

Executive Board Retreat/Meeting Draft 16–18 January 2026 – Swakopmund



The **Namibia National Olympic Committee – Commonwealth Sport (NNOC-CS)** Executive Board convened for its annual retreat and board meeting from 16–18 January 2026. The weekend provided an important platform to review progress, align priorities for the 2026–2028 cycle, and adopt key resolutions to strengthen performance, governance, and sustainability across the organisation.

The retreat opened with the presentation of the **2026 Business Plan**, outlining the updated office organogram, annual calendar, key events, and priority projects. The Board reflected on major milestones achieved in 2025 and confirmed strategic focus areas for 2026, including preparations for the Commonwealth Games Glasgow 2026 and Youth Olympic Games Dakar 2026, policy development, stakeholder engagement, and strengthened media and communication platforms.





A central strategic outcome of the meeting was the adoption of the **Strategic Code Classification Framework (2026–2036)**. The Board endorsed a structured, evidence-based approach to prioritising resources, with **Classification A** identified as performance priority sports targeting LA 2028, and **Classifications B and C** focused on pipeline development and long-term sustainability. The framework reinforces accountability, transparent decision-making, and athlete-centred planning across Olympic cycles.

Financial governance and sustainability featured prominently, with discussions on refining financial policies to ensure they are practical, transparent, and adaptable over time. Emphasis was placed on stronger internal controls, succession planning, delegation of authority, and regular financial reporting to National Federations, supported by periodic internal audits. The Board reaffirmed the importance of close collaboration with government and key stakeholders to secure sustainable funding and ensure institutional stability.



Team Preparation and Athlete Support

Drawing from the Namibia CGA Board Workshop, the Board engaged in in-depth discussions on team preparation for major events. Key pillars highlighted included clear roles and responsibilities, effective stakeholder coordination, strong management and support teams, and realistic performance objectives. International case studies underscored the importance of structured preparation models, transparency, accountability, and continuous review. The Board recognised that well-defined systems, early planning, and alignment between athletes, federations, and partners are essential to delivering competitive and credible Team Namibia performances on the continental and global stage.



A further strategic focus was placed on holistic athlete preparation, including mental performance. The Executive Board approved in principle the introduction of a **Sport Psychology Support Programme** for 10–15 athletes on the LA 2028 pathway, recognising mental readiness as a decisive factor in elite performance. The programme will be implemented from 2026, subject to securing funding, with an annual budget of N\$250,000.



Corporate Governance and Institutional Integrity
 Corporate governance was reaffirmed as a foundational pillar underpinning all NNOC-CS activities. The Board emphasised that good governance is not a compliance exercise alone, but a way of life that directly enables performance, trust, and credibility. Discussions highlighted the importance of balancing compliance with agility, integrating emerging considerations such as digital transformation, AI, and ESG principles, and ensuring that governance structures support, rather than hinder, delivery.

The Board committed to strengthening governance through clear delegation of authority, disciplined agenda-setting with a future-focused orientation, and embedding accountability at all levels of the organisation. Particular emphasis was placed on the implementation of **annual Board evaluations** to assess effectiveness, skills balance, and performance, as well as the maintenance of an **annual conflict of interest register** to safeguard integrity and transparency. These measures reinforce ethical leadership, institutional trust, and alignment with international best practice across the Olympic and Commonwealth Sport movement.



The retreat concluded with a strong reaffirmation of the Board's commitment to athlete-first decision-making, disciplined governance, and collaborative partnerships, aimed at building a resilient, credible, and high-performing Namibian sport ecosystem.

