



# **UGANDA OLYMPIC COMMITTEE**

**2022 – 2027**

**STRATEGIC PLAN**

## **MISSION**

**We represent and promote values of Olympic and Commonwealth Movements in Uganda, attaining sustainable excellence through strategy implementation, stakeholder collaboration and support.**

## **VISION**

**We lead in excellence and promotion of Olympism**

# CORE VALUES

- Excellence
- Inclusivity
- Integrity
- Teamwork
- Resilience
- Commitment

# CORE VALUE STATEMENTS

- **Excellence:** We set and uphold high organisational standards, adaptation,

innovation and vigilance to achieve sustainable success.

- **Inclusivity:** We embrace equity, diversity, gender intersectionality, mutual respect, and multiple perspectives of human identity.
- **Integrity:** We uphold ethical norms, maintain high standards of trustworthiness, accountability and transparency.
- **Teamwork:** We exemplify effective collaboration, coordination and communication for sustainable impact.
- **Resilience:** We are determined to withstand adversity and challenges.
- **Commitment:** We ensure dedication, sacrifice and loyalty to the development of sustainable sport.

# KEY ROLES

- ❖ **Roles as outlined in the UOC constitution, the Olympic Charter and the Commonwealth Games Federation (CGF) constitution remain appropriate, relevant and binding.**
- Ensure adherence to the Olympic Charter and CGF constitution.
- Promote Olympism and Commonwealth values in Uganda.
- Protect and preserve the autonomy of the UOC.
- Ensure appropriate stakeholder management.
- Create and sustain an all-inclusive and supportive environment for sport.

- Guide and support member National Federations (NFs) on safeguarding, ethics and good governance.
- Support preparations of athletes and officials for Olympics and other major Games through ensuring a high-performance environment.
- Advocate and lobby for the enactment of an enabling Anti-doping law.
- Develop and implement appropriate policies.
- Encourage and support member NFs to adopt Anti-doping education.
- Develop and implement appropriate successive strategic plans.
- Play an advisory and mediatory role for affiliate bodies.

- Support approved sport development programmes.
- Ensure sustainability of the UOC and its programmes.

## **KEY PERFORMANCE AREAS**

- **Athlete Development and Support**
- **Organisational Effectiveness and Sustainability**
  - **Capacity Development**
  - **Business Development**
- **Promotion of Olympic and Commonwealth Values**

# Athlete Development and Support

## Overall Goal

Team Uganda has well supported and adequately prepared athletes who perform optimally at world level competitions by 2027.

## Strategic Objective 1

- To develop and consistently implement an appropriate high-performance sport policy.

## Strategies

- Conduct a needs assessment and benchmarking exercise through research.
- Consult relevant stakeholders.



- Develop policy including a prioritisation system for NFs.
- Implement the policy consistently.
- Encourage member NFs to align with the UOC high-performance sport policy guidelines.
- Monitor and evaluate implementation and effectiveness of the policy.

## **Strategic Objective 2**

- To develop and effectively implement an appropriate high-performance strategy.

### **Strategies**

- Research and consult on high-performance requirements.
- Develop an appropriate high-performance strategy with some special emphasis on the sports science imperatives.
- Implement the high-performance strategy.
- Support member NFs to adopt an athlete development pathway.
- Collaborate with and assist member NFs and other relevant stakeholders to develop and implement a talent identification programme and long-term

athlete development strategy aligned to the UOC high- performance strategy.

- Facilitate access to an appropriate environment for high-performance athletes.
- Collaborate with relevant high-performance experts.
- Collaborate with the relevant stakeholders to develop an integrated sports system in Uganda.
- Monitor and evaluate implementation and impact of the high- performance strategy annually.

### **Strategic Objective 3**

- To enhance and effectively implement the existing selection policy.

### **Strategies**

- Review the existing selection policy.
- Enhance policy content as necessary.
- Implement the policy consistently.
- Encourage member NFs to align with the UOC selection policy.
- Monitor and evaluate implementation and effectiveness of the policy.

## **Strategic Objective 4**

- To ensure optimum qualification and performance by Team Uganda at world level competitions.

### **Strategies**

- Identify a pool of potential athletes guided by the high-performance strategy and the prioritisation system.
- Develop and implement a podium performance programme.
- Leverage optimally athlete scholarship opportunities provided by International Federations, Olympic Solidarity and other bodies or entities.
- Ensure regular exposure to appropriate international competitions.
- Set appropriate qualification and performance targets for world level competitions.
- Provide meaningful performance incentives.
- Monitor and evaluate implementation and impact of the podium performance programme.

## **Strategic Objective 5**

- To develop/enhance and support pathways for future elite athletes.

### **Strategies**

- Conduct a needs assessment and benchmarking exercise through research.
- Consult key stakeholders.
- Develop and implement an appropriate pathway programme.
- Encourage member NFs to align with the UOC pathway programme.
- Monitor and evaluate implementation and impact of the pathway programme.

## **Strategic Objective 6**

To promote the wellbeing and empowerment of high-performance athletes.

## Strategies

- Establish high-performance athletes' wellbeing and empowerment needs.
- Develop and implement athlete wellbeing and empowerment programme.
- Leverage Olympic Solidarity and other athlete wellbeing and empowerment opportunities.
- Develop and disseminate athlete wellbeing and empowerment programme guidelines to member NFs.
- Encourage member NFs to align with and leverage the UOC athlete wellbeing and empowerment programme.
- Strengthen and support the safeguarding function.
- Monitor and evaluate implementation and impact of the athlete wellbeing and empowerment programme.

# **Organisational Effectiveness and Sustainability**

## **Overall Goal**

UOC Governance, Management and Sustainability are in line with international best practice by 2027.

### **Strategic Objective 1**

- To systematically and effectively implement the 2022 – 2027 strategic plan through appropriate annual operational plans.

## **Strategies**

- Develop appropriate annual operational plans.
- Adopt the annual operational plans.
- Implement the annual operational plans.
- Conduct a mid-term review of the strategic plan in the first quarter of 2025.
- Report in line with operational plan implementation on a quarterly basis.
- Ensure appropriate and timely remedial intervention as required.
- Encourage and support member NFs to develop and implement appropriate strategic plans.
- Monitor and evaluate implementation and impact of annual operational plans periodically.

## **Strategic Objective 2**

- To align the UOC structures, management systems and governance tools with the new strategic plan.

## **Strategies**

- Review existing structures, management systems and governance tools.

- Determine the appropriateness and adequacy of existing structures, management systems and governance tools in view of the new strategy.
- Align structures, management systems and governance tools accordingly.
- Monitor and evaluate effectiveness of structures, management systems and governance tools.

### **Strategic Objective 3**

- To ensure 100% compliance with agreed good governance and management standards by UOC organs and members by 2027.

### **Strategies**

- Review existing governance and management standards for adequacy and appropriateness in view of the new strategy.
- Establish current compliance levels.
- Enhance the governance and management standards in line with international best practice.
- Enforce good governance and management standards consistently.



- Monitor and evaluate the effectiveness and relevance/appropriateness of the good governance and management standards.

## **Strategic Objective 4**

- To ensure efficient and effective delivery of quality services and programmes to all UOC stakeholders.

## **Strategies**

- Establish stakeholder and internal service organs satisfaction index.
- Develop and implement an appropriate service delivery plan.
- Develop an appropriate stakeholder service charter.
- Enhance the service delivery process.
- Carry out appropriate training and development of UOC members to enhance service delivery.
- Monitor and evaluate the effectiveness and impact of the service delivery plan.

## **Strategic Objective 5**

- To utilise appropriate technology optimally in all UOC operations.

### **Strategies**

- Establish current UOC technology availability, capability and utilisation status.
- Develop and implement an appropriate technology utilisation plan.
- Acquire appropriate technology tools and skills.
- Manage technology risks effectively.
- Monitor and evaluate the effectiveness and impact of the technology utilisation plan.

## **Strategic Objective 6**

- To ensure UOC self-reliance and financial sustainability.

### **Strategies**

- Review current financial systems and controls.

- Develop and implement an appropriate financial sustainability plan.
- Ensure prudent financial management, cost effective operations, viable investments, acquisition of strategic capital assets and hosting of international events.
- Leverage multiple revenue streams including viable fundraising initiatives.
- Embrace results-based budget planning system and operate within approved annual budgets.
- Ensure efficient and effective management of resources and attendant risks.
- Monitor and evaluate the effectiveness and impact of the UOC financial sustainability plan.

## **Strategic Objective 7**

- To cultivate a mindset and culture of sustainability.

### **Strategies**

- Develop and disseminate organisational sustainability guidelines to promote awareness within UOC.
- Incorporate sustainability in all UOC operations and programmes.

- Manage UOC resources prudently avoiding wastage and minimising costs.
- Invest in and utilise renewable resources.
- Offer incentives for innovation and sustainability.
- Manage organisational risks effectively.
- Evaluate impact and enhance organisational sustainability guidelines periodically.

## **Capacity Development**

### **Overall Goal**

UOC depicts sustained acquisition, application and management of knowledge, skills and competencies by 2027.

## **Strategic Objective 1**

- To develop capacity of UOC organs, members and volunteers for enhanced delivery of mandates.

### **Strategies**

- Conduct a skills audit for all UOC Executive, Commissions and full-time staff members.
- Establish capacity development needs of UOC organs, members and volunteers.
- Develop and implement a capacity development programme.
- Provide/leverage appropriate training and on-going development opportunities for organs, members and volunteers.
- Monitor and evaluate the effectiveness and impact of the capacity development programme.

## **Strategic Objective 2**

- To develop and enhance the capacity of athletes, coaches, administrators, competition officials and relevant support services practitioners.

## **Strategies**

- Identify capacity development needs.
- Develop and implement capacity development programme which includes appropriate exposure for beneficiaries.
- Leverage capacity development opportunities provided by Olympic Solidarity and International Sport Federations.
- Leverage local and overseas scholarships.
- Partner relevant institutions and leverage exchange programmes.
- Monitor and evaluate implementation, effectiveness and impact of the capacity development programme.

## **Strategic Objective 3**

- To strengthen knowledge, skills and performance of UOC institutional stakeholders.

## **Strategies**

- Assess effectiveness, application and impact of skills and knowledge attained to date.
- Implement appropriate interventions tailored to different stakeholder needs.

- Collaborate with higher learning institutions for accreditation and synergies.
- Encourage high uptake of capacity development opportunities by UOC affiliates.
- Create, manage and leverage database of all individuals trained at different levels.
- Monitor and evaluate effectiveness and impact of the interventions.

## **Strategic Objective 4**

- To explore and leverage appropriate capacity development strategic interventions.

### **Strategies**

- Recognise and leverage local expertise.
- Ensure formal knowledge transfer and sharing from foreign experts engaged by the UOC.
- Expose the UOC Executive to international best practice.
- Encourage and support the election and appointment of Ugandans to positions on international sports bodies.
- Promote skill retention and application.

- Minimise turnover of full-time staff and volunteers.
- Embrace a culture of learning at organisational level.
- Monitor and evaluate impact of the capacity development strategic interventions.

## **Business Development**

### **Overall Goal**

The UOC brand is visible, attractive, competitive and optimally leveraged by 2027.



## **Strategic Objective 1**

- To increase UOC stakeholder communication satisfaction level index to at least 80% by 2027.

### **Strategies**

- Conduct a communication satisfaction survey to establish the current baseline index.
- Develop and implement an appropriate communication plan.
- Leverage all appropriate media platforms for enhanced publicity.
- Enhance and periodically measure UOC' s digital media visibility.
- Leverage media practitioners and athlete ambassadors as UOC influencers.
- Leverage appropriate stakeholder engagement platforms.
- Strengthen the UOC Public Relations function and impact.
- Monitor and evaluate implementation and impact of the communication plan.

## **Strategic Objective 2**

- To adequately protect and enhance the image of the UOC brand to at least 80% image perception index by 2027.

### **Strategies**

- Establish current image perception index.
- Develop and implement an appropriate image enhancement and protection plan.
- Ensure continued stakeholder engagement through shared social responsibility programmes and activities.
- Differentiate, package and position the UOC brand appropriately.
- Identify and leverage branding opportunities.
- Monitor and evaluate implementation, effectiveness and impact of the image enhancement and protection plan.

## **Strategic Objective 3.1**

- To secure and effectively manage at least 5 new long-term sponsorships by 2027.

## **Strategic Objective 3.2**

- To secure and effectively manage at least 5 new event-based sponsorships by 2027.

### **Strategies**

- Establish sponsorship needs and opportunities.
- Develop and implement an appropriate sponsorship plan.
- Develop and deliver an appropriate sponsorship engagement tool kit.
- Develop and package appropriate brands to attract sponsorship.
- Offer fair value to potential sponsors in exchange for sponsorship consideration.
- Manage the sponsorship relationships effectively.
- Strengthen the UOC Marketing function and impact.
- Monitor and evaluate implementation and effectiveness of the sponsorship plan.

## **Strategic Objective 4**

- To increase UOC sponsorship revenue by at least 10% annually.

## **Strategies**

- Establish the 2022 UOC sponsorship revenue baseline index
- Set an appropriate sponsorship revenue target annually from 2023 to 2027.
- Implement the sponsorship plan.
- Monitor and evaluate implementation and effectiveness of the sponsorship plan.

## **Strategic Objective 5.1**

- To optimise UOC revenue potential by securing and maintaining at least 2 beneficial commercial and media rights partnerships by 2027.

## **Strategic Objective 5.2**

- To generate at least 5% of total UOC annual revenue through commercial activities.

## **Strategies**

- Identify potentially viable commercial and media rights opportunities.
- Develop and implement a commercial plan.
- Leverage media rights partnerships.
- Patent (or register legally) the UOC brand(s).
- Partner athletes to exploit joint commercial opportunities.
- Ensure effective merchandising.
- Leverage sport tourism and host viable sport conferences and events.
- Embrace and secure value in kind support.
- Manage the commercial relationships and media rights partnerships effectively.
- Monitor and evaluate implementation and effectiveness of the commercial plan.

## **Strategic Objective 6**

- To ensure that UOC collaborates effectively with at least 8 strategic partners by 2027.

## **Strategies**

- Establish state of current needs linked to UOC goals and strategic objectives.

- Identify entities or potential partners with goal congruence or strategic fit to UOC.
- Engage the relevant entities and formalise the strategic partnerships through agreements or MoUs.
- Target suppliers and service providers for value in kind partnerships.
- Target and partner well-resourced entities.
- Leverage partnerships benefiting the Olympafrica Centres in Uganda.
- Manage the collaborative partnerships and relationships effectively.
- Monitor and evaluate effectiveness and impact of the collaborative partnerships and relationships.

## **Promotion of Olympic and Commonwealth Values**

### **Overall Goal**

Olympism and Commonwealth values have taken root through the education and sport systems in Uganda by 2027.

## **Strategic Objective 1**

- To consistently grow and retain the number of women and girls productively participating in sports activity.

### **Strategies**

- Identify needs and opportunities for women and girls.
- Develop and implement a gender equity and social inclusion policy.
- Ensure UOC and its affiliates provide equitable opportunities for women to participate in sport and serve in management and leadership positions.
- Ensure Team Uganda participating in international competitions has equitable representation of female to male athletes and officials.
- Leverage appropriate opportunities, programmes and partnerships for the benefit of women and girls.
- Monitor and evaluate effectiveness and impact of the policy.

## **Strategic Objective 2**

- To promote, maintain and enhance the health of athletes.

## **Strategies**

- Identify the health needs of athletes.
- Develop and implement an appropriate health policy for athletes.
- Ensure capacity development programmes for sports medicine practitioners and other relevant personnel.
- Lobby for the establishment of NADO and provide appropriate support.
- Strengthen existing Anti-doping programmes.
- Leverage research opportunities in sports medicine.
- Encourage affiliates to appoint/engage qualified and competent sports medicine practitioners.
- Monitor and evaluate implementation, effectiveness and impact of the health policy.

## **Strategic Objective 3**

- To use sport as a tool for environmental and climate change protection and sustainability.



## **Strategies**

- Establish requirements and guidelines for environmental and climate change protection and sustainability.
- Act on recommendations of the IOC toolkit on sustainability essentials.
- Ensure environmentally friendly measures for sports activities.
- Establish partnerships with relevant environmental and climate change agencies to protect the environment through appropriate initiatives.
- Explore and leverage opportunities to access funding for promoting environmental and climate change protection and sustainability initiatives.
- Monitor and evaluate effectiveness and impact of the initiatives.

## **Strategic Objective 4**

- To promote health, fitness and wellbeing through sport for social development initiatives.

## **Strategies**

- Promote regular physical activity as well as social and health community initiatives.

- Create awareness in society on the benefits of physical activity and sport for all.
- Ensure mutually beneficial collaboration with appropriate or relevant entities.
- Provide adequate support for Olympafrica Centre programmes.
- Support the construction and management of appropriate functional sports facilities.
- Organise annual Olympic and Commonwealth Day celebrations and activities.
- Monitor and evaluate implementation and impact of sport for social development initiatives.

## **Strategic Objective 5**

- To promote Olympic and Commonwealth values through values-based education, culture and heritage or legacy initiatives.

### **Strategies**

- Establish pertinent UOC needs and priorities.
- Develop and activate a digital sport museum and library.
- Incorporate the physical UOC Museum and Library in the UOC Headquarters plans.
- Support and strengthen the National Olympic Academy programme.

- Participate in International Olympic Academy (IOA) and relevant CGF sessions.
  - Establish and leverage partnerships with educational institutions to promote Olympic and CGF values.
  - Promote values and heritage/legacy initiatives through the different media platforms and the programmes of Olympafrica Centres.
  - Monitor and evaluate implementation and impact of the initiatives.
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**Signed off by UOC Consultant on: 6<sup>th</sup> April 2022.**

**Approved by UOC Executive Committee on: 29th April 2022**