

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

**NOTIFICATION**

POA-990/GC/550 dated 29 December, 2023

**STRATEGIC FRAMEWORK FOR THE PAKISTAN OLYMPIC ASSOCIATION (POA)**

In pursuance to the decision of the General Council meeting held on 03 July 2023 and confirmed on 01 December 2023, Strategic Framework for the Pakistan Olympic Association (POA) duly adopted and approved by the house are hereby notified on this day of 29 December, 2023 as under:

**STRATEGIC FRAMEWORK FOR THE PAKISTAN OLYMPIC ASSOCIATION (POA)**

**“FOR ATHLETES & COMMUNITY; ENRICH GOVERNANCE, DELIVERY, AND ROLES THROUGH OLYMPISM”**

**Executive Summary:**

The strategic framework developed by the Pakistan Olympic Association (POA) outlines a comprehensive plan to enhance governance, athlete development, stakeholder engagement, resource management, athlete welfare, education through sports, fostering Olympism, and public image. This framework aims to drive positive change, transparency, and effectiveness within the organization while promoting the Olympic Movement in Pakistan. By implementing this strategic framework, the POA aims to elevate the standards of sports in the country, improve athlete welfare, build strong partnerships, ensure responsible resource allocation, foster education through sports, and enhance public awareness and support. The strategic framework serves as a roadmap for the POA's future endeavors, guiding its actions and initiatives to achieve sustainable growth, positive impact, and success in the challenging socio-political context of Pakistan.

**Index:**

Section	Page
<b>Strategic Framework for the Pakistan Olympic Association (POA)</b>	2 – 5
<b>Strategic Plan for the Pakistan Olympic Association (POA) including Evaluation Plan and KPIs</b>	6 – 9
<b>Marketing and Branding Strategy for the Pakistan Olympic Association (POA) including</b> 1. Guidelines for Pitching systematically for sponsorship in Pakistan 2. POA's Framework with Procedures for Securing Sponsorship	10 – 13
<b>POA's Guidelines and Framework for the Human Resource Management including</b> 1. Recruitment and Selection Policy 2. Employee Contracts and Policies Policy 3. Performance Management Policy 4. Compensation and Benefits Policy 5. Health and Safety Policy 6. POA Leave Policy and Procedures	14 – 22

## PRESIDENT

Lt Gen (Retd)  
Syed Arif Hasan HI(M)



## SECRETARY GENERAL

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

<b>Additional Governance Related Policies on Gender Equity, Retention of Affiliation and Criteria for Individuals</b>	23 – 29
1. POA Utilization of Support Fund Policy	
2. By – Laws on Retention of POA Membership and Recognition for National Sports Federations	
3. POA Governance Policy on Gender Equity	
4. Criteria for Choosing Individuals as Voting Members in the POA General Assembly	
5. Policy on Permanent Advocacy for Development of High Performance Elite Sports Training in Pakistan	
6. Guidelines for the Promotion of Olympic Movement in Pakistan and Partnership with Public Authorities	
Strategic framework for the Pakistan Olympic Association (POA) Olympic Academy	30 – 31

## Strategic Framework for the Pakistan Olympic Association (POA)

### Preamble:

The Pakistan Olympic Association (POA) is committed to fostering, promoting, and developing the Olympic Movement in Pakistan. Recognized by the International Olympic Committee (IOC) as the National Olympic Committee, the POA strives to elevate the standards of national sports, support athletes' welfare, and enhance the public image of Olympic sports in the country.

Acknowledging the socioeconomic trends and challenges that impact the sports landscape in Pakistan, the POA recognizes the need for strategic interventions to strengthen its governance, organizational delivery, and public perception. While the POA is not responsible for the governance of public sports authorities, it seeks to improve its own effectiveness and maximize its impact on the development of sports in Pakistan.

To that end, the POA aims to develop a comprehensive strategic framework encompassing legal, marketing, development, athlete welfare, social media awareness, and educational aspects. This framework will guide the POA's actions and initiatives in the short, medium, and long terms, aligning them with its vision of creating a vibrant and successful Olympic Movement in Pakistan.

The strategic framework outlined herein provides a roadmap for the POA to enhance its governance mechanisms, optimize its marketing and branding efforts, nurture athlete development, engage with stakeholders through social media, and promote sports education in collaboration with relevant partners. By implementing this framework, the POA endeavors to improve its organizational delivery, create a positive public image, and ultimately contribute to the success of Pakistani athletes at national and international sporting events.

The POA recognizes the importance of continuous evaluation, adaptation, and collaboration in this journey. It remains committed to engaging stakeholders, seeking partnerships, and remaining open to innovative approaches that drive positive change in the Pakistani sports landscape.

POA understands and respects the mandate of the National Sports Federations and public sports authorities of athlete and sports development, and therefore shall respect this mandate by enforcing such aspects through National Sports Federations. However delivery of Athletes' Welfare and Sports Development by NSFs shall be considered integral to the success of this strategic framework thus POA shall advocate and take appropriate measures as provided in the POA Constitution. Accordingly, this strategic framework will refer to the advisory and monitoring role of POA in context of "Athlete Welfare and Development" and "Sports Development"

With the support and cooperation of athletes, coaches, administrators, sponsors, and the Pakistani public in general, the POA is confident that this strategic framework will serve as a catalyst for progress, enabling the realization of its vision for a vibrant and successful Olympic Movement in Pakistan.

### 1. Legal Framework

- Review and strengthen the legal framework governing the POA, ensuring compliance with international standards and best practices.

## PRESIDENT

Lt Gen (Retd)  
Syed Arif Hasan HI(M)



## SECRETARY GENERAL

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

- Establish transparent and accountable processes for governance, decision-making, and financial management.
- Collaborate with legal experts to draft and implement athlete-friendly policies, contracts, and agreements.
- Establish clear dispute resolution mechanisms to address grievances within the organization.

### 2. Marketing and Branding:

- Develop a comprehensive marketing strategy to enhance the visibility and reputation of the POA.
- Create a strong brand identity and logo that resonates with the national spirit and values.
- Engage with sponsors, partners, and advertisers to secure additional funding for sports development programs.
- Implement effective communication channels to engage with the public, media, and stakeholders, highlighting the achievements and challenges faced by Pakistani athletes.

### 3. Athlete Development and Welfare:

POA will advise and monitor National Sports Federations on following terms, taking into account the mandate of the National Sports Federations. POA shall:

- Advise and monitor National Sports Federations to prioritize athlete development by establishing talent identification and grassroots programs across the country
- Advise, facilitate and monitor National Sports Federations to provide specialized coaching, training, and sports science support to athletes to enhance their performance.
- Advise, facilitate and monitor National Sports Federations to Improve athlete welfare programs, including healthcare, insurance, and financial support systems.
- Advise, facilitate and monitor National Sports Federations to Establish athlete representation and involvement in decision-making processes within the organization.

### 4. Social Media and Digital Awareness:

- Create and maintain active social media channels to engage with the public and promote the achievements of Pakistani athletes.
- Develop content that showcases the personal stories, struggles, and triumphs of athletes to inspire and gain public support.
- Foster partnerships with influential social media personalities and platforms to amplify the reach and impact of POA's messages.
- Conduct educational campaigns on social media to raise awareness about the importance of sports, physical fitness, and Olympic values.

### 5. Educational Initiatives:

- Collaborate with government and educational institutions to integrate sports and physical education into school curricula.
- Establish scholarship programs to support talented athletes in their academic pursuits.
- Organize sports seminars, workshops, and conferences to enhance knowledge sharing and capacity building among coaches, administrators, and athletes.
- Foster research and development in sports science and technology to improve training methodologies and performance.

### 6. Collaboration and Partnerships:

- Establish strong partnerships with national sports organizations, federations, and the Pakistan Sports Board to coordinate efforts, share resources, and align objectives.
- Engage with international sports organizations, including the International Olympic Committee (IOC), to leverage their expertise, support, and funding opportunities.
- Foster collaborations with corporate entities, foundations, and philanthropists to secure additional funding for sports development programs.

### Timelines of Implementation of Framework

Short-Term Actions (immediate before year end 2023):

#### 1. Legal Framework:

# Pakistan Olympic Association

## PRESIDENT

Lt Gen (Retd)  
Syed Arif Hasan HI(M)



## SECRETARY GENERAL

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

- Conduct an internal audit to identify potential gaps in the legal framework and governance processes.
- Engage legal experts to review and update the policies of the POA.
- Implement transparent financial management systems and procedures.

### 2. Marketing and Branding:

- Conduct a branding exercise to develop a strong and recognizable brand identity for the POA.
- Create a social media presence on major platforms to engage with the public and promote Pakistani athletes.
- Identify and approach potential sponsors and partners to secure funding for immediate initiatives.

### 3. Athlete Development and Welfare:

Taking into account the mandate of the National Sports Federations, POA shall advise NSFs to:

- Conduct talent identification programs to discover and nurture young athletes.
- Establish short-term training camps and workshops to enhance the skills and performance of athletes.
- Introduce basic athlete welfare programs, such as healthcare assistance and insurance coverage.

### Medium-Term Actions (by Paris Olympic Games 2024):

#### 1. Legal Framework:

- Implement a code of ethics and conduct for all members and stakeholders of the POA.
- Establish an independent dispute resolution mechanism to address conflicts effectively.
- Collaborate with relevant authorities to lobby for favorable legislation and policies for sports development.

#### 2. Marketing and Branding:

- Develop a comprehensive marketing strategy to enhance the visibility and reputation of the POA.
- Establish partnerships with media outlets and sports journalists to increase media coverage of Pakistani athletes.
- Secure long-term sponsorship agreements to support sustainable sports development programs.

#### 3. Athlete Development and Welfare:

Taking into account the mandate of the National Sports Federations, POA shall advise NSFs to

- Expand talent identification programs nationwide to reach a larger pool of athletes.
- Enhance coaching and training infrastructure to support athlete development.
- Strengthen athlete welfare programs, including financial assistance, career transition support, and mental health services.

### Long-Term Actions (by Los Angeles 2028):

#### 1. Legal Framework:

- Continuously monitor and update the legal framework to stay aligned with international standards.
- Establish an independent ethics committee to oversee compliance and integrity matters.
- Advocate for stronger legislation and policies that prioritize sports development and athlete rights.

#### 2. Marketing and Branding:

- Build a strong online presence through social media, website, and mobile apps, providing up-to-date information and engagement opportunities.
- Develop strategic partnerships with international sports organizations to showcase Pakistani athletes globally.
- Utilize data analytics and market research to understand target audiences and optimize marketing campaigns.

## **PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**



## **SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

### **3. Athlete Development and Welfare:**

Taking into account the mandate of the National Sports Federations, POA shall advise NSFs to

- Implement long-term athlete development programs, including advanced training facilities and specialized coaching staff.
  - Strengthen collaboration with educational institutions to provide comprehensive support for student-athletes.
  - Establish athlete-focused programs, such as mentorship initiatives and post-athletic career planning.
- Regular evaluation and adaptation of the strategy will be essential to ensure its effectiveness and relevance over time. The POA should allocate resources and prioritize actions based on their capacity and available funding.
-



**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

**Strategic Plan for the Pakistan Olympic Association (POA):**

**Vision** – To empower athletes, promote Olympic values, and foster excellence in sports to inspire a healthier and more united Pakistan.

**Mission** – The POA is committed to creating an enabling environment for athletes, developing sustainable sports programs, nurturing talent, promoting education through sports, and elevating the Olympic Movement in Pakistan.

**Goals:****1. Athlete Development and Support:**

Taking into account the mandate of the National Sports Federations, POA shall advise NSFs to

- Identify and provide training opportunities for talented athletes across various sports disciplines.
- Enhance athlete support services, including medical, psychological, and educational resources.
- Facilitate participation of athletes in national and international competitions to achieve excellence.

**2. Good Governance and Transparency:**

- Ensure compliance with international governance standards and regulations.
- Conduct transparent and fair elections within National Sports Federations.
- Implement policies and procedures to safeguard athlete rights and welfare.
- Enhance financial transparency through timely and accurate reporting and audits.

**3. Stakeholder Engagement and Collaboration:**

- Foster strong partnerships with public authorities, sponsors, sports organizations, and educational institutions.
- Engage and advise stakeholders in the development and promotion of sports in Pakistan.
- Leverage social media and other platforms to enhance communication and public awareness.

**4. Resource Management and Sustainability:**

- Optimize utilization of support funds for athlete training, scholarships, and sports development programs.
- Diversify funding sources through strategic sponsorships and partnerships.
- Ensure efficient and accountable management of financial resources.

**5. Education Through Sports and Fostering Olympism:**

- Integrate Olympism values in educational curricula and sports programs.
- Conduct educational initiatives and workshops to promote the holistic development of participants.
- Collaborate with educational institutions to foster a culture of sports and physical activity.

**6. Public Image and Outreach:**

- Enhance public perception and recognition of the POA as a transparent and well-governed organization.
- Promote the Olympic Movement and its values through public awareness campaigns and initiatives.
- Collaborate with media outlets to amplify positive stories and achievements in sports.

**Implementation Strategies:**

In accordance with the roles, POA will work closely with National Sports Federations to:

- Develop and implement athlete identification and development programs across various sports disciplines.
- Establish athlete support services, including medical facilities, mental wellness programs, and educational scholarships.
- Strengthen governance mechanisms by adopting international best practices and conducting

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

transparent elections.

4. Enhance financial transparency through regular reporting, audits, and effective financial management systems.
5. Forge partnerships with public authorities, sponsors, and educational institutions to promote sports and athlete development.
6. Utilize social media platforms and other communication channels to engage stakeholders and raise public awareness.
7. Implement efficient resource allocation strategies, diversify funding sources, and ensure responsible financial management.
8. Collaborate with educational institutions to integrate Olympism values in curricula and organize educational initiatives.
9. Foster positive media relations and engage in public outreach activities to enhance the organization's public image.

**Monitoring and Evaluation - KPIs:**

Regularly review progress against set goals and objectives, assess the impact of implemented programs, and gather feedback from athletes, stakeholders, and the public. Adjust strategies as needed to ensure alignment with evolving needs and priorities.

By implementing this strategic plan, the POA aims to promote sports excellence, uplift athlete welfare, foster education through sports, and enhance the Olympic Movement in Pakistan. It will serve as a roadmap for the organization's activities, guiding its efforts towards achieving its vision and mission for the betterment of sports and society in the country. KPIs for the POA Strategic Framework:

**1. Athlete Development:**

Taking into account the mandate of the National Sports Federations, POA shall monitor performance of NSFs on following parameters

- Number of athletes identified and provided with training opportunities.
- Number of athletes achieving international recognition and success.
- Improvement in national sports rankings and medal counts.
- Participation rate of athletes in international competitions.
- Development of Registration Portal of Athletes.

**2. Governance and Transparency:**

- Compliance with governance standards and regulations.
- Number of transparent and fair elections conducted within National Sports Federations.
- Implementation of age determination and tenure restriction policies.
- Timeliness and accuracy of financial reporting and audit processes.

**3. Stakeholder Engagement:**

- Number of partnerships established with public authorities, sponsors, and sports organizations.
- Level of satisfaction among athletes, coaches, and other stakeholders.
- Active engagement on social media platforms and growth in follower base.
- Participation rate of athletes and the public in POA programs and events.

**4. Resource Allocation and Management:**

- Effective utilization of support funds for athlete training, scholarships, and development programs.
- Financial sustainability and diversification of funding sources.
- Monitoring and control of expenses within budgetary limits.
- Achievement of sponsorship targets and growth in sponsorship revenue.

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

**5. Athlete Welfare and Support:**

Taking into account the mandate of the National Sports Federations, POA shall advise NSFs on:-

- Availability and accessibility of athlete support services (medical, psychological, etc.).
- Feedback and satisfaction of athletes regarding support programs and services.
- Implementation of policies and procedures ensuring athletes' rights and well-being.
- Number of educational scholarships and opportunities provided to athletes.

**6. Education Through Sports and Fostering Olympism:**

- Number of educational programs and initiatives conducted to promote education through sports.
- Participation and engagement of students in educational activities and workshops.
- Integration of Olympism values in educational curricula and sports programs.
- Impact assessment of educational initiatives on the holistic development of participants.

**7. Public Image and Awareness:**

- Perception and recognition of the POA as a transparent and well-governed organization.
- Positive media coverage and public sentiment towards the POA.
- Increased awareness of the Olympic Movement, its values, and the importance of sports in society.
- Participation rate in public awareness campaigns and initiatives.

These KPIs encompass the various aspects of athlete development, governance, stakeholder engagement, resource management, athlete welfare, education through sports, fostering Olympism, and public image. By monitoring these KPIs, the POA can assess the effectiveness of its strategic framework in achieving its goals and objectives, ensuring the continuous improvement and positive impact of its initiatives on the development of sports and society in Pakistan.

These KPIs will help the POA monitor the effectiveness and impact of its strategic framework, assess progress towards its goals, and make data-driven decisions to improve the overall performance and development of sports in Pakistan. Regular monitoring and evaluation of these KPIs will provide valuable insights and guide the POA's efforts in achieving its strategic objectives.

**Additional Note for Creating, Improving, and Delivering Public Value through Olympism in Challenging Contexts**

Pakistan is undergoing challenges of economic instability and a polarized youth coupled with poor governance, for which we the Olympic Movement of Pakistan wish to harness the power of Olympism to create, improve, and deliver public value and community development programs. By focusing on developing communities and supporting athletes, the Pakistan Olympic Association (POA) can contribute to positive social change and drive progress despite the prevailing obstacles. Here are some key considerations:

**1. Community Development:**

- Engage with local communities: Foster relationships and partnerships with community organizations, schools, and grassroots initiatives. Collaborate on projects that promote social cohesion, inclusivity, and sustainable development.

Infrastructure development: Advocate for and support the establishment of sports facilities, training centers, and recreational spaces in underserved areas. These facilities can serve as catalysts for community development and promote healthy lifestyles.

- Youth engagement: Develop youth-oriented programs that combine sports, education, and life skills training. Empower young individuals to become agents of positive change and ambassadors of Olympism.

**2. Athlete Support:**

**POA shall strongly advocate as a permanent feature of its programs the following aspects:**

- Advocacy for Identification of talent and provide opportunities: Establish talent identification programs to discover young athletes with potential. Offer scholarships, training programs, and mentorship opportunities to nurture their talent and provide them with a pathway to excel in their respective sports.

- Access to resources: Advocate for increased funding and resources for sports development at the national



**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

level. Collaborate with corporate sponsors, philanthropic organizations, and government entities to secure financial support for athletes' training, equipment, and participation in national and international competitions.

- Holistic support: Implement athlete welfare programs that address physical and mental health needs, education support, career transition, and financial planning. Ensure that athletes receive the necessary support systems to thrive both on and off the field.

### **3. Promoting Olympism and Public Value:**

- Awareness campaigns: Utilize various communication channels, including social media, traditional media, and community outreach programs, to raise awareness about the values and principles of Olympism. Highlight the positive impact of sports in fostering unity, resilience, and personal development.

- Education and outreach: Develop educational programs that promote Olympic values, ethics, and healthy competition among youth. Foster a culture of inclusivity, tolerance, and fair play through sports-based initiatives in schools and colleges.

- Collaborative partnerships: Forge partnerships with government bodies, NGOs, educational institutions, and other relevant stakeholders to leverage resources, expertise, and networks. Collaboratively design and implement initiatives that address societal challenges and contribute to sustainable development.

Despite the challenges Pakistan faces, the POA can play a pivotal role in promoting positive change through Olympism. By strategically focusing on community development, athlete support, and the promotion of Olympism's values, the POA can help foster a more inclusive, resilient, and prosperous society. This requires a long-term commitment, collaboration with stakeholders, and the adaptability to address evolving needs and circumstances.

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

## Marketing and Branding Strategy for the Pakistan Olympic Association (POA)

### 1. Define Brand Identity:

- Clearly define the brand identity of the POA by highlighting its mission, values, and commitment to Olympic ideals.
- Develop a compelling brand story that resonates with the national spirit, showcasing the achievements and aspirations of Pakistani athletes.

### 2. Create a Strong Visual Identity:

- Develop a consistent visual language and branding guidelines to be applied across all communication channels, ensuring a cohesive and recognizable brand presence.

### 3. Online Presence and Social Media:

- Establish an active and engaging presence on social media platforms (e.g., Facebook, Twitter, Instagram) to connect with the public, fans, and athletes.
- Regularly share inspiring and informative content, including athlete stories, training updates, and behind-the-scenes glimpses into the world of Pakistani sports.
- Encourage athlete participation by featuring their achievements, interviews, and personal experiences on social media.

### 4. Content Marketing:

- Develop a content marketing strategy that focuses on promoting the achievements and stories of Pakistani athletes across various channels.
- Create and share compelling videos, articles, interviews, and infographics to educate, inspire, and engage the audience.
- Collaborate with athletes, sports journalists, and influencers to generate captivating content and increase reach.

### 5. Media Engagement:

- Build relationships with media outlets, journalists, and sports reporters to increase media coverage of Pakistani athletes and the POA's initiatives.
- Hold press conferences and media briefings to announce important developments, events, and achievements.
- Provide media with timely and accurate information, press releases, and media kits to facilitate their coverage of Pakistani sports.

### 6. Partnerships and Sponsorships:

- Identify potential sponsors, corporate partners, and brands that align with the values and objectives of the POA.
- Develop mutually beneficial partnerships that provide financial support, resources, and exposure for sports development programs.
- Leverage sponsorships to enhance the visibility of Pakistani athletes and promote their success stories.

### 7. Public Relations and Events:

- Organize public events, sports festivals, and community engagement programs to connect with the public and showcase the talent of Pakistani athletes.
- Collaborate with local communities, schools, and sports clubs to foster grassroots participation and interest in Olympic sports.
- Develop a strong public relations strategy to proactively manage the POA's image, respond to media inquiries, and address public concerns.

### 8. Data Analytics and Market Research:

- Utilize data analytics tools and market research to gain insights into target audiences, their preferences, and engagement patterns.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

- Monitor social media and online platforms to evaluate the impact of marketing campaigns and adjust strategies accordingly.
- Conduct surveys and gather feedback to understand public perception, identify areas for improvement, and make data-driven decisions.

By implementing this Marketing and Branding Strategy, the POA can enhance its visibility, engage with the public, and promote the achievements of Pakistani athletes, thereby fostering a positive public image and support for sports development in the country.

### **Guidelines for Pitching systematically for sponsorship in Pakistan**

We all should consider the following aspects while pitching for sponsorship in Pakistan:

1. **Define Sponsorship Objectives:** Clearly identify the objectives and goals of seeking corporate sponsorship. Determine the specific areas where sponsorships are needed, such as athlete support, infrastructure development, training programs, or grassroots initiatives.
2. **Research Potential Sponsors:** Conduct thorough research to identify potential corporate sponsors that align with the values and objectives of the POA. Consider corporations with a history of supporting sports, youth development, or social causes.
3. **Tailor Sponsorship Proposals:** Create customized sponsorship proposals for each potential sponsor, highlighting the unique benefits and value that the POA can offer in return for their support. Emphasize the positive impact on athletes, sports development, and the promotion of the Olympic Movement in Pakistan.
4. **Articulate Brand Alignment:** Clearly articulate how the sponsorship opportunity aligns with the sponsor's brand values, objectives, and target audience. Showcase the potential for brand visibility, positive association, and community engagement that can be achieved through the partnership.
5. **Develop Activation Plans:** Outline activation plans that demonstrate how the sponsor's brand can be integrated into various POA events, initiatives, and communication channels. This can include logo placement, naming rights, social media campaigns, athlete endorsements, and corporate hospitality opportunities.
6. **Highlight Return on Investment (ROI):** Provide data, case studies, and success stories from previous sponsorships to demonstrate the ROI potential for corporate sponsors. Showcase the reach, engagement, and media exposure that the POA and its events can generate.
7. **Address Concerns and Mitigate Risks:** Anticipate potential concerns or risks that sponsors may have, such as political instability, economic challenges, or negative perceptions. Address these concerns proactively, highlighting the strategies in place to mitigate risks and maximize the impact of sponsorships.
8. **Foster Personal Connections:** Establish personal connections and relationships with key decision-makers within potential sponsor organizations. Leverage networking opportunities, industry events, and existing connections to create meaningful connections and increase the chances of securing sponsorships.
9. **Develop Sponsorship Tiers:** Create tiered sponsorship packages that cater to different budgets and levels of involvement. Offer flexibility in terms of sponsorship duration, exclusivity, and customized benefits to accommodate the needs and preferences of potential sponsors.
10. **Maintain Transparency and Accountability:** Communicate the transparent utilization of sponsorship funds and provide regular updates and reports to sponsors on the impact and outcomes of their support. Maintain open lines of communication to address any concerns or queries from sponsors.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

11. Seek Support from Influential Figures: Engage influential figures, such as sports personalities, public figures, or respected community leaders, to advocate for the importance of corporate sponsorship in supporting sports development and the Olympic Movement in Pakistan.

12. Evaluate and Enhance: Continuously evaluate the effectiveness of the sponsorship strategies, track the return on investment, and solicit feedback from sponsors. Use this information to refine and enhance future sponsorship pitches and engagement strategies.

It is important to note that securing corporate sponsorship can be a long-term process that requires persistence, patience, and adaptability. The current conditions in Pakistan, including economic challenges and social issues, may present additional hurdles. However, by approaching potential sponsors strategically, showcasing the value and impact of their support, and fostering strong relationships, the POA can increase its chances of securing corporate sponsorships to support its initiatives and promote the Olympic Movement in Pakistan.

### **POA's Framework with Procedures for Securing Sponsorship:**

#### **1. Sponsorship Framework Development:**

- a. Establish a dedicated professional sponsorship team within the POA responsible for sponsorship acquisition, management, and fulfillment.
- b. Define sponsorship objectives, target industries, and sponsorship tiers (e.g., Platinum, Gold, Silver) based on sponsorship investment levels.
- c. Develop a comprehensive sponsorship proposal template that outlines the benefits, activation opportunities, and deliverables for each sponsorship tier.
- d. Identify potential sponsor categories (e.g., sports brands, telecommunications companies, financial institutions) aligned with the POA's objectives.

#### **2. Sponsorship Prospecting:**

- a. Conduct research to identify potential sponsors within the identified categories, considering their alignment with the POA's objectives, target audience, and values. IOC sponsors operating in Pakistan must be taken on board.
- b. Utilize market research, industry reports, and networking opportunities to create a list of potential sponsors.
- c. Assess the capacity and willingness of potential sponsors to invest in sports sponsorship initiatives.

#### **3. Tailored Sponsorship Proposals:**

- a. Customize sponsorship proposals for each potential sponsor, highlighting their unique brand fit, objectives, and target audience.
- b. Clearly articulate the benefits and deliverables associated with each sponsorship tier.
- c. Include data and success stories from previous sponsorships to demonstrate the positive impact and return on investment.

#### **4. Sponsorship Pitch and Negotiation:**

- a. Arrange meetings with potential sponsors to present the sponsorship proposal and discuss collaboration opportunities.
- b. Clearly communicate the value proposition, showcasing the positive impact on athletes, sports development, and the promotion of the Olympic Movement.
- c. Address any concerns or queries raised by sponsors and be prepared to negotiate terms, sponsorship levels, and benefits.

#### **5. Sponsorship Agreement:**

- a. Once a sponsor expresses interest, draft a detailed sponsorship agreement outlining the rights, obligations, and deliverables for both parties.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

b. Include details of sponsorship investment, payment terms, sponsorship duration, exclusivity rights, activation opportunities, and termination clauses.

c. Seek legal advice to ensure compliance with relevant laws and regulations.

**6. Activation and Fulfillment:**

a. Collaborate with sponsors to develop activation plans that align with their objectives and maximize brand exposure.

b. Implement agreed-upon branding and promotional activities, including logo placement, advertising, digital campaigns, and on-site activations.

c. Provide sponsors with regular progress reports and updates on the activation initiatives to maintain transparency.

**7. Sponsorship Evaluation:**

a. Regularly evaluate the effectiveness of sponsorship activations and their impact on the POA's objectives.

b. Gather feedback from sponsors to assess their satisfaction, ROI, and the overall success of the sponsorship collaboration.

c. Use insights gained from evaluations to refine future sponsorship strategies and improve sponsor engagement.

**8. Sponsorship Stewardship:**

a. Maintain strong relationships with sponsors, providing regular communication, updates, and opportunities for collaboration.

b. Recognize and acknowledge sponsors through various channels, such as social media, website, and event announcements.

c. Seek opportunities for continued sponsorship renewal and explore avenues for long-term partnerships.

By following this framework and implementing the outlined procedures, the POA can establish a systematic and effective approach to secure and manage sponsorship relationships, fostering support for sports development and the Olympic Movement in Pakistan.



**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

## POA's Guidelines and Framework for the Human Resource Management

It is important to have in place well defined HR policies to ensure fair and consistent practices while optimizing resources. POA shall operate on following principles to adopt and enforce best HR practices and procedures;

### 1. Recruitment and Selection:

- Develop clear job descriptions and qualifications for each position to attract suitable candidates.
- Advertise vacancies through cost-effective channels, such as online job boards and social media platforms.
- Conduct interviews and assessments to evaluate candidates based on merit and alignment with organizational values.
- Implement a fair and transparent selection process that ensures equal opportunity for all applicants.

### 2. Employee Contracts and Policies:

- Issue written employment contracts to outline terms and conditions of employment, including compensation, working hours, leave policies, and termination procedures.
- Develop a basic employee handbook that outlines policies and procedures related to attendance, leave, code of conduct, and performance expectations.
- Clearly communicate policies and ensure employees understand their rights and responsibilities.

### 3. Performance Management:

- Implement a performance management system that sets clear goals and expectations for employees.
- Conduct periodic performance evaluations to provide feedback, identify areas for improvement, and recognize achievements.
- Offer regular communication and coaching to support employees' professional development.

### 4. Training and Development:

- Identify training needs and provide relevant training opportunities to enhance employees' skills and knowledge.
- Explore cost-effective options such as online courses, webinars, and knowledge-sharing sessions.
- Encourage employees to take initiative in their own development and share learning resources within the organization.

### 5. Compensation and Benefits:

- Develop a fair and competitive compensation structure based on industry standards and the organization's financial capacity.
- Explore non-monetary benefits such as flexible working hours, remote work options, or opportunities for professional growth.
- Regularly review and adjust compensation and benefits as the organization's financial situation improves.

### 6. Health and Safety:

- Ensure a safe and healthy work environment by complying with local health and safety regulations.
- Conduct regular assessments to identify and address any potential hazards or risks.
- Provide guidelines and resources to promote employee well-being, both physically and mentally.

### 7. Communication and Feedback:

- Foster open and transparent communication channels within the organization.
- Encourage regular feedback and suggestions from employees to improve processes and organizational effectiveness.
- Conduct periodic staff meetings or one-on-one sessions to address concerns and maintain positive working relationships.

### 8. Ethical Conduct and Anti-Discrimination:

- Establish a code of conduct that promotes ethical behavior and prohibits discrimination, harassment, and any form of unfair treatment.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

- Ensure all employees are aware of their rights and obligations and provide a mechanism for reporting and addressing grievances.

POA HR policies will include following:

- 1. Recruitment and Selection Policy**
- 2. Employee Contracts and Policies Policy**
- 3. Performance Management Policy**
- 4. Compensation and Benefits Policy**
- 5. Health and Safety Policy**
- 6. POA Leave Policy and Procedures**

---

## **Recruitment and Selection Policy**

### **1. Purpose:**

The purpose of this Recruitment and Selection Policy is to establish guidelines and procedures for the Pakistan Olympic Association (POA) to attract, select, and hire qualified candidates who align with the organization's mission, values, and objectives.

### **2. Equal Employment Opportunity:**

The POA is committed to providing equal employment opportunities to all individuals, regardless of race, color, religion, gender, sexual orientation, national origin, age, disability, or any other protected status. The recruitment and selection process will be conducted based on merit, qualifications, and relevant experience.

### **3. Job Descriptions and Specifications:**

All positions within the POA will have clearly defined job descriptions outlining the roles, responsibilities, qualifications, skills, and experience required for each position. These job descriptions will serve as a basis for the recruitment and selection process.

### **4. Recruitment Process:**

- **Vacancy Identification:** Whenever there is a need to fill a position, the POA will identify the vacancy and define the requirements for the role.
- **Advertising:** Vacancies will be advertised through appropriate channels, including online job portals, the POA website, social media platforms, and other relevant platforms.
- **Application Screening:** Applications received will be screened against the job requirements to shortlist candidates who meet the minimum qualifications.
- **Selection Committee:** A selection committee will be formed, consisting of relevant stakeholders who will evaluate candidates throughout the selection process.
- **Interviews:** Shortlisted candidates will be invited for interviews, which may include multiple rounds to assess their suitability for the position.
- **Assessments:** Depending on the position, candidates may be required to undergo additional assessments, such as skills tests, presentations, or written exercises.
- **Reference Checks:** Reference checks will be conducted for the final candidates to validate their qualifications, experience, and suitability for the position.

### **5. Selection Criteria and Decision-making:**

- Selection criteria will be established for each position, focusing on relevant qualifications, skills, experience, and alignment with the POA's values and objectives.
- The selection committee will assess candidates based on the established criteria and make a final decision regarding the most suitable candidate for the position.
- The selection decision will be based on merit, without any bias or discrimination.

### **6. Offer of Employment:**

- Once a final candidate is selected, an offer of employment will be made, including details of compensation, benefits, and terms and conditions of employment.
- The offer will be contingent upon the successful completion of any necessary background checks, medical examinations, or other requirements.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

**7. Documentation and Records:**

- All recruitment and selection activities, including applications, resumes, interview notes, assessment results, and reference checks, will be documented and maintained confidentially.
- Records will be kept in compliance with relevant privacy laws and regulations.

**8. Continuous Improvement:**

The POA is committed to continuously improving its recruitment and selection practices. Feedback from the selection committee, candidates, and other stakeholders will be sought and considered for enhancing the effectiveness and fairness of the process.

This Recruitment and Selection Policy will be communicated to all employees involved in the recruitment process, and any updates or revisions to the policy will be communicated and implemented accordingly.

---

**Employee Contracts and Policies Policy****1. Purpose:**

The purpose of this Employee Contracts and Policies Policy is to outline the terms and conditions of employment at the Pakistan Olympic Association (POA) and establish guidelines for employees' conduct, rights, and responsibilities.

**2. Employment Contracts:**

- All employees of the POA will be provided with a written employment contract that clearly outlines the terms and conditions of their employment.
- The employment contract will include information such as job title, employment status (full-time, part-time, temporary), compensation, benefits, working hours, leave entitlements, and termination procedures.
- Any amendments or modifications to the employment contract will be made in writing and mutually agreed upon by both the employee and the POA.

**3. Code of Conduct:**

- The POA expects all employees to adhere to a code of conduct that reflects the organization's values, ethics, and professionalism.
- The code of conduct will cover areas such as honesty, integrity, respect, confidentiality, anti-discrimination, harassment prevention, and compliance with applicable laws and regulations.
- Employees will be required to review and acknowledge their understanding and acceptance of the code of conduct.

**4. Attendance and Punctuality:**

- Employees are expected to report to work on time and maintain regular attendance.
- The POA will establish guidelines for recording attendance, reporting absences, and requesting leave.
- Excessive absenteeism or tardiness without valid reasons may result in disciplinary action.

**5. Leave Policies:**

- The POA will provide employees with clear guidelines and policies regarding various types of leave, including annual leave, sick leave, family and medical leave, and other applicable leave categories.
- Employees will be required to follow the established procedures for requesting and obtaining leave, providing necessary documentation as per policy requirements.

**6. Performance Expectations:**

- The POA will establish performance expectations for all employees to ensure they contribute effectively to the organization's objectives.
- Employees will be provided with clear job responsibilities, performance goals, and key performance indicators (KPIs) relevant to their roles.
- Regular performance evaluations and feedback sessions will be conducted to assess employee performance, identify areas for improvement, and recognize achievements.

**7. Disciplinary Procedures:**

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

- The POA will establish a fair and consistent disciplinary procedure that outlines steps to be followed in cases of employee misconduct or poor performance.
- Disciplinary actions will be carried out in accordance with the principles of natural justice and applicable labor laws.
- The procedure will include measures such as verbal warnings, written warnings, suspension, and termination, depending on the severity and recurrence of the issue.

**8. Termination Procedures:**

- The POA will establish clear procedures for terminating employment, whether initiated by the employee or the organization.
- The termination process will be conducted in compliance with relevant labor laws and contractual obligations.
- Procedures related to notice periods, final settlement of dues, return of organizational property, and exit interviews will be outlined.

**9. Confidentiality and Intellectual Property:**

- Employees will be expected to maintain strict confidentiality regarding sensitive information, trade secrets, and proprietary data belonging to the POA.
- Intellectual property rights related to the organization's work, projects, and initiatives will be outlined, emphasizing that they belong to the POA and not individual employees.

**10. Policy Acknowledgment:**

- All employees will be required to review and acknowledge their understanding and acceptance of the Employee Contracts and Policies of the POA.
- Acknowledgment can be obtained through signed documents or electronic means, and a copy of the policies will be provided to employees for their reference.

This Employee Contracts and Policies Policy will be communicated to all employees upon hiring and will be accessible for reference at any time. Any updates or revisions to the policy will be communicated to employees and implemented accordingly.

---

## Performance Management Policy

**1. Purpose:**

The purpose of this Performance Management Policy is to establish a framework and guidelines for assessing, managing, and improving employee performance at the Pakistan Olympic Association (POA). This policy aims to ensure that employees are provided with clear performance expectations, regular feedback, and opportunities for growth and development.

**2. Performance Planning:**

- Performance goals and objectives will be established for each employee, aligned with the organizational objectives and the employee's role and responsibilities.
- The goals will be specific, measurable, achievable, relevant, and time-bound (SMART).
- The employee and their supervisor will collaboratively set performance targets and establish key performance indicators (KPIs) to measure progress.

**3. Performance Evaluation:**

- Performance evaluations will be conducted on a regular basis, typically annually or as determined by the organization.
- The evaluation process will involve a comprehensive assessment of the employee's performance against the established goals and KPIs.
- Evaluations may include self-assessments by employees, feedback from peers and stakeholders, and input from supervisors.

**4. Ongoing Feedback and Coaching:**

- Continuous feedback will be encouraged and provided to employees throughout the year, rather than relying solely on annual evaluations.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

- Supervisors will engage in regular one-on-one meetings with their employees to discuss progress, provide constructive feedback, and offer guidance and support.
  - Coaching and mentoring opportunities will be provided to employees to enhance their skills and professional development.
  - 5. Performance Recognition and Rewards:
    - The POA recognizes and rewards exceptional employee performance to motivate and encourage continued excellence.
    - Various forms of recognition and rewards may include verbal praise, written commendations, bonuses, salary increments, additional responsibilities, or opportunities for career advancement.
    - Recognition and rewards will be fair, transparent, and based on objective criteria.
  - 6. Performance Improvement:
    - In cases where an employee's performance falls below the expected standards, a performance improvement plan (PIP) may be implemented.
    - The PIP will outline specific areas for improvement, measurable targets, and a timeline for achieving the desired performance level.
    - The employee and their supervisor will collaborate to provide necessary support, training, and resources to help the employee meet the performance expectations.
  - 7. Documentation:
    - Performance management records, including performance goals, evaluations, feedback, and performance improvement plans, will be documented and maintained confidentially.
    - The records will serve as a basis for future evaluations, promotions, and succession planning.
  - 8. Training and Development:
    - The POA is committed to providing training and development opportunities to enhance employee skills and knowledge.
    - Training needs will be identified through performance evaluations, career discussions, and organizational requirements.
    - Training programs, workshops, conferences, online courses, and other relevant learning opportunities will be explored to support employee development.
  - 9. Policy Review:
    - This Performance Management Policy will be periodically reviewed to ensure its effectiveness and alignment with the organization's goals.
- Feedback from employees, supervisors, and relevant stakeholders will be considered for policy enhancements and improvements.

---

## Compensation and Benefits Policy

### 1. Purpose:

The purpose of this Compensation and Benefits Policy is to outline the guidelines and principles for providing fair and competitive compensation packages to the staff of the Pakistan Olympic Association (POA). This policy aims to attract and retain qualified professionals and support staff who contribute to the success and growth of the organization.

### 2. Compensation Philosophy:

- The POA is committed to providing competitive compensation that reflects the skills, qualifications, experience, and performance of its employees.
- Compensation packages will be designed to attract, motivate, and retain high-performing individuals while considering the organization's financial resources.

### 3. Job Evaluation and Salary Structure:

- Job positions within the POA will be evaluated based on factors such as job responsibilities, required skills, qualifications, experience, and market value.
- A salary structure will be established to ensure internal equity and alignment with market benchmarks.



**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

Salary ranges will be determined for each job level or category.

**4. Chief Executive Officer (CEO):**

- The CEO's compensation package will be determined by the POA's Executive Committee or Board of Directors, taking into account the CEO's qualifications, experience, responsibilities, and overall performance.
- The CEO's compensation may include a base salary, performance-related bonuses, allowances, and other benefits as deemed appropriate.

**5. Professional Staff:**

- Professional staff members, including the Director of International Relations, Managers, Assistant Managers, and Coordinators, will receive competitive compensation based on their roles and responsibilities.
- Their compensation packages may include a base salary, performance-based incentives, allowances, health insurance, retirement benefits, and other benefits as per organizational policies.

**6. Support Staff:**

- Support staff, including legal coordinators, accountants, finance managers, internal auditors, caretakers, and other administrative personnel, will receive fair compensation based on their job responsibilities and market rates.
- Their compensation packages may include a base salary, benefits such as health insurance, leave entitlements, retirement plans, and other relevant benefits.

**7. Part-Time Appointed Personnel and Volunteers:**

- Compensation for part-time appointed personnel and volunteers may vary depending on the nature and duration of their engagement.
- While financial compensation may not be applicable for volunteers, they will be provided with appropriate recognition, training opportunities, and certificates of appreciation.

**8. Performance-Based Compensation:**

- Performance-based compensation and incentives may be implemented to recognize and reward exceptional performance and achievements.
- Performance assessments and metrics will be established to determine eligibility and allocation of performance-based compensation.

**9. Benefits and Perquisites:**

- The POA will provide a comprehensive benefits package, which may include health insurance, life insurance, retirement plans, paid time off (vacation, sick leave, public holidays), and other benefits as determined by the organization.
- Benefits and perquisites will be regularly reviewed and updated to remain competitive and align with industry standards.

**10. Policy Review:**

- This Compensation and Benefits Policy will be periodically reviewed to ensure its effectiveness and alignment with the organization's goals and changing market conditions.
- Feedback from employees, benchmarking studies, and relevant industry trends will be considered for policy enhancements and improvements.

---

## **POA Leave Policy and Procedures**

**1. Purpose:**

The purpose of this Leave Policy and Procedures is to establish guidelines and procedures for leave entitlements, eligibility, application processes, and other related matters for the staff of the Pakistan Olympic Association (POA). This policy aims to promote work-life balance, ensure fair treatment, and provide clarity regarding leave provisions.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

**2. Types of Leave:**

The following types of leave are available to eligible staff members:

**a. Annual Leave (Vacation):**

- Annual leave is provided for employees to take time off for rest, relaxation, and personal pursuits.
- The annual leave entitlement will be calculated based on the employee's length of service, as specified in their employment contract or collective agreement.

**b. Sick Leave:**

- Sick leave is granted to employees who are unable to perform their duties due to illness, injury, or medical appointments.
- Proof of illness, such as a medical certificate, may be required for sick leave beyond a specified duration.

**c. Maternity and Paternity Leave:**

- Maternity leave is granted to female employees who are expecting or have recently given birth, in accordance with applicable laws and regulations.
- Paternity leave is granted to male employees to support their partners during childbirth and early parenthood, in accordance with applicable laws and regulations.

**d. Special Leave:**

- Special leave may be granted to employees for exceptional circumstances, such as compassionate leave, bereavement, marriage, or religious observances.
- The duration and eligibility for special leave will be determined on a case-by-case basis and subject to approval by the appropriate authority.

**3. Leave Entitlement and Accrual:**

- Each employee's leave entitlement and accrual will be specified in their employment contract or collective agreement.
- Accrual of leave will be based on the length of service and may vary depending on the type of leave.

**4. Leave Application Process:**

- Employees are required to submit leave requests in advance, using the designated leave application form or online system, as specified by the POA.
- The leave application should include the requested dates, type of leave, reason, and any supporting documentation, if applicable.
- Leave applications should be submitted to the employee's immediate supervisor or the designated authority for approval.

**5. Leave Approval:**

- Leave requests will be reviewed and approved by the employee's immediate supervisor or the designated authority, considering operational requirements and staffing needs.
- The POA will strive to accommodate reasonable leave requests, provided that they do not adversely affect the organization's operations and subject to any applicable policies or regulations.

**6. Leave Carryover and Encashment:**

- The policy regarding leave carryover from one year to the next and leave encashment will be determined by the POA and communicated to employees.
- Unused annual leave may be carried over to the following year, subject to a maximum accumulation limit and in accordance with applicable laws and regulations.

**7. Record Keeping:**

- The POA will maintain accurate records of each employee's leave entitlements, balances, and history.
- Employees will have access to their leave records and can request leave balance information from the designated HR personnel.

**8. Policy Review:**

- This Leave Policy and Procedures will be periodically reviewed to ensure its effectiveness, compliance with applicable laws, and alignment with the organization's needs.
- Feedback from employees and changes in legal requirements will be considered for policy enhancements and improvements.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

## **POA Health and Safety Policy**

### **1. Purpose:**

The purpose of this Health and Safety Policy is to ensure the well-being, health, and safety of all individuals associated with the Pakistan Olympic Association (POA). This policy aims to provide a safe and healthy working environment, prevent accidents, and promote a culture of safety within the organization.

### **2. Commitment to Health and Safety:**

- The POA is committed to providing a safe and healthy workplace for all employees, volunteers, athletes, visitors, and stakeholders.
- The organization will comply with all applicable health and safety laws, regulations, and industry standards.

### **3. Roles and Responsibilities:**

- Management: The POA's management will provide the necessary resources, support, and leadership to implement and maintain effective health and safety measures.
- Employees: All employees and volunteers are responsible for following safe work practices, reporting hazards or incidents, and actively participating in health and safety initiatives.
- Health and Safety Committee: A health and safety committee will be established to monitor, review, and advise on health and safety matters within the organization.

### **4. Hazard Identification and Risk Assessment:**

- The POA will conduct regular hazard identification and risk assessments to identify potential hazards and assess the associated risks in the workplace.
- Mitigation measures will be implemented to eliminate or minimize risks and hazards, as reasonably practicable.

### **5. Health and Safety Procedures:**

- Emergency Procedures: Clear emergency procedures will be developed, communicated, and practiced regularly to ensure a prompt and effective response to emergencies, including fire, medical incidents, natural disasters, or other relevant incidents.
- Accident Reporting and Investigation: Procedures will be established for reporting and investigating accidents, incidents, and near-miss events. Lessons learned will be used to improve health and safety practices.
- First Aid and Medical Support: Adequate provisions for first aid supplies, trained personnel, and access to medical support will be provided within the workplace.
- Workplace Ergonomics: The POA will promote ergonomic principles to minimize the risk of work-related musculoskeletal disorders and promote the well-being of employees.
- Personal Protective Equipment (PPE): The appropriate use, maintenance, and provision of personal protective equipment will be outlined in accordance with job-specific hazards and regulatory requirements.

### **6. Training and Communication:**

- Health and Safety Training: Employees, volunteers, and relevant stakeholders will receive appropriate health and safety training to ensure their understanding of hazards, safe work practices, and emergency procedures.
- Communication: Clear and effective communication channels will be established to disseminate health and safety information, procedures, and updates to all individuals associated with the POA.

### **7. Continuous Improvement:**

- The POA will continuously monitor, review, and improve health and safety practices through regular inspections, audits, and feedback mechanisms.
- Lessons learned from incidents, near-misses, and best practices will be incorporated to enhance health and safety measures and promote a culture of continuous improvement.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**



**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

**8. Policy Review:**

- This Health and Safety Policy will be periodically reviewed to ensure its effectiveness, compliance with applicable laws, and alignment with the organization's needs.
  - Feedback from employees, health and safety committees, and changes in legal requirements will be considered for policy enhancements and improvements.
-

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

## POA Utilization of Support Fund Policy

**1. Purpose** - The purpose of this Utilization of Support Fund Policy is to provide guidelines for the transparent, optimized, and justified utilization of funds received by the Pakistan Olympic Association (POA) from various sources, including Olympic Solidarity, Association of National Olympic Committees (ANOC), Olympic Council of Asia (OCA), Commonwealth Games Federation (CGF), and other relevant organizations. This policy aims to ensure that the funds are used effectively to support the development of coaches, athletes, sports structure, good governance, and educational initiatives. The support fund policy will be utilized in accordance with POA Financial Rules and will not be applicable upon the administrative subsidy which also will be utilized as per Financial Rules of POA. This policy will be applicable upon all the entities, individuals and athletes who utilize the funds and the policy will be in addition to any other obligations placed by the funding organization.

**2. Funding Sources** - The POA receives support funds from the following sources:

- Olympic Solidarity: Funds received for the organization of Technical Courses of Coaches, Development of National Sports Structure, Scholarship for Coaches' training abroad, and Scholarships for Olympic preparation for athletes approved by International Sports Federations and the IOC.
- Association of National Olympic Committees (ANOC): Funds received for the organization of good governance courses, athletes' seminars, and other approved programs.
- Olympic Council of Asia (OCA): Funds received for the organization of programs related to coaching, athlete development, and sports structure enhancement.
- Commonwealth Games Federation (CGF): Funds received for the training of athletes in preparation for Commonwealth Games and other related initiatives.
- Other Funding Sources: Any additional funding received for specific purposes will be addressed on a case-by-case basis and governed by the principles outlined in this policy.

### 3. Utilization Principles:

- Transparency: The utilization of support funds will be conducted with utmost transparency, ensuring that all financial transactions are accurately documented, recorded, and reported.
- Accountability: The POA will be accountable for the appropriate use of funds and ensure that they are used solely for the intended purposes as specified by the funding sources and therefore will have complete authority to demand, check and analyse the fund usage allocated to any beneficiary by POA.
- Compliance: All fund utilization activities will comply with the regulations, guidelines, and conditions set forth by the funding sources.
- Optimization: Funds will be utilized in an optimized manner to achieve maximum benefit and impact for the development of coaches, athletes, sports structure, good governance, and educational initiatives.
- Justification: All fund utilization decisions will be justified based on the needs, priorities, and goals of the POA, aligning with its strategic objectives and the requirements of the funding sources.

### 4. Fund Allocation and Approval:

- The allocation of funds will be based on the identified needs, priorities, and goals of the POA, as well as the guidelines and criteria set by the funding sources.
- The approval of fund allocation and utilization will be obtained through an established internal process, involving the relevant stakeholders, such as the POA's Executive Committee or Board of Directors.

### 5. Reporting and Monitoring:

- Regular financial reporting will be conducted to provide an overview of fund utilization, including income, expenses, and balances.
- The POA will establish appropriate monitoring mechanisms to track the progress, outcomes, and impact of programs and initiatives funded by the support funds.
- Compliance with reporting requirements set by the funding sources will be ensured.
- All reporting demanded by POA in addition to donor's requirement will have to be provided by funds beneficiary.
- This will exclude expert remuneration, if any given by POA.



**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

## 6. Policy Review:

- This Utilization of Support Fund Policy will be periodically reviewed to ensure its effectiveness, compliance with funding source requirements, and alignment with the POA's objectives.
- Changes in funding sources, regulations, or the organization's needs will be considered for policy enhancements and improvements.

---

## By – Laws on Retention of POA Membership and Recognition for National Sports Federations

1. Purpose - The purpose of these By – Laws is to establish guidelines for the retention of Pakistan Olympic Association (POA) membership and the recognition of National Sports Federations (NSFs) in a manner that promotes good governance, athlete development, and performance. This policy aims to regulate the already awarded membership on governance lines to ensure transparency, accountability, and the achievement of high standards in sports.

### 2. Membership Retention Criteria:

#### a. Creation of Athlete and Sports Personnel Database:

- NSFs must maintain an updated and comprehensive database of registered athletes, including their personal information, achievements, and relevant records.
- NSFs must maintain an updated and comprehensive database of registered sports personnel, including their personal information, achievements, and relevant records.
- The database should be accessible to the POA and other relevant stakeholders for monitoring and evaluation purposes.

#### b. Protection of Athletes' Rights:

- NSFs must have policies and procedures in place to protect the rights and welfare of athletes, including safeguarding against discrimination, harassment, abuse, and doping.
- Compliance with national and international anti-doping regulations and ethical standards should be ensured.

#### c. Organization of Championships:

- NSFs should regularly organize national championships or competitions to provide platforms for athletes to showcase their skills and determine the national rankings.
- The championships should adhere to established rules and regulations, ensuring fair competition and participation of eligible athletes.

#### d. Participation in International Competitions:

- NSFs should actively seek opportunities for athletes to participate in international competitions, representing Pakistan and gaining exposure to higher levels of competition.
- Compliance with international federation requirements, entry procedures, and eligibility criteria for international competitions should be met.

#### e. Procedure of Selection of Athletes and Teams:

- NSFs must have transparent and fair procedures for the selection of athletes and teams for national and international competitions.
- Selection criteria, eligibility requirements, and decision-making processes should be clearly defined, communicated, and based on merit and performance.

## 3. Governance Standards:

### a. Age Determination:

- NSFs must adhere to age determination policies and guidelines set by the respective international federations or governing bodies of their sports.

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

- Age verification mechanisms should be in place to ensure accurate and fair participation of athletes in different age categories.
- b. Tenure Restriction:
  - Governing bodies within NSFs should have tenure restrictions for officials to ensure regular elections, fresh perspectives, and avoid the concentration of power.
  - Limits on the number of consecutive terms or maximum tenure should be established.
- c. Transparent Elections:
  - NSFs should conduct elections for governing bodies in a transparent manner, adhering to established electoral procedures, and ensuring the participation of eligible members.
  - Election processes should be documented, and election results should be publicly announced.
- d. Public Register of Affiliated Units and Officials:
  - NSFs should maintain a publicly accessible register or directory of their affiliated units and officials, including their names, contact details, positions, and roles.
  - This register will provide transparency and accountability in the governance structure of NSFs.
- e. Registration as Legal Entity in Pakistan:
  - NSFs should be registered as legal entities under relevant laws and regulations in Pakistan.
  - Compliance with legal requirements, such as registration, reporting, and financial obligations, should be ensured.

---

## POA Governance Policy on Gender Equity

### 1. Introduction

The Pakistan Olympic Association (POA) recognizes the importance of gender equity in sports and is committed to promoting equal opportunities and fair treatment for all athletes, coaches, administrators, and stakeholders. This policy aims to ensure gender equity is an integral part of the POA's governance framework, aligned with global dynamics and best practices in sports.

### 2. Principles of Gender Equity

- a. **Non-Discrimination:** The POA prohibits any form of discrimination based on gender and ensures equal opportunities for all individuals involved in sports.
- b. **Equal Representation:** The POA strives to achieve balanced gender representation in decision-making bodies, committees, and leadership positions.
- c. **Fair Resource Allocation:** Resources, funding, and support services are distributed equitably among male and female athletes, ensuring equal opportunities for development and success.
- d. **Safe and Inclusive Environment:** The POA promotes an inclusive and safe environment free from harassment, abuse, and gender-based violence.
- e. **Awareness and Education:** The POA encourages gender sensitivity training, educational programs, and awareness campaigns to foster a culture of gender equity in sports.

### 3. Gender Equity Action Plan

- a. **Policy Implementation:** The POA will ensure the integration of gender equity principles in all policies, procedures, and initiatives.
- b. **Leadership and Representation:** Strive for gender-balanced representation in decision-making bodies, committees, and leadership positions within the POA and National Sports Federations.
- c. **Athlete Support and Development:** Implement programs and resources that provide equal opportunities for male and female athletes in areas such as coaching, training, scholarships, and access to facilities.
- d. **Safe and Inclusive Environment:** Establish and enforce policies and procedures that promote gender equality, prevent discrimination and harassment, and provide avenues for reporting and addressing grievances.

**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

- e. Research and Data Collection: Collect and analyze data on participation rates, performance, and barriers faced by male and female athletes to identify areas for improvement and track progress.
- f. Collaboration and Advocacy: Collaborate with national and international organizations to advocate for gender equity in sports, share best practices, and learn from global experiences.

**4. Monitoring and Reporting**

- a. Regular Monitoring: Monitor the implementation of gender equity initiatives, track progress, and identify areas for improvement.
- b. Reporting and Accountability: Publish annual reports on gender equity efforts, including achievements, challenges, and future plans.
- c. Stakeholder Engagement: Seek feedback from athletes, coaches, administrators, and other stakeholders to ensure their voices are heard in shaping gender equity policies and practices.

**5. Review and Continuous Improvement**

The POA will regularly review this policy, in consultation with relevant stakeholders, to ensure its effectiveness and alignment with evolving global standards and best practices. The policy will be updated as needed to address emerging issues and advance gender equity in sports.

By adopting this governance policy on gender equity, the POA demonstrates its commitment to creating an inclusive, equitable, and empowering environment for all individuals involved in sports, irrespective of gender. This policy will guide the POA's efforts to promote gender equality, address gender-based disparities, and foster a more inclusive and diverse sporting landscape in Pakistan.

---

**Criteria for Choosing Individuals as Voting Members in the POA General Assembly:****1. Demonstrated Commitment to Sports and Olympism:**

Individuals who have shown a strong commitment to the development and promotion of sports, as well as the principles and values of Olympism.

**2. Expertise and Experience:**

Individuals with a proven track record of expertise and experience in the sports industry, sports administration, coaching, or related fields, bringing valuable knowledge and insights to the POA.

**3. Contribution to Sports:**

Individuals who have made significant contributions to the advancement of sports in Pakistan, either through their own athletic achievements, coaching excellence, sports governance, or other notable contributions.

**4. Stakeholder Representation:**

Ensuring representation from diverse stakeholders, including athletes, coaches, sports administrators, sports federations, educational institutions, and other relevant bodies, to ensure a comprehensive and inclusive decision-making process.

**5. Ethical Conduct:**

Individuals who have demonstrated high ethical standards, integrity, and a commitment to fair play, ensuring that their involvement will enhance the ethical foundation of the POA.

**6. Leadership and Organizational Skills:**

Individuals with proven leadership abilities, effective communication skills, and the capacity to contribute to the strategic decision-making process of the POA.

**7. Active Participation and Involvement:**

Individuals who have a history of active involvement in sports-related activities, organizations, or initiatives, showcasing their dedication and passion for sports development.

**8. Regional Representation:**

Ensuring representation from different regions of Pakistan to ensure fair representation and inclusivity.

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

**9. Professional and Personal Standing:**

Individuals with a strong professional and personal reputation, who are respected and recognized within their respective fields, contributing to the credibility and reputation of the POA.

**10. Commitment to POA's Objectives:**

Individuals who align with the mission, vision, and goals of the POA and are committed to supporting the organization in achieving its objectives.

It is important to note that the selection process should be transparent, fair, and impartial, with a clear evaluation process and criteria to ensure that the chosen individuals possess the necessary qualifications, expertise, and commitment to effectively contribute to the development and governance of the POA.

---

**Policy on Permanent Advocacy for Development of High Performance Elite Sports Training in Pakistan**

**1. Purpose** - The purpose of this policy is to establish a framework for the Pakistan Olympic Association (POA) to engage in permanent advocacy efforts for the development of high-performance elite sports training in Pakistan. This policy aims to create a conducive environment for the growth of elite sports by advocating for the necessary resources, infrastructure, training programs, and support systems.

**2. Objectives:**

- a. Promote Awareness: Advocate for the importance of high-performance elite sports training and its role in the overall development of athletes, national pride, and international recognition for Pakistan.
- b. Resource Allocation: Advocate for the allocation of adequate financial resources, funding, and support from the government, private sector, and other stakeholders to facilitate the development of high-performance training programs.
- c. Infrastructure Development: Advocate for the creation and improvement of world-class training facilities, sports complexes, and specialized training centers across Pakistan to provide athletes with optimal training environments.
- d. Coaching and Technical Expertise: Advocate for the availability of qualified coaches, trainers, and technical experts in various sports disciplines to enhance the quality of training and skill development.
- e. Talent Identification and Development: Advocate for the establishment of talent identification programs, scouting networks, and talent development initiatives to identify and nurture promising athletes from a young age.
- f. International Collaboration: Advocate for partnerships and collaborations with international sports organizations, federations, and training institutions to exchange knowledge, expertise, and best practices in high-performance training.
- g. Athlete Support Systems: Advocate for the implementation of athlete support systems, including sports science, sports medicine, nutrition, mental health support, and performance analysis, to enhance the overall well-being and performance of athletes.
- h. Policy Influence: Advocate for the development and implementation of sports policies, regulations, and guidelines that promote and prioritize high-performance elite sports training in Pakistan.

**3. Advocacy Strategies:**

- a. Engage with Government: Establish regular communication and engagement with relevant government departments, ministries, and policymakers to advocate for high-performance sports training and influence policy decisions.
- b. Stakeholder Collaboration: Collaborate with national and international sports organizations, private sector entities, educational institutions, and other stakeholders to collectively advocate for the development of high-performance training programs.
- c. Public Awareness Campaigns: Conduct awareness campaigns, seminars, workshops, and media engagements to educate the public, media, and decision-makers about the importance and benefits of high-performance elite sports training.
- d. Data and Research: Gather and present data, research, and success stories related to high-performance



**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

sports training to support advocacy efforts and demonstrate the positive impact on athletes, society, and national image.

e. Policy Recommendations: Develop evidence-based policy recommendations and position papers highlighting the specific needs, challenges, and opportunities for high-performance training in Pakistan.

**4. Implementation and Evaluation:**

a. Implementation Responsibility: The POA, in collaboration with relevant stakeholders, will be responsible for the implementation of advocacy strategies outlined in this policy.

b. Progress Monitoring: Regularly monitor and evaluate the progress of advocacy efforts, assess the effectiveness of strategies, and make necessary adjustments to achieve the desired outcomes.

c. Performance Indicators: Establish key performance indicators (KPIs) to measure the impact of advocacy efforts, such as increased funding, improved infrastructure, athlete development, and policy changes.

d. Reporting and Communication: Provide regular updates and reports on advocacy activities to stakeholders, including the government, sports organizations, and the public, to maintain transparency and accountability.

**5. Policy Review:**

- This Policy on Permanent Advocacy for Development of High Performance Elite Sports Training in Pakistan will be periodically reviewed to ensure its effectiveness, relevance, and alignment with the evolving needs of elite sports training.

- Changes in the sports landscape, government priorities, or the POA's objectives will be considered for policy enhancements and improvements.

---

**Guidelines for the Promotion of Olympic Movement in Pakistan and Partnership with Public Authorities**

1. Purpose - The purpose of these guidelines is to provide a framework for the Pakistan Olympic Association (POA) to promote the Olympic Movement in Pakistan and establish effective partnerships with public authorities. These guidelines aim to enhance the visibility, understanding, and support for the Olympic values, sports development, and the role of the POA in fostering the Olympic Movement.

**2. Objectives:**

a. Raise Awareness: Increase public awareness and understanding of the Olympic Movement, its values, and its impact on society.

b. Collaboration: Foster collaborative partnerships with public authorities at national, provincial, and local levels to promote sports development, infrastructure, and athlete support.

c. Education and Outreach: Develop educational programs and initiatives to promote Olympic values, sports participation, and healthy lifestyles among the youth and general public.

d. Sports Promotion: Support the promotion of various sports disciplines, national championships, and grassroots sports activities in collaboration with public authorities.

e. Athlete Support: Advocate for the provision of necessary support, facilities, and resources for athletes to excel in their respective sports.

f. Volunteer Engagement: Encourage public participation and volunteerism in sports events, programs, and initiatives organized by the POA.

g. Policy Influence: Advocate for policies and regulations that promote the growth of sports, athlete development, and the Olympic Movement in Pakistan.

**3. Guidelines for Partnership with Public Authorities:**

a. Collaboration Agreements: Establish formal collaboration agreements with relevant public authorities, outlining the shared objectives, roles, and responsibilities of each party.

b. Joint Programs and Initiatives: Develop joint programs, initiatives, and campaigns with public authorities to promote sports participation, talent development, and the Olympic values.

c. Resource Sharing: Explore opportunities for resource sharing, including infrastructure, training facilities, expertise, and funding, to support the development of sports in Pakistan.

d. Policy Advocacy: Collaborate with public authorities to advocate for sports-friendly policies, regulations,



**PRESIDENT**

**Lt Gen (Retd)  
Syed Arif Hasan HI(M)**

**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

and funding allocations at national, provincial, and local levels.

e. Information Sharing: Establish mechanisms for regular information sharing and communication between the POA and public authorities to enhance coordination and collaboration.

f. Mutual Promotion: Engage in mutual promotion activities to highlight the achievements, events, and initiatives of the POA and public authorities in promoting sports and the Olympic Movement.

g. Stakeholder Engagement: Involve relevant stakeholders, including sports federations, athletes, coaches, and community organizations, in the partnership activities to ensure inclusive and comprehensive sports development.

#### 4. Implementation and Evaluation:

a. Implementation Responsibility: The POA, in collaboration with relevant public authorities, will be responsible for the implementation of the partnership guidelines and activities outlined in this document.

b. Performance Monitoring: Regularly monitor and evaluate the progress and impact of the partnership initiatives in promoting the Olympic Movement and sports development.

c. Feedback and Improvement: Seek feedback from stakeholders, including public authorities, athletes, and the general public, to continuously improve the effectiveness and relevance of the partnership activities.

#### 5. Policy Review:

- These Guidelines for the Promotion of Olympic Movement in Pakistan and Partnership with Public Authorities will be periodically reviewed to ensure their effectiveness, alignment with the POA's objectives, and changing needs of the sports landscape.

- Changes in public policies, sports priorities, or partnership dynamics will be considered for guideline enhancements and improvements.

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

**SECRETARY GENERAL**

Muhammad Khalid Mahmood  
Cell : +92-300-9462502

## Strategic framework for the Pakistan Olympic Association (POA) Olympic Academy

### 1. Vision and Mission:

- Define the vision and mission of the POA Olympic Academy, aligning them with the broader objectives of the POA and the International Olympic Academy (IOA).
- Emphasize the importance of education, research, and knowledge dissemination in promoting Olympic values, sports governance, and athlete development.

### 2. Establish Affiliation with IOA:

- Initiate the process to establish a formal affiliation with the International Olympic Academy (IOA), ensuring compliance with their requirements and standards.
- Collaborate with the IOA to access their resources, programs, and expertise in Olympic education and research.

### 3. Curriculum Development:

- Develop a comprehensive curriculum that covers various aspects of Olympic education, including sports management, sports science, sports ethics, sports law, and Olympic history.
- Incorporate practical components, such as internships, workshops, and field experiences, to provide hands-on learning opportunities for participants.

### 4. Training and Certification:

- Offer training programs and certification courses for sports administrators, coaches, athletes, and other stakeholders involved in the sports ecosystem.
- Collaborate with national and international experts to deliver high-quality training and ensure the curriculum is up to date with the latest trends and best practices.

### 5. Research and Publications:

- Encourage and support research initiatives focused on Olympic studies, sports governance, and related fields.
- Establish partnerships with universities, research institutions, and scholars to foster research collaborations and knowledge sharing.
- Publish research findings, articles, and publications to contribute to the body of knowledge in Olympic education and sports governance.

### 6. Workshops and Seminars:

- Organize workshops, seminars, and conferences to bring together national and international experts, practitioners, and stakeholders in the field of Olympic education.
- Facilitate discussions, knowledge exchange, and networking opportunities to promote dialogue and collaboration for sports development.

### 7. Outreach and Community Engagement:

- Reach out to educational institutions, sports organizations, and local communities to create awareness about Olympic values and opportunities offered by the POA Olympic Academy.
- Organize outreach programs, community service initiatives, and grassroots sports development activities to engage with youth and promote sports participation.

### 8. Continuous Professional Development:

- Offer continuous professional development programs for coaches, administrators, and other sports professionals to enhance their skills and knowledge.
- Provide opportunities for ongoing learning, networking, and career advancement in the field of Olympic education and sports governance.

### 9. Evaluation and Quality Assurance:

- Establish mechanisms to evaluate the effectiveness and impact of the POA Olympic Academy's programs, courses, and initiatives.
- Seek feedback from participants, partners, and stakeholders to continuously improve the quality and relevance of offerings.

### 10. Resource Mobilization:

- Develop a resource mobilization strategy to secure funding and partnerships to support the operations and

**PRESIDENT**

Lt Gen (Retd)  
Syed Arif Hasan HI(M)

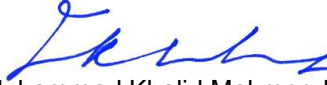
**SECRETARY GENERAL**

**Muhammad Khalid Mahmood**  
Cell : +92-300-9462502

initiatives of the POA Olympic Academy.

- Approach government agencies, corporate sponsors, philanthropic organizations, and international funding bodies to secure financial support and in-kind contributions.

By implementing this strategic framework, the POA Olympic Academy aims to become a center of excellence for Olympic education, research, and professional development in Pakistan. It will contribute to the advancement of sports governance, athlete development, and the promotion of Olympic values in the country, while benefitting from the affiliation with the International Olympic Academy.

  
Muhammad Khalid Mahmood  
Secretary General  
Pakistan Olympic Association

**Distribution:**

- Lt Gen (R) Syed Arif Hasan, HI(M), President POA.
- Syed Shahid Ali, Member IOC.
- Mr. Ali Raza, Senior Legal Advisor, POA.
- Secretaries General of National Sports Federations.
- Secretaries /Directors of Services and Departmental Organizations.
- Secretaries General of Provincial Olympic & Other Associations.
- Chairman, POA Athletes Commission.
- Individual Members, POA.
- Master File.