



REPUBLIC OF ZAMBIA

MINISTRY OF YOUTH, SPORT AND ARTS



# STANDARD OPERATING PROCEDURE FOR COMMUNITY SPORT FOR LOCAL AUTHORITIES



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## **FOREWORD**

Recognising the need to enhance sports participation and competition in Zambia, the Ministry of Youth, Sport and Arts is committed to developing the sports sector. A key strategy is the devolution of community sports functions to local authorities. This approach, aligned with the Constitution of Zambia (Amendment) Act No. 2 of 2016, the National Decentralisation Policy of 2023, and Cabinet Office Circular No. 2 of 2023, empowers local communities to take ownership of their sports development.

By transferring power, authority, and resources to local authorities, the Ministry aims to foster grassroots sports development and mass participation. This devolution will enable communities to engage in the sports of their choice, promoting community involvement, social development, and economic sustainability.

This Standard Operating Procedure provides a framework to guide local authorities in implementing community sport programs. It considers the diverse roles of stakeholders involved in sports development at the community level. Ultimately, this SOP aims to facilitate the growth of grassroots sports and encourage widespread participation.



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**WORKING DEFINITIONS**

<b>Community Sport</b>	A broad term encompassing organised sports and physical activities that involve community members of all ages, abilities, and backgrounds.
<b>Sports Development Officer</b>	A professional responsible for planning, implementing, and monitoring sports development initiatives within a specific region
<b>Multi-purpose Sports Facilities</b>	Sports facilities designed to accommodate multiple sports and recreational activities.
<b>Talent Identification</b>	The process of identifying individuals with exceptional athletic abilities and potential.
<b>Sports Organisations</b>	Entities established to promote and govern specific sports or physical activities, such as associations, federations, and clubs.

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## INTRODUCTION

These Standard Operating Procedures (SOPs) outline the guidelines for implementing community sport programs at the local authority level in Zambia. The document aims to enhance the efficiency, effectiveness, and inclusivity of sports activities within communities, fostering a healthy and active population.

The SOPs cover various aspects of community sport, including:

- **Establishing, Rehabilitating, and Maintaining Sports Facilities:** This section addresses the process of identifying suitable locations, developing project proposals, and overseeing the construction and maintenance of multi-purpose sports facilities.
- **Talent Identification and Development:** The SOP outlines strategies for identifying promising young athletes, providing them with training opportunities, and creating pathways for their advancement to higher levels of competition.
- **Registration and Accreditation of Sports Organisations:** The procedure for registering and accrediting sports organisations within the district is detailed, ensuring transparency and accountability.
- **Coordination, Enforcement, Monitoring, and Resource Mobilization:** This section emphasizes the importance of effective coordination among stakeholders, enforcing regulations, monitoring the impact of sports programs, and securing necessary resources.
- **Implementing the National Sports Policy:** The SOP provides guidance on aligning district-level sports initiatives with the national sports policy to ensure consistency and coherence.

By following these procedures, local authorities can effectively promote community sport, improve public health, and contribute to the overall development of the district.

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## 1.0 PROCEDURES FOR THE IMPLEMENTATION OF COMMUNITY SPORT PROGRAM

### 1.1 Introduction

This Standard Operating Procedure (SOP) outlines the procedures for implementation of Community Sport program at Local Authority level. These programs aim to increase mass participation in sports and physical activity across all demographics, with a focus on inclusivity for women, youth, and people with disabilities. In addition, the program seeks to make Local Authorities more efficient, cost effective and responsive to the needs of local communities in the delivery of community sport.

### 1.2 Scope

This SOP applies to all aspects of community sport covering the following:

- i. **Sports for All Programs:** Initiatives that encourage broad participation in various sports and physical activities for all ages and abilities.
- ii. **Focus on Youth Sport:** Programs designed to introduce and develop youth involvement in Organised sports and physical activity.
- iii. **Mobilization of Communities:** Strategies to engage diverse community groups in sports activities.
- iv. **Promotion of Women in Sports:** Initiatives to increase female participation in sports as athletes, coaches, and officials.
- v. **Promotion of Sports for People with Disabilities:** Programs that provide accessible and inclusive opportunities for people with disabilities to participate in sports.
- vi. **Implementation of a national sports policy at district level.** This entails operationalization of the policy in accordance with comparative advantage of the district.

### 1.3 Purpose

This SOP aims to:

- i. Act as a guide in the implementation of Community Sport.
- ii. Ensure efficient and effective utilisation of resources.
- iii. Increase participation in sports and physical activity across the community.
- iv. Develop a strong foundation for youth sports programs.
- v. Foster social inclusion and community spirit through sports.
- vi. Promote participation of women and people with disabilities in sport.
- vii. improve overall health and well-being of the community.

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## **1.4 Roles and Responsibilities**

### **1.4.1 Local Authority:**

- i. Mobilise resources for implementation of community sport initiatives.
- ii. Provide a budget allocation for community sports initiatives.
- iii. Appoint/recruit and supervise the Sports Development Officer (SDO).
- iv. Develop strategies for promoting community sports participation.
- v. Collaborate with local sports associations, federations, schools, organisations and community-based organization (NGO's, FBO's, Civil Society Organisations and local civic and traditional leaders).

### **1.4.2 Sports Development Officer (SDO):**

- i. Implement strategies and programs for Sports for All, Youth Sports, and disability inclusion.
- ii. Develop resource mobilisation strategy in collaboration with sports associations/federations.
- iii. Enhance partnerships with community groups to increase sports participation.
- iv. Organise and manage sports events, festivals, and workshops.
- v. Identify and train volunteers to support sports programs.
- vi. Promote opportunities for women in sports through coaching and leadership programs.
- vii. Promote opportunities for persons with disabilities in sport.
- viii. Promote opportunities for the aged in sport.
- ix. Sports policy advocacy
- x. Prepare and implement training plan
- xi. Conduct performance appraisal
- xii. Monitor and evaluate the effectiveness of community sports programs.

### **1.4.3 Community Development Officer (CDO):**

- i. Assist in Community mobilization.
- ii. liaise with local leaders to promote community sport.
- iii. Community engagement and awareness campaigns on community sport.
- iv. Policy advocacy on sports development and physical activities.

### **1.4.4 Community Leaders and Volunteers:**

Act as liaisons between the Sports Development Officer, Community Development Officer and community members, promoting participation and assisting with logistics.

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## **1.5 Procedures**

### **1.5.1 Needs Assessment and Community Engagement**

- i. The SDO will conduct a needs assessment to identify interests, resources, and barriers to sports participation within the community.
- ii. Organise regular meetings and consultations with sports associations, federations, schools, organisations and, community-based organisation (Non-Governmental Organisation's (NGOs), Zambia Association for the Physically Disabled (ZAPD), Faith Based Organisation's (FBOs), Civil Society Organisations (CSOs) and local civic and traditional leaders).

### **1.5.2 Program Development and Implementation**

- i. Develop a diversified program calendar with activities for various ages, abilities, and interests (e.g., Jogging groups, recreational leagues, fitness classes).
- ii. Partner with schools, community centers, and sports facilities to offer accessible program locations.
- iii. Offer capacity building programmes and clinics for specific sports to encourage new participants.
- iv. Organise inter-community sports events and tournaments to promote talent identification, sport tourism, social interaction and competition.

### **1.5.3 Inclusion Strategies**

- i. Identify barriers that limit the participation of women, the aged and persons with disabilities in sport.
- ii. Develop strategies that will increase participation of women, the aged and persons with disabilities in sport.
- iii. Create safe spaces for women, the aged and persons with disabilities.
- iv. Facilitate the provision of adaptive equipment.
- v. Facilitate the provision of accessible and gender sensitive facilities.
- vi. Partner with disability organisations to develop inclusive sports programs.
- vii. Promote female participation as athletes, coaches, referees, and officials through training programs and mentorship initiatives.

### **1.5.4 Promotion and Marketing**

- i. Utilise various communication channels (e.g. social media, community television and radio stations, websites, district and community newsletters) to promote community sport programmes.
- ii. Collaborate with learning institutions, sports associations, federations, organisations and community-based organization (NGO's, FBO's, Civil Society Organisations and local civic and traditional leaders) to disseminate programme information.

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- iii. Organise sports festivals, exhibitions, road shows and other promotional events and demonstrations to market community sports.

#### **1.5.5 Monitoring and Evaluation**

- i. Develop monitoring and evaluation tools for community sport.
- ii. Develop the e-digital district data base for community sport.
- iii. Regularly monitor performance of the programme (quarterly) using the devolution tracking tool.
- iv. Conduct periodic (annual) evaluations to assess program effectiveness in achieving objectives.
- v. Recommend for Refinement and adaptation of programs based on data and feedback to ensure continuous improvement.

#### **1.6 Reporting**

- The SDO will submit monthly community sports program activity reports to the Director-Housing and Social Services. The report will contain among many things;
  - i. program activities,
  - ii. participation data,
  - iii. challenges encountered and
  - iv. recommendations for improvement.
- The SDO will submit quarterly community sports program activity reports to the Provincial Sports Development Officer through the Office of the Chief Executive Officer of a Local Authority.

#### **1.7 Resources**

- The SDO will maintain a resource (Human, financial and technical) list of qualified coaches, trainers, volunteers, accessible sports facilities, and funding opportunities for community sports programs.
- Human resources
  - i. Maintain unit staff record
- Financial Resources
  - i. Annual budgets
  - ii. List of funding partners
  - iii. Funding and Expenditure profiles
- Technical Resources
  - i. Qualified coaches
  - ii. Trainers
  - iii. Volunteers
  - iv. Umpires/ Referees
  - v. Sports administrators
  - vi. Accessible sports facilities
  - vii. Sports equipment

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## **1.8 Collaboration**

The Local Authority and SDO will actively seek collaboration with relevant stakeholders, including:

- i. learning institutions,
- ii. sports associations/federations
- iii. Sports NGOs
- iv. community based organisations (NGO's, FBO's, CSOs, local, civic and traditional leaders).
- v. Professional sports bodies (Special Olympic, national Olympic, Paralympic)
- vi. Local businesses

## **2.0 PROCEDURES FOR THE ESTABLISHMENT, REHABILITATION, AND MAINTENANCE OF MULTI-PURPOSE DISTRICT SPORTS FACILITIES**

### **2.1 Introduction**

This Standard Operating Procedure (SOP) outlines the process for establishing, rehabilitating, and maintaining multi-purpose sports facilities within the district, supervised by the Sports Development Officer (SDO) of the Local Authority. These facilities will promote mass community participation in various sports and encourage competitive spirit.

### **2.2 Scope**

This Standard Operating Procedure (SOP) applies to the following:

- i. Establishment of multi-purpose sports facilities
- ii. Rehabilitation of multi-purpose sports facilities, and
- iii. Maintenance of multi-purpose sports facilities within a district managed by the Local Authority.

These facilities are intended to serve the needs of the local community and promote participation in various sports and physical activities.

### **2.3 Purpose**

- i. To provide accessible and well-maintained multi-purpose sports facilities within the district.
- ii. To encourage community participation in physical activity and various sports.
- iii. To foster a healthy and competitive sporting environment within the district.

### **2.4 Roles and Responsibilities**

#### **2.4.1 Sports Development Officer (SDO):**

- i. Leads the initiative for establishing, rehabilitating, and maintaining sports facilities.
- ii. Conducts needs assessments within the district to identify suitable locations and required facilities.

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- iii. Prepares project proposals, budget estimates, and justification reports for sports facilities.
  - iv. Collaborates with the Department of Engineering for the construction of facilities.
  - v. Works with Community Development Officers to engage with community structures like Ward Development Committees (WDCs) for support and resource mobilization.
  - vi. Oversees maintenance activities and ensures proper utilisation of the facilities.
  - vii. Monitors and reports on the impact of the sports facilities on community participation.

#### **2.4.2 Department of Engineering:**

- i. Provides technical expertise in designing, constructing, and renovating sports facilities.
- ii. Ensures adherence to building codes and safety standards.
- iii. Approves construction plans and oversees the construction process.

#### **2.4.3 Community Development Officers (CDOs):**

- i. Facilitate communication and collaboration between the Local Authority and the community.
- ii. Mobilise community support for the project through WDCs and other structures.
- iii. Encourage community participation in the planning, construction, and maintenance of the facilities.

#### **2.4.4 Ward Development Committees (WDCs):**

- i. Advocate for the establishment of sports facilities within their wards.
- ii. Assist in mobilising community resources for the project.
- iii. Promote awareness and encourage participation in available sports activities.

#### **2.4.5 Department of Finance:**

- i. Reviews and approves budget requests submitted by the Sports Development Officer, ensuring alignment with overall financial goals and resource availability.
- ii. Provides financial guidance and oversight throughout the project lifecycle.

#### **2.4.6 Head of Procurement Unit:**

- i. Works closely with the Sports Development Officer and Department of Engineering to procure necessary materials, equipment, and services

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for construction and maintenance, following established procurement procedures.

- ii. Ensures timely and cost-effective acquisition of resources.

## **2.5 Procedures**

### **2.5.1 Needs Assessment:**

- i. The SDO, in collaboration with CDOs, conducts a needs assessment within the district to identify:
  - a. Areas with limited access to sports facilities.
  - b. Most popular sports within the community.
  - c. Available land resources for facility development.
  - d. Existing community resources and potential partnerships.

### **2.5.2 Project Proposal Development:**

- i. Based on the needs assessment, and working with relevant offices, the SDO develops a project proposal outlining:
  - a. Project objectives and expected outcomes.
  - b. Proposed location and type of sports facility.
  - c. Estimated budget for acquisition, construction, or rehabilitation.
  - d. Maintenance plan and resource requirements.
  - e. Community engagement strategies.

### **2.5.3 Collaboration and Resource Mobilization:**

- i. The SDO presents the project proposal to the Department of Engineering for technical review and cost estimation.
- ii. CDOs facilitate meetings with WDCs and community stakeholders to discuss the project and mobilise support.
- iii. The SDO may seek additional funding sources through grants, sponsorships, or community fundraising initiatives.

### **2.5.4 Design and Construction/Rehabilitation:**

- i. Upon approval, the Department of Engineering prepares detailed designs and construction plans for the sports facility.
- ii. Construction or rehabilitation is carried out by qualified contractors, adhering to construction codes and safety regulations.
- iii. The SDO coordinates works progress and ensures adherence to the project timeline and budget.

### **2.5.5 Facility Management and Maintenance:**

- i. The SDO, in collaboration with CDOs, establishes a maintenance schedule for the sports facility.
- ii. WDCs can play a role in monitoring daily use and reporting any minor maintenance needs.

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- iii. Periodic major maintenance and repairs are coordinated with the Department of Engineering.
  - iv. The SDO implements a system for scheduling and managing facility usage by community groups and individuals.

### **2.5.6 Monitoring and Evaluation:**

- i. The SDO monitors usage and participation rates at the facility.
- ii. Collects user feedback through surveys or community meetings to assess satisfaction and identify improvement opportunities.
- iii. The SDO prepares quarterly reports on the impact of the sports facility on community participation and health outcomes.

## **2.6 Communication**

Regular communication and collaboration will be achieved through meetings, workshops, and public awareness campaigns to keep all stakeholders informed.

## **2.7 Review**

This SOP will be reviewed and updated periodically to reflect best practices and changing community needs.

## **3.0 PROCEDURES FOR TALENT IDENTIFICATION IN DISTRICT SPORTS PROGRAMS**

### **3.1 Introduction**

This Standard Operating Procedure (SOP) outlines the process for identifying, nurturing and developing the talent in athletes within the district sports programs, supervised by the Sports Development Officer (SDO) of the Local Authority. It aims to create a pathway for athletes to progress from ward-level competitions to provincial, national, regional, continental and international competitions.

### **3.2 Scope**

This SOP applies to the identification of talent in sports programs offered by the Local Authority within the district. It focuses on athletes residing within the district boundaries.

### **3.3 Purpose**

- i. To identify, nurture and develop the talent athletes within the district.
- ii. To provide competitive opportunities for athletes at ward and district level.
- iii. To create a pathway for athlete development and progression to higher levels of competition (ward, district, provincial, national, regional, continental and international).

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- iv. To promote excellence in sports within the district (exceptionally good performance in specific sports codes).

### **3.4 Roles and Responsibilities**

#### **3.4.1 Sports Development Officer (SDO):**

- i. Coordinates the overall talent identification program in the district.
- ii. Develops a sports calendar at district-level for all sports persons and age groups.
- iii. Coordinates district level sports events.
- iv. Coordinates with Ward Development Committees (WDCs) to Organise ward-level competitions as feeders to district events.
- v. Coordinates capacity building programs for coaches and sports administrators.
- vi. Manages the selection process for athletes at the district level for higher level competition.
- vii. Collaborates with relevant sports associations for technical expertise and competition opportunities.
- viii. Monitors the progress of identified talents and provides support for further development.

#### **3.4.2 Ward Development Committees (WDCs):**

- i. Organise ward-level sporting events as per the SDO's calendar.
- ii. Promote mass participation of communities in ward-level events and identify promising athletes.
- iii. Liaise with the SDO to nominate athletes from ward competitions for district-level selection.

#### **3.4.3 Sports Associations:**

- i. Provide technical expertise in organising competitions and talent identification.
- ii. Create opportunities for identified talents to participate in higher-level competitions sanctioned by the association.
- iii. Facilitate coaching and development programs for promising athletes.

#### **3.4.4 Department of Finance:**

- i. Review and approve budget requests submitted by the Sports Development Officer, ensuring alignment with overall financial goals and resource availability.
- ii. Provide financial guidance and oversight.

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### **3.5 Procedures**

#### **3.5.1. Development of Sports Calendar:**

- i. Sports associations submit sports events calendar for the year to the SDO.
- ii. The SDO consolidates submissions from sports associations to form the district-level sports calendar for the year. The calendar considers various age groups, gender, disability and Common sports within the district.
- iii. The SDO submits calendar to Director Housing and Social Services for implementation.

#### **3.5.2. Ward-Level Competitions:**

- i. WDCs organise sporting events at the ward level according to the District Sports' calendar.
- ii. WDCs promote mass participation and identify potential talents through these events.
- iii. WDCs nominate promising athletes to the SDO for consideration in the district-level selection process.

The WDCs shall work closely with other community structures that maybe created to advance sporting interests in the community.

#### **3.5.3. District-Level Competitions:**

- i. Develop selection criteria for district level competition.
- ii. Establish local organising committee for specific sporting event.
- iii. The SDO Organises district-level competitions based on the pre-defined calendar.
- iv. SDO compiles list of athletes to be considered for higher level competitions.

#### **3.5.4. Athlete Selection and Progression:**

- i. The SDO, in collaboration with sports associations, selects athletes from district-level competitions to represent the district at provincial and higher-level events.
- ii. Selection is based on objective criteria, including performance, potential, and adherence to fair selection practices.
- iii. SDO to facilitate linkages of athletes to potential clubs, academies and other sponsors.
- iv. Sports associations to facilitate for additional training and development programs for selected athletes.

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### **3.6. Monitoring and Development:**

- i. The SDO, in collaboration with sports associations monitors the progress of identified talents participating in provincial, national, regional, continental and international competitions.
- ii. The SDO will provide further support and resources to facilitate athlete development in collaboration with relevant stakeholders.

### **3.7 Communication**

- i. The SDO communicates the approved sports calendar and competition details to WDCs, learning institutions, FBOs, traditional leaders, sports NGOs, Community Volunteers and sports associations.
- ii. WDCs, Community Volunteers and sports associations promote ward-level and district-level competitions within their communities.
- iii. Transparent communication is maintained regarding selection criteria and athlete progression pathways.

### **3.8 Review**

This SOP will be reviewed periodically every after 3 years, to reflect changes in sports regulations, best practices in talent identification, and community needs.

## **4.0 PROCEDURES FOR REGISTRATION/ACCREDITATION OF SPORTS ORGANISATIONS IN THE DISTRICT**

### **4.1 Introduction**

This Standard Operating Procedure (SOP) outlines the process for registering/accrediting sports organisations within the district managed by the Local Authority (LA) Sport Development Officer. This includes sports associations, sports non-governmental organisations (NGOs), sports academies, sports associations from learning institutions and other sports institutions. Registration/accreditation enhances coordination and collaboration between the LA and sports organisations, thereby promoting sports development within the district.

### **4.2 Scope**

This SOP applies to all sports organisations operating within the district boundaries, regardless of size or structure as listed below;

- i. sports associations,
- ii. sports non-governmental organisations (NGOs),
- iii. sports academies,
- iv. sports associations from learning institutions and
- v. other sports institutions.

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### **4.3 Purpose**

- i. To maintain a comprehensive database of sports organisations within the district.
- ii. To facilitate communication and collaboration between the LA and sports organisations.
- iii. To ensure sports organisations operate in accordance with relevant regulations and ethical practices.
- iv. To identify opportunities for collaboration in promoting and developing sports within the district.

### **4.4 Roles and Responsibilities**

#### **4.4.1 Sports Development Officer (SDO):**

- i. Creates public awareness about the benefits of registration and accreditation.
- ii. Conducts the registration/accreditation for sports organisations for development of a database.
- iii. Provides guidance and technical support to sports organisations during the registration/accreditation process.
- iv. Maintains a district e-database of registered/accredited sports organisations.
- v. Liaises with registered/accredited sports organisations for collaboration on district sports initiatives.
- vi. Reviews and renews registration/accreditation periodically.

#### **4.4.2 Sports Organisations:**

- i. Applies for registration/accreditation with the LA through the SDO.
- ii. Provides accurate and up-to-date information during the application process.
- iii. Maintains compliance with relevant regulations and ethical practices in sports governance.
- iv. Collaborates with the LA on sports development initiatives within the district.

### **4.5 Procedures**

#### **4.5.1. Application Process:**

- i. Sports organisations obtain application forms from the SDO or download them from the LA website (if applicable).
- ii. The application form typically requests information on the organization.
- iii. Submit Anti-doping and Safeguarding strategies for athletes.
- iv. Associations should have presence in the district.
- v. SDO guides sports organisations to complete the application form.
- vi. Provide bank details where to deposit a registration fee.
- vii. The registration fee will be determined by the full council from time to time.

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#### **4.5.2. Document Review and Verification:**

- i. The SDO reviews the submitted application form and supporting documents to ensure completeness and adherence to basic requirements.
- ii. Supporting documents may include:
  - a. Constitution or governing document.
  - b. Proof of affiliation with national sports federations.
  - c. Insurance documentation (if any).
  - d. Anti-doping and Safeguarding strategies for all athletes.
- iii. The SDO shall verify the information provided and assess the organization's facilities and operations.

#### **4.5.3. Decision and Notification:**

- i. Upon review and verification, the SDO decides regarding registration/accreditation.
- ii. The SDO informs the sports organisation of the decision in writing.
- iii. In case of rejection, the SDO provides feedback in writing, on areas requiring improvement for future applications.

#### **4.5.4. Registration/Accreditation Completion:**

- i. Upon successful application, the sports organization receives a registration/accreditation certificate from the LA.
- ii. The certificate will be issued by the LA, signed by the DSAC chairperson and Town Clerk/Council Secretary.
- iii. The template of the certificate will be issued by National Sports Council of Zambia.
- iv. The organisation's details shall be entered into the central e-database maintained by the SDO.

#### **4.5.5 Renewal and Review:**

- i. Registrations/accreditations shall be renewed annually.
- ii. Sports organisations should pay the renewal fee as agreed by the full council.
- iii. Renewal applications should be submitted before the expiry date. The renewal process will involve updating information and demonstrating continued adherence to regulations. This will be supported by submitting the following documentation;
  - Constitution or governing document.
  - Proof of affiliation with national sports federations.
  - Insurance documentation (if any)
  - Annual report
  - Audited financial report

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- iv. The SDO will conduct periodic reviews of registered/accredited organisations to ensure compliance.

#### **4.6 Communication**

- i. The LA clearly communicates the registration/accreditation process and requirements to sports organisations.
- ii. The SDO will facilitate communication among all stakeholders.

#### **4.7 Review**

This SOP will be reviewed periodically every 3 years to reflect changes in legislation, best practices in sports governance, and the needs of the district's sports community.

### **5.0 PROCEDURES FOR COORDINATION, ENFORCEMENT, MONITORING, AND RESOURCE MOBILISATION IN DISTRICT SPORTS PROGRAMS**

#### **5.1 Introduction**

This Standard Operating Procedure (SOP) outlines the process of coordinating, enforcing regulations, monitoring, and mobilising resources for financing sports activities within the district. This process will be supervised by the Sports Development Officer (SDO) of the Local Authority (LA). This SOP aims to ensure that the development and management of sports programs in the district are undertaken effectively.

#### **5.2 Scope**

This SOP applies to all sports activities organised or conducted within the district boundaries, registered sports organisations, and independent entities.

#### **5.3 Purpose**

- i. To establish a coordinated approach for planning, implementing, and monitoring sports activities within the district.
- ii. To ensure compliance with relevant sports regulations and guidelines set by the LA and national sports governing bodies.
- iii. To effectively monitor the use of resources allocated to sports programs.
- iv. To identify and mobilise resources for financing a variety of sports activities within the district.

#### **5.4 Roles and Responsibilities**

##### **5.4.1 Sports Development Officer (SDO):**

- i. Supervises the overall coordination of sports activities within the district.
- ii. Develops and enforces regulations for sports activities with reference to national guidelines and local needs.

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- iii. Conducts periodic monitoring of sports and recreational activities, sports infrastructure and equipment to ensure compliance with regulations and safety standards.
  - iv. Undertakes a needs assessment for sports programs and mobilises resources.
  - v. Collaborates with relevant stakeholders, including sports organisations, government departments, and the private sector.

#### **5.4.2 Registered Sports Organisations:**

- i. Operate in accordance with the LA's regulations and national sports guidelines.
- ii. Cooperate with the SDO in monitoring adherence to regulations during their activities.

#### **5.4.3 Other Stakeholders:**

- i. Independent sporting events organisers comply with LA regulations and obtain necessary permits.
- ii. Government departments (e.g., education) collaborate on sports development initiatives.
- iii. Private sector entities (e. g., sponsors) contribute resources to support sports programs.

#### **5.4.4 Department of Finance:**

- i. Provides financial guidance and cost estimates during program planning.
- ii. Assists the SDO in developing a realistic and achievable budget request based on available resources.
- iii. Reviews and approves budget requests submitted by the SDO, ensuring alignment with overall financial goals, resource availability, and established financial regulations.
- iv. Provides ongoing financial oversight throughout implementation, monitoring expenditures against the approved budget.
- v. Submission of quarterly expenditure returns to the ministry responsible for sports.

### **5.5 Procedure**

#### **5.5.1. Coordination and Planning:**

- i. The SDO collaborates with registered sports organisations and other stakeholders to develop a comprehensive calendar of sporting events within the district.
- ii. The LA establishes clear guidelines and regulations for organising and conducting sports activities e.g. safety measures, emergency readiness, security etc.

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- iii. Communication channels are established to ensure all stakeholders are informed of regulations and upcoming events.

#### **5.5.2. Enforcement of Regulations:**

- i. The SDO coordinates and facilitates inspections and monitoring visits to sports facilities and events to ensure compliance with regulations.
- ii. The LA in consultation with relevant stakeholders formulates a mechanism for addressing non-compliance, including issuing warnings or suspending permits for repeat offenders.
- iii. Capacity building workshops may be conducted to raise awareness of regulations among sports organisations and event Organisers.

#### **5.5.3. Monitoring and Evaluation:**

- i. The SDO conducts quarterly monitoring and evaluation of resource utilisation on sports programs.
- ii. The SDO conducts quarterly monitoring and evaluation on program implementation.
- iii. The SDO to prepare periodic reports to evaluate the impact of sports programs and identify areas for improvement.

#### **5.5.4. Resource Mobilisation:**

- i. The SDO identifies resource needs for district sports programs (e.g., facilities, equipment, capacity building).
- ii. The LA allocates budgetary resources for sports development annually.
- iii. The SDO develops a resource mobilisation plan which includes strategies, such as:
  - a. Grant applications to government agencies or sports bodies.
  - b. Fundraising initiatives through events or corporate sponsorships.
  - c. Public-private partnerships for facility development or program implementation.
  - d. User fees for certain sports activities to generate revenue for maintenance and development.

#### **5.6 Communication**

- i. The LA proactively communicates sports regulations and resource mobilisation efforts to stakeholders.
- ii. Regular meetings and consultations are held with registered sports organisations and other stakeholders.
- iii. Reporting mechanisms are established to ensure accountability for resource utilisation.

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## **5.7 Review**

This SOP will be reviewed periodically every 3 years to reflect changes in national sports regulations, best practices in sports management, and the evolving needs of the district's community sports.

## **6.0 PROCEDURES FOR IMPLEMENTING THE NATIONAL SPORTS POLICY AT DISTRICT LEVEL**

### **6.1. Introduction**

This Standard Operating Procedure (SOP) outlines the process for operationalising the National Sports Policy at the district level, supervised by the Sports Development Office (SDO) of the Local Authority (LA). It emphasizes leveraging the district's comparative advantage in sports development.

### **6.2. Scope**

This SOP applies to all stakeholders involved in implementing the National Sports Policy within the district, including the LA, sports organisations, learning institutions, NGO's, FBO's, CSOs and local, civic, traditional leaders and the community.

### **6.3. Purpose**

- i. To translate the National Sports Policy into actionable strategies for the district.
- ii. To leverage the district's unique strengths and resources to promote sports participation and development.
- iii. To ensure alignment between the national policy goals and local needs and priorities.
- iv. To foster a collaborative approach to achieving the National Sports Policy objectives at the district level.

### **6.4 Roles and Responsibilities**

#### **6.4.1 Sports Development Officer (SDO):**

- i. Coordinates the implementation of the National Sports Policy at the district level.
- ii. Conducts a needs assessment to identify the district's strengths (comparative advantage) in sports (e.g. existing facilities, common sports).
- iii. Develops a district-level sports development plan aligned with the National Sports Policy and considering the district's comparative advantage.
- iv. Collaborates with relevant stakeholders, including sports organisations, learning institutions, NGO's, FBO's, CSOs and local, civic, traditional leaders.
- v. Mobilises resources and implements programs to promote participation in sports with a focus on the district's strengths.

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- vi. Monitors and evaluates the effectiveness of the district-level sports development plan.

#### **6.4.2 Local Authority (LA):**

- i. Allocates budgetary resources for implementing the district-level sports development plan.
- ii. Provides resources towards sports infrastructure development considering the district's comparative advantage.
- iii. Promotes public awareness of the National Sports Policy and its benefits.

#### **6.4.3 Sports Organisations:**

- i. Partner with the LA through the SDO to implement the district-level sports development plan, leveraging their expertise in specific sports aligned with the district's strengths.
- ii. Facilitate training and development programs for sports administrators, coaches, athletes and other sports players, focusing on sports with a district-level advantage.
- iii. Organise competitions and events to promote mass participation in various sports.

#### **6.4.4 Learning Institutions:**

- i. Integrate physical education and sports into learning curriculums, particularly those aligned with the district's comparative advantage.
- ii. Create opportunities for students to participate in sports through after-school programs and school teams.
- iii. Avail sports facilities to surrounding communities.

#### **6.4.5 Community Leaders:**

- i. Mobilise community support for the implementation of the National Sports Policy at the district level.
- ii. Advocate for the allocation of resources and infrastructure development for sports aligned with the district's strengths.

### **6.5. Procedures**

#### **6.5.1. Needs Assessment and Comparative Advantage Identification:**

The office of the SDO, in collaboration with stakeholders, conducts a needs assessment to identify:

- i. Existing sports facilities and infrastructure within the district.
- ii. Recommend for construction of non-existing sports facilities and infrastructure.
- iii. Common sports among different age groups and demographics.

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- iv. Availability of qualified sports administrators, officials, coaches and instructors.
  - v. Existing programs and initiatives promoting mass participation in sports.
  - vi. The district's unique strengths and resources for sports development (comparative advantage).

#### **6.5.2. District-Level Sports Development Plan:**

- i. Based on the needs assessment and identified comparative advantage, the SDO develops a district-level sports development plan aligned with the National Sports Policy.
- ii. The plan outlines specific goals, objectives, and strategies for promoting sports mass participation and development in the district.
- iii. The plan prioritizes sports activities that leverage the district's comparative advantage to maximize impact.

#### **6.5.3. Collaboration and Resource Mobilisation:**

- i. The SDO facilitates collaboration among stakeholders (NGO's, FBO's, Civil Society Organisations and local, civic, traditional leaders, other line ministries) to implement the district-level plan.
- ii. The LA allocates budgetary resources for the plan, with a focus on supporting the district's sports strengths.
- iii. The SDO explores resource mobilization strategies such as grants, sponsorships, and user fees to supplement resources.

#### **6.5.4. Program Implementation and Promotion:**

- i. Stakeholders collaborate to implement programs and initiatives outlined in the district-level plan.
- ii. Programs focus on promoting participation in sports aligned with the district's comparative advantage.
- iii. Learning institutions integrate relevant sports into their extracurricular activities.
- iv. Community leaders and sports organisations Organise competitions and awareness campaigns to increase participation.

#### **6.5.5. Monitoring and Evaluation:**

- i. The SDO to conduct monitoring and evaluation to track progress towards achieving the district-level sports development plan's goals.
- ii. Performance indicators are defined to assess the effectiveness of programs (e.g., participation rates, athlete development).
- iii. Regular reports are prepared to evaluate progress and identify areas for improvement in the plan.

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## 6.6. Communication

To foster transparency and encourage community participation, the LA communicates the National Sports Policy, the district-level plan, and progress updates to all stakeholders through various channels such as:

- a. Public meetings and forums.
- b. Local media outlets.
- c. The LA website and social media platforms.

## 6.7. Review

This SOP will be reviewed periodically every 3 years to reflect:

- a. Updates to the National Sports Policy and its implementation plan.
- b. Changes in the district's demographics and sporting landscape (changes in population and common sports).
- c. Feedback and recommendations from stakeholders.
- d. Emerging best practices in sports development and talent identification.

## 7.0 THE ROLE OF THE MINISTRY OF YOUTH, SPORT AND ARTS IN THE DEVOLVED COMMUNITY SPORT FUNCTION

Following the devolution of community sports function to local authorities (LAs), the Ministry of Youth, Sport and Arts (MYSA) will transition from a direct management role to a supportive and oversight body at District Level. MYSA will collaborate with LAs to ensure effective community sports development as follows:

### 7.1. Monitoring and Reporting

- i. The MYSA will develop frameworks and tools for LAs to report on their performance in managing Community Sports. This will involve standardized reporting templates and periodic data collection exercises.
- ii. MYSA will analyze reports to assess LA compliance with national sports policies and strategies. Feedback will be provided to LAs, highlighting areas of success and areas requiring improvement.

### 7.2. Technical Support

- i. The MYSA will offer expertise and guidance to LAs in various aspects of community sports management, including:
  - a. **Community Sport Strategy:** Assisting LAs in developing and implementing local community sports strategies aligned with national strategies.
  - b. **Sports Programming:** Sharing best practices for developing and delivering engaging sports programs that cater for diverse audiences.
  - c. **Inclusion of cross cutting issues:** Offering advice on integrating cross cutting issues into sporting events.

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- ii. MYSA will provide technical support through workshops, training sessions, online resources, and one-on-one consultations with LA Sports Development Officers.

### **7.3. Capacity Building**

The MYSA will invest in initiatives to build the capacity of LA staff responsible for community sports development. This may involve:

- a. **Training Programs:** Organizing workshops on community sports policy development, community mobilization, sports programming, and integration of cross cutting issues.
- b. **Mentorship Programs:** the MYSA staff at provincial level will closely work with LA Sports Development Officers to provide mentorship.
- c. **Exchange Programs:** Facilitating exchange programs among stakeholders at district, provincial, national and international levels to share best practices and foster collaboration.

### **7.4. Supervision and Oversight**

MYSA will maintain a supervisory role to ensure LAs comply with national sports legislation and regulations. This will involve:

- a. Providing guidance on legal requirements for sports management, anti-doping and Safeguarding policies for athletes.
- b. Offering advice on resolving complex sporting issues that LAs may encounter.
- c. Liaising with other government agencies to secure resources and support for Community Sport initiatives.

### **7.5. Maintaining Collaboration**

The MYSA will establish effective communication channels with LAs:

- a. Convening regular meetings or conferences to discuss community sports development priorities, share experiences, and coordinate efforts.
- b. Developing online platforms for knowledge exchange, resource sharing, and fostering collaboration between LAs.
- c. Establishing a dedicated unit within MYSA to serve as a central point of contact for LAs, providing information, technical assistance, and facilitating access to relevant resources.

### **7.6. Financial Support**

MYSA will play a crucial role in ensuring adequate financial resources are available for LAs to effectively manage the devolved Community Sports function. This will involve;

- a. MYSA working closely with LAs to assess their financial needs for sports development.

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- b. MYSA advocating for appropriate budgetary allocations within the national budget to support LAs' community sports functions.
  - c. MYSA engaging with the Ministry of Finance and National Planning to highlight the importance of community sport and the need for sufficient funding.
  - d. MYSA will collaborate with relevant stakeholders, including government agencies, private sector partners, and civil society organisations, to build a strong case for prioritizing community sport.
  - e. MYSA actively engage with donor agencies, international organisations, and development partners to explore potential funding opportunities for community sports projects.
  - f. MYSA will prepare project proposals, feasibility studies, and other documentation required to secure donor funding.
  - g. MYSA will develop and disseminate best practices for financial transparency and accountability.

By fulfilling these roles, the MYSA will act as a facilitator, advisor, and resource provider for LAs. This collaborative approach will empower LAs to manage their community sport function effectively within their districts, and contribute to Zambia's overall sports development.

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## ANNEX: ORGANIZATIONAL STRUCTURE

### NATIONAL LEVEL

Ministry of Youth Sport and Arts – Headquarters

- Permanent Secretary for Youth and Sports
  - Director of Sports
    - Chief Sports Development Officer (Community Sport)

### PROVINCIAL LEVEL

Provincial Sports Office

- Provincial Sports Development Coordinator
  - Provincial Sports Advisory Committee (Statutory Body)

### DISTRICT LEVEL

Municipal Council/ District Council

- Town Clerk/ Council Secretary
  - Director Housing and Social Services
    - Sports Development Officer
    - Assistant Sports Development Officer
      - District Sports Advisory Committee (Statutory body)

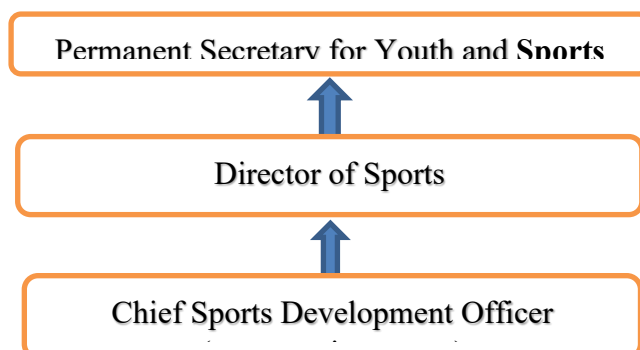
### COMMUNITY LEVEL

Ward Development Committees

- Chairperson

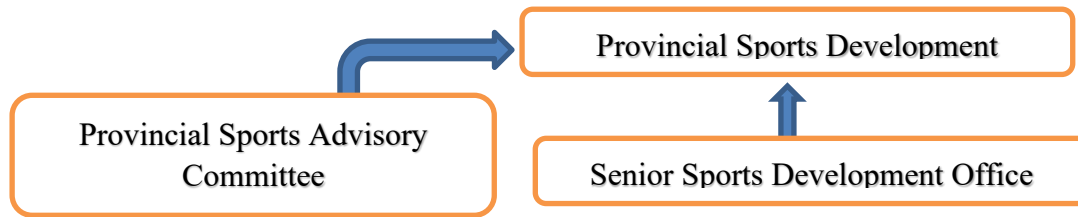
### Reporting Lines

**Ministry of Youth Sport and Arts – Headquarters**



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## Provincial Sports Office



## District Sports Office



## Community/ Ward Level Ward Development Committee



## ROLES AND RESPONSIBILITIES

### National Level

- Permanent Secretary (Youth and Sports): Oversees the implementation of sports policies and coordinates with Provincial offices.
- Director of Sports: Manages national programs and coordinates with the Chief Sports Development Officer (Community Sports).
- Chief Sports Development Officer (Community Sports): Implements national strategies, supports Provincial coordinators, and oversees national-level sports events and training.

### Provincial Level

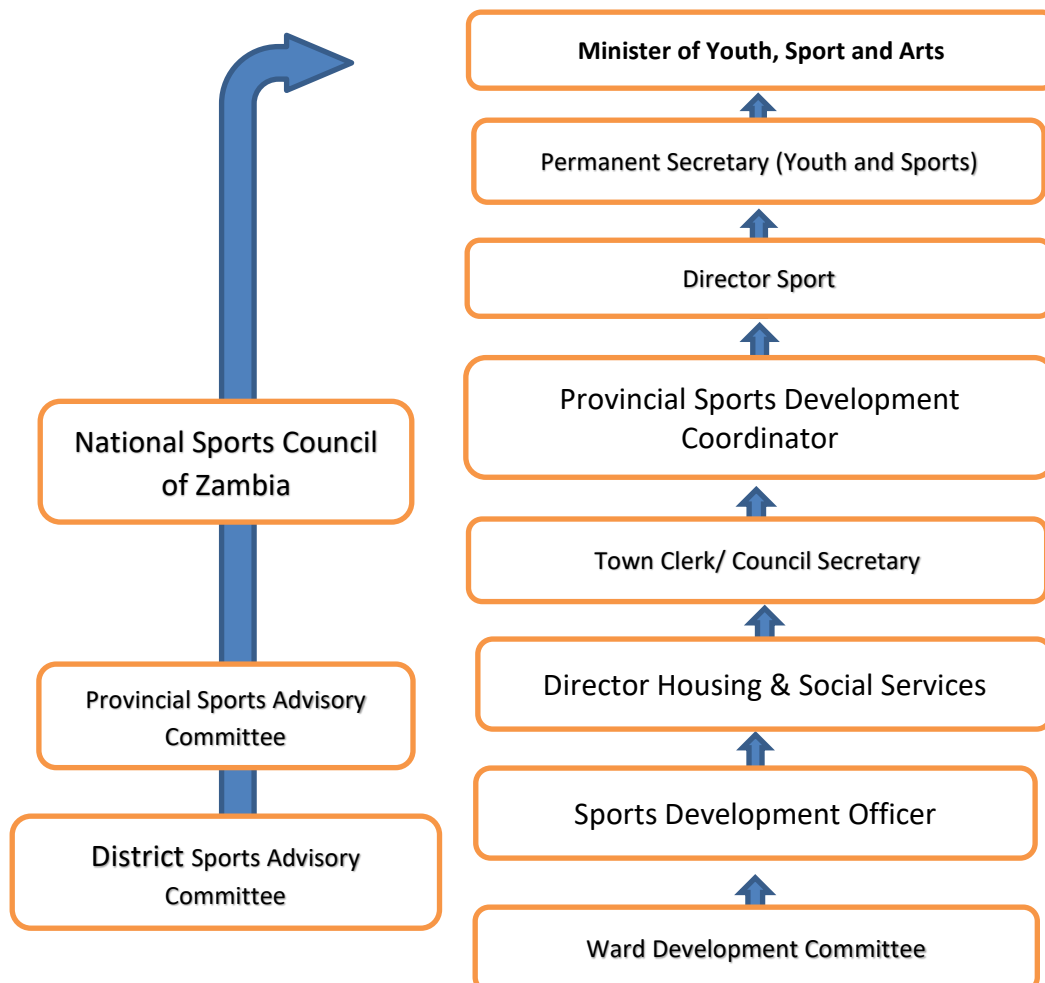
- Provincial Sports Development Coordinator: Coordinates Provincial sports programs, harmonizes with district offices, and reports to the national level.
- Provincial Sports Advisory Committee: Supervises Sports federations/ Associations at Provincial level and performs other statutory functions in sports at the provincial level.

### District Level

- Refer to the Standard Operating Procedures for District Office

### Ward Development Committee

- Refer to the Standard Operating Procedures for District Office





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