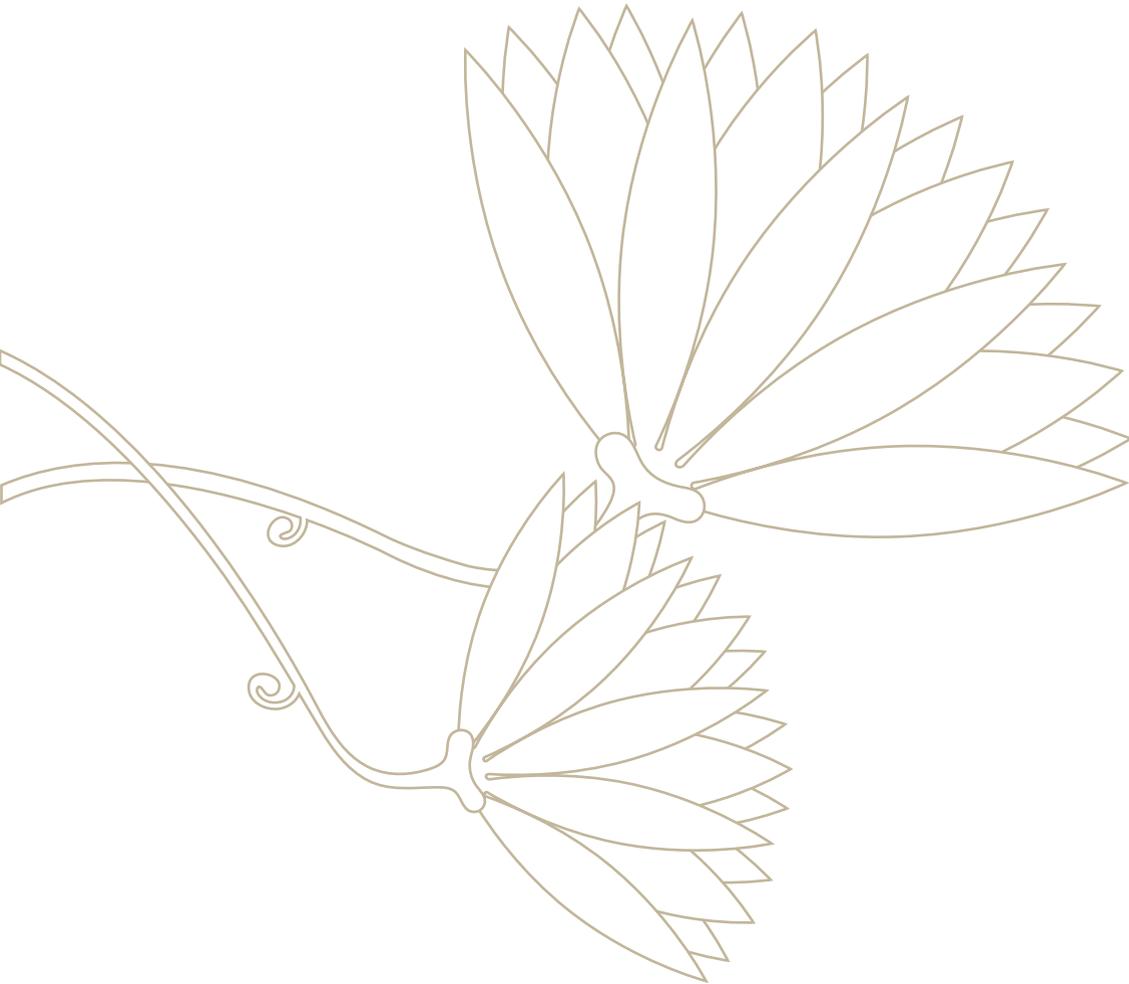
INDEPENDENCE MEMORIAL HALL

The Independence Memorial Hall symbolizes Sri Lanka's freedom and national identity. Its significance aligns with the Olympic value of independence in sports governance and the right to participate. In the Sri Lankan sports context, this monument represents the autonomy of national sports bodies and the importance of preserving cultural identity in athletics. It inspires athletes to take pride in representing their nation while embracing the universal values of Olympism, fostering a sense of patriotism and global citizenship in sports.



EMBEKKA DEVALAYA

The depiction of wrestlers at Embekke Devalaya showcases Sri Lanka's rich martial arts heritage. This aligns with the Olympic values of respect for opponents and fair play. In the context of Sri Lankan sports, it highlights the importance of preserving traditional sports while embracing modern Olympic disciplines. The wrestlers symbolize the blend of physical prowess and spiritual discipline, encouraging contemporary athletes to cultivate both body and mind in their pursuit of excellence, embodying the holistic approach of Olympism.



National Olympic Committee of Sri Lanka would like to extend the gratitude for all the well-wishers and NOC stakeholders contributed in numerous ways to achieve this output as a team effort. We trust your ambitious cooperation throughout the implementation process and thereby the outcomes through Sri Lanka towards the Olympic Movement



