



Annual Report 2016

UOC ASSOCIATE PARTNERS























































Contents

The President's word	4
The Secretary General's word	5
Executive summary	6
Introduction	8
Annex 1. UOC 2017 Calendar	30
Annex 2. 2016 UOC Membership Register	32
Annex 3. UOC Commission members	34
Annex 4. International postings	35
Annex 5. Calendars of National Federations/Associations	36
Annex 6. Finances	42



List of Acronyms

AGM Annual General Meeting

ANOCA Association of National Olympic Committees of Africa

ANOC Association of National Olympic Committees

ASMC Advanced Sports Management Course

CASEM Canadian Academy of Sport and Exercise Medicine

CGA Commonwealth Games Association
CGF Commonwealth Games Federation
Fédération internationale de natation

HIV/AIDS Human immunodeficiency virus infection and acquired immune deficiency syndrome

ICC International Coaching Course
IOC International Olympic Committee
ISU International School of Uganda
KCCA Kampala City Council Authority

MEMOS Executive Masters in Sports Management

MOU Memorandum of Understanding
NADO National Anti doping Organization

NEMA National Environment Management Agency

NFA National Forest Authority
NF National Federation

NOC National Olympic Committee

OS Olympic Solidarity

PAISAC Programme d'appui international au sport africain et des caraïbes

PoV Promotion of Olympic Values **SAC** Sports Administrators Course

SG Secretary General Uganda Shillings

UNAIDS United Nations Programme on HIV and AIDS
UNHCR United Nations High Commissioner for Refugees

UOC Uganda Olympic Committee

USD United States
United States Dollar

WADA World Anti-doping Association

The President's Word

It is with honor and great pleasure that I present to you our 2017 annual report. As we wind down our four years we have indeed made significant accomplishments that will forever define and redefine how we promote Olympic values. With support from Olympic Solidarity we have managed to conduct numerous programs together with our (23) twenty three member federations all over the country thus becoming a more effective and efficient Olympic Sports Organisation.

Over the last four years our commissions registered a record number of activities across the country with more than 300,000 young participants. The commissions; Sport for All, Culture, Legacy and education, Medical and women outperformed all NOC activities and thrust us into the international spot light. The IOC recognized and appreciated our efforts by nomination two activities from the Environment and Sport for All commissions to appear in the IOC commissions case study to be released in 2017. I must commend the women in sport commission for initiating a 'Women in Sport' empowerment tool and model that has been successfully piloted. Our ground breaking initiatives will enable us to have a bigger impact on the promotion of women in sport.

Our capacity building initiatives have enabled us to train more than 600 sports administrators from across the country thus strengthening and developing Ugandan sports administration. In 2016 we successfully held our first graduation ceremony at the Sheraton Hotel with 117 sports administrators from more than 25 federations, Uganda Police force, Special forces, Uganda prisons, Uganda people's defense forces and the national council of sports. Having successfully conducted upcountry courses for the first time in Gulu (Gulu University), Fort Portal (Mountains of the moon), Jinja (Jinja senior secondary school) and Mbale (Mbale University) we achieved our goal of taking our capacity building initiatives to the people.

Administratively we reorganized our secretariat and implemented a new strategic plan to enhance our efficiency and effectiveness. We managed to fully utilize the continental and solidarity grants. Our Patron Major General Muhoozi Kainerugaba donated 30,000USD for the Olympic team and



8,000USD towards the purchase of hardware for our E-Management system which Olympic solidarity is also funding. For the first time our federations will have free access to an online E-Management system (Email, website, financial accounting package, social media, Management, athletes management system, on line news, online interaction etc) Uganda to date has zero tolerance on drug abuse and usage. I am proud to announce that we have had no positive drug tests and we will continue with the heavy athlete sensitization programs.

To ensure greater sustainability the NOC managed to create strategic partnerships: Our biggest sporting partner the Uganda Police Force gave us land for development in Naguru at the Police head quarters and unique access to the police facility and human resource. For the first time we are a step closer to accomplishing our dream home of a national Olympic high performance center. Special gratitude goes out to our chief Patron



General Kale Kayihura who guided me and initiated our memorandum of understanding.

The UNAIDS partnership has paved the way for greater sensitization of HIV in sport and the first ever translation of the IOC HIV and Aids tool kit manual into our local languages laving down firm plans for

translation of the IOC HIV and Aids tool kit manual into our local languages laying down firm plans for a nationwide campaign in 2017. This opened doors for a UNHCR partnership that enabled us to run Olympic programs in internally displaced camps of Nakivale and Kiryandongo. The NOC for the first time sponsored a refugee team to participate in the annual national MTN marathon.

sponsored a refugee feam to participate in the annual national WITN marathon.

As we bring a close to our four years I would like to thank Dr. Donald Rukare and team for managing the NOC and all our commission members for successfully running Olympic programs all over the country. A big thank you to all the NOC stakeholders, UOC executive and the UOC secretariat for all the hard work in the last four years.

Mr. William F. Blick

President

Secretary General's Message

2016 will go down as a year to remember. We were able to undertake several activities with the Rio 2016 Olympics taking center stage. During the course of the fast paced 2016, we held our Annual General Assembly (AGM), an Extra Ordinary general Assembly, sports administrator's courses as well as the advanced sports management courses. Our commissions were firing on all cylinders and carried out activities across the country leading to enhanced visibility of the Olympic values and spirit.

As we come to the end of our four year mandate that commenced in 2013, there is no doubt t we have come a long way. Our strategic plan continues to be our north stat guiding all our initiatives. Strategic partnerships also strongly featured in 2016 and through these novel collaborations we have been able to deepen our footprint in the country. Notable in this regard is our partnership with UNAIDS and the office for the High Commissioner for Refugees. We are gratified by the recognition of the Olympic Solidarity as a vastly improved NOC which is increasingly viewed as an exemplar for others on the continent.

This annual report highlights the main activities carried out throughout 2016. The main event was participation in the Rio 2016 Olympic Games. Uganda entered a record breaking number of 21 athletes in the games. This constituted the largest team Uganda has fielded at the games in recent history.

Building the capacity of our sporting administrators remains one of our key areas of focus. During 2016 we were able to hold four sports administrators course (SAC) and the two Advanced Sports Management Course with one specifically for women. In a bid to increase our scope and coverage, one of the SAC programs was held in Western Uganda.

We remain committed to running a compact but effective secretariat. To this end we are supporting the skilling up of our staff are enrolled on various professional programs. We continued with our intern program that saw young driven interns being placed with us from various collaborating national universities.



The main constraints encountered in 2016 continued to be the ever persistent inadequate government support for most of our affiliates still persists. Lack of sporting facilities also remains a key hindrance to our member's ability to run their activities.

It is evident that as the UOC we have been able to achieve most of what we set out to do in our 2016 calendar notwithstanding the hurdles faced. We would like to register our appreciation for the support received from all our member affiliates, the government of Uganda, National Council of Sports, Ministry of Education, Sports, Science and Technology, Commonwealth Games Federation and the International Olympic Committee. We remain optimistic that 2017 will be an even better sporting year for us especially with the Youth Commonwealth Games in August.

Dr. Donald Rukare
Secretary General



Executive Summary

The 2016 annual report provides a comprehensive account of the key activities undertaken, major milestones achieved, challenges faced and the planned activities for 2017.

The report outlines the of the activities of the UOC which include, the operations of the UOC secretariat, update on programs under the Olympic Solidarity program, interaction with member national federations/associations, collaboration linkages with strategic partners, international appointments, participation in international and regional conferences, preparation for various international games, antidoping and strategic planning for the UOC. One of the key achievements in 2015 which is reflected in the report is the finalization of the long awaited UOC strategic Plan 2016-2020.

The report concludes by looking ahead to 2017 which is going to see an elective assembly and a new executive for lead the UOC over the next four years. The UOC executive committee going forward in 2017 will continue to strive for excellence and ensuring that the best interest of the athletes remains central to our mission.



The Uganda Olympic Committee (UOC) is the National Olympic Committee (NOC) recognized by the International Olympic Committee (IOC) pursuant to the Olympic Charter. Its membership is comprised of 20 affiliated members and 3 provisional members as indicated in annex 1. The principle organs of the UOC:

- (1) The General Assembly;
- (2) The Executive;

- (3) The UOC Council;
- (4) The Secretariat; and
- (5) The Commissions and Committees



Our Mission

The mission of the UOC is, "To act as an agent of the International Olympic Committee and Commonwealth Games Federation in Uganda to uphold and promote Olympic and Commonwealth ideals to its affiliates and stakeholders by providing support, guiding policy and delivering programmes through its organs and structures."



Our Vision

"To be the best sports governing body in Africa through championing excellence in governance, service delivery, sustainability and sport performance by 2024."



The Core values

- 1. Integrity
- 2. Transparency
- 3. Professionalism
- 4. Accountability
- 5. Respect
- 6. Equity

Strategic Priorities/Objectives

In fulfillment of our mandate the UOC is guided by its constitution, IOC charter, IOC 2020 Agenda IOC quadrennial plan 2013-2016 and its strategic plan.

The key strategic objectives guiding the programming and implementation of the UOC programmes and whose results and effects, this report highlighted are:

Strategic objective 1: Governance

Strategic objective 2: Athlete Development Strategic objective 3: Capacity Building

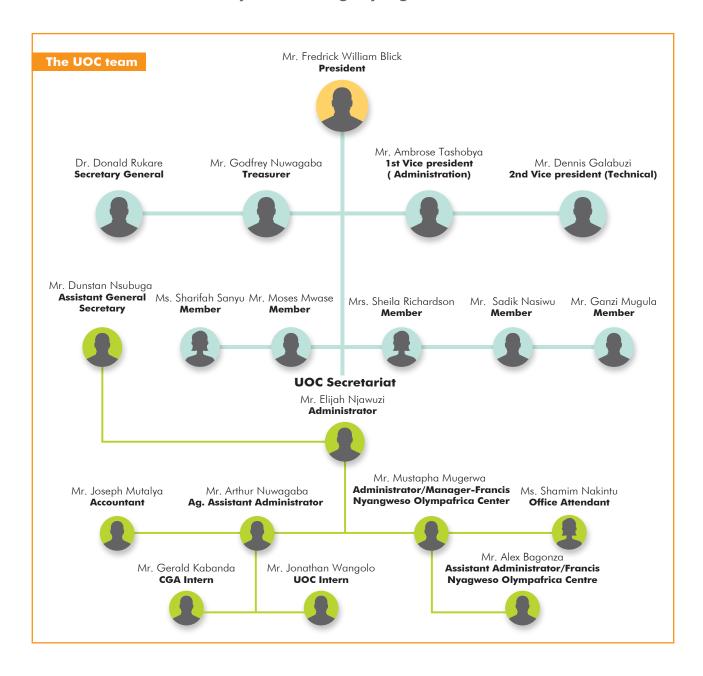
Strategic objective 4: Organisational Sustainability Strategic objective 5: Promoting Olympic Values

Strategic objective 6: Hosting International Sporting Events



Introduction

2016 was a vibrant year for the Uganda Olympic Committee with several national, regional and international activities participated in. This report therefore highlights the key achievements, milestones in 2016 together with the challenges met. The activities of the UOC have been run by the following key organs:





1. UOC 2016 Annual General Assembly

The UOC 2016 Annual General Assembly (AGM) was held on 5th March 2016 at the UOC offices. The AGM which was attended by the 20 affiliate members and 3 provisional discussed and approved the 2015 annual report, the 2015 financial report and audit, 2016 budget and annual calendar.

2. UOC Council Meetings

During the year the planned four council meetings were held and these continue to be vital forums for information sharing between the UOC and its members.

3. UOC Extra Ordinary General Assembly

The UOC held an extra ordinary general assembly on 1st October 2016 at which the returning officer, Advocate Sim Katende was appointed for the 2017 elective assembly. The returning officer will conduct the 2017 elections that will be held during the Annual General Assembly on 28th January 2017. During the assembly the quarter 3 report was presented to the members as well as the Rio 2016 report.

4. Membership

The UOC membership stands at twenty (20) full member national associations/federations and 3 provisional. A full list of the UOC membership is attached as annex 1.

5. UOC Secretariat

A. Secretariat operations

The secretariat remained operational and weekly meetings were held throught the year. Our administrator and accountant are both enrolled on professional and management courses aimed at enhancing their capacity to serve the NOC better.



B. Olympic Solidarity 2013-2016 Applications

The following applications have been made to Olympic Solidarity as of December 2016. These include;

- 1. 2016 Administrative subsidy
- 2. 2015 International Conference on Historical and Contemporary Issues in Olympic Studies
- 3. Olympic Scholarships for athletes Rio 2016
- 4. Olympic Scholarships for athletes Rio 2016
- 5. Marketing Seminar 2016
- 6. Technical Course for Coaches in Boxing
- 7. Women and Sport Women in Sport Mentorship Academy
- 8. Sports Medicine National Sports Medicine Training Workshop
- 9. ANOCA Rio 2016 / Support to Athletes
- 10. AFNOCA16 / Continental Activities budget 2016
- 11. 2016 International Sports Law training for African English Speaking NOCs
- 12. Olympic Education, Culture and Legacy Culture, Olympic
- 13. Education and NOA Programmes 2016
- 14. Sport for All Sport for All Programmes 2016
- 15. Women and Sport & Women in Sport Leadership Camp
- 16. Sports Medicine & Sports Medicine Course & Advance
- 17. Environmental Sustainability in Sport Olympism and Sustainability Campaign
- 18. 2016 Sport Administration course for women 1
- 19. 2016 Sport Administration course for women 2
- 20. Retour de fonds selon résultat de l'Audit 2015
- 21. 2016 Sport Administration course 3
- 22. Team Support Grant/Women's Basketball/2015 Preparation project
- 23. NOCs Support Grant of RIO 2016
- 24. 2016 International Sports Law training for African English Speaking NOCs
- 25. IOA International session for NOAs Directors
- 26. Women and Sport Women in Sport Mentorship Academy -
- 27. 2016 Advanced Course for women
- 28. 2015 Advanced Course 3
- 29. 2016 Advanced Sports Management Course 4
- 30. Olympic Scholarships for athletes Rio 2016
- 31. Olympic Education, Culture and Legacy Culture, Olympic
- 32. Education and NOA Programmes 2016
- 33. Olympic Scholarships for athletes Rio 2016
- 34. OSC15/Refund of travel expenses-Mr. Tom Mutebi MPUUJAICECP Lausane module
- 35. IOA International session for youth participants
- 36. Environmental Sustainability in Sport Olympism and Sustainability Campaign
- 37. AFOLYM1316 / Olympafrica Bourse Iba Mbaye 2016
- 38. Olympic Scholarships for athletes Rio 2016/Qualification Travel Subsidy/Charles Ssekyaaya
- 39. Olympic Scholarships for athletes Rio 2016/Qualification Travel Subsidy/Duncan Kasumba Mugabe
- 40. Environmental sustainabilit in Sport IOC world conference in Sport
- 41. 2016 Sport administration course 2
- 42. Sport for All Olympic Day subsidy
- 43. AFOLYM1316 / Purchase of sports eqt. for kids, Olympafrica Center Busia 2016
- 44. NOCs Support Grant of Rio 2016
- 45. OG Rio Participation subsidy
- 46. Olympic Games Subsidy Reimbursement airfare fees for 6 athletes & 2 officials

Source: UOC/IOC



The goal of Olympism is to place Sport at the service of the harmonious development of humankind, with a view of promoting a peaceful society' Fundamental Principle of Olympism #2

1. Culture and Education Programmes

Inculcating the true values of Sport among the young generation of Uganda remains our NOC's priority. Through our Commission on Culture and Education Programmes, the UOC has reached over 4,000 young people and the Youth through it's following Initiatives;

1.1. Olympic Values Literacy Initiative 2016

This Initiative involved upto 3,500 young people belonging to over fifty (50) Schools nationwide, by using educational activities including Art, literature, debate and others as a means of having the young generation share and interact with each other about the power of Sport and the Olympic values in addressing the various social challenges affecting our hurting communities in Uganda.

The Olympic Values Literacy Initiative engaged the youth through the following activities;

- i.) Olympic Values Debate Championships;
- ii.) Olympic Values Art and Sport Contest;
- iii.) Olympic Values Literature Contest; and
- iv.) The National Symposium on Olympic Values – under the theme 'Olympic Values in our Schools' Sports and Physical Education Programmes'



The Debate Team of Ntare School receive their Olympic Values Debate Championship Trophy from Mr William Blick, UOC President, flanked by Mr Fred Tuhwaire, Ntare School Debate Team – Patron. This was at the Olympic Values Debate Championship 2016 held on Saturday 09 April 2016 at the GEMS Cambridge International School Kampala.



1.2. Olympic Values Youth Camp 2016

The event gathered upto 200 School sports leaders for a three (3) day Camp held at Kisubi Seminary Beach and Camping Site from the 17 June to 19 June 2017, under the theme 'Raising Leaders through Sport'. Students were educated about their role in using Sport as a tool to make their societies, and students' communities a better place.

The Camp was honored to be graced by among others General Kale Kayihura, the Inspector General of Police (IGP), who presided over the event's Closing ceremony, Dr Maggie Kigozi, Chief Scout of Uganda, and Director, Crown Beverages – Board, and Ugandan pop-artist Danny Kigozi a.k.a **Navio**. The event was sponsored by the Rwenzori Brand of the Sabmillers (U) Ltd.



Inspector General of Police Gen. Kale Kayihura addressing participants at the Closing Ceremony of the Olympic Values Youth Camp 2016 held at the Kisubi Seminary Beach and Camping Site on 19 June 2016. General Kayihura emphasized the power of Sport in enforcing good direction among young people.



2. Environmental Sustainability through Sport

The UOC believes that Sport has a great role to play in raising awareness about global environmental issues, rallying communities towards a concerted effort of protecting the environment. Through its' Commission on Environmental Sustainability through Sport, the UOC has dedicated the year 2016 towards reaching lasting partnerships with Public authorities and Civil society organizations, to join efforts in using the unique power of Sport as a solution to inviting communities in the common goal of protecting the environment.

2.1. Partnerships

The UOC is proud to have reached an Agreement with the National Environment Management Authority (NEMA), to use the unique power of Sport to raise awareness on environmental issues, especially within the Ugandan Sports community. This Memorandum of Understanding (MoU) was reached on the 10 May 2016, under the signature of Dr. Tom Okurut and Mr William Blick, NEMA Executive Director and UOC President respectively.

The UOC is also yet to reach an Agreement with the National Forestry Authority (NFA), and the Kampala Capital City Authority (KCCA) in a bid to address environmental concerns through the power Sport has in speaking to the community.

2.2. National Conference on Sport and the Environment

Under the theme 'addressing Climate Change through Sport', the Conference was held on the 19 – 20 May 2016 at the Imperial Resort Beach Hotel & Convention Centre Entebbe, and gathered upto 150 delegates belonging to various National Sports Federations/ Organisations, government institutions, development partners and Civil society organisations. The occasion was officially opened by H.E. Mrs. Sophie Makame, Ambassador of France to Uganda (then), who also planted a tree, marking and symbolizing the power of Sport in rallying communities towards environmental protection, and addressing Climate change. The Conference resolved on a ten (10) point resolution plan.





3. Sport for all Programmes

The UOC strongly believes that the practice of Sport is a human right. Every individual must have the possibility of practicing sport, without discrimination of any kind and in the Olympic Spirit...' (Fundamental Principle of Olympism #4). Through the Commission on Sport for All, the UOC has embarked on placing Sport to communities through two (2) Initiatives;

3.1. The Fitness Week 2016

Concerned about the growing cases of non-communicable diseases including heart diseases, stroke, chest pain, hypertension etc. especially among the urban dwellers or town dwellers in Uganda, and caused mainly due to physical inactivity, the UOC has commenced series of rallying communities to engage in low intensity sports activities such as Aerobic exercise, fun runs, cycling – as a means of getting them active.

World Physical Activity Day

Out of the three (3) Campaigns were performed in 2016, which in total gathered up to 10,000 participants. Campaign I of the Fitness Week, also doubled as the celebrations to mark the World Physical Activity Day 2016 under the theme **'Adult Child! Healthy Adult'**. This Campaign, as well as these celebrations were held on Saturday 09 April 2016 at the Uganda Police Force

(UPF) Headquarters, and were graced with General Kale Kayihura, as the Chief Guest. Subsequent campaigns were held on 22 – 23 April, and 29 – 30 April 2016 in Jinja and Mbarara respectively.

3.2. Together for HIV and AIDS Prevention: a Toolkit for the Uganda Sports Community

With the support from the UNAIDS Uganda Country Office, the UOC developed a Toolkit aimed at using Sport to raise awareness on HIV and AIDS, and aiming at ending AIDS by 2030. This Toolkit was developed by customizing the **Together for HIV and AIDS Prevention; a Toolkit for the Sports Community** as published by the International Olympic Committee (IOC) and the UNAIDS .The Working Group which developed this Toolkit included among others representatives from the National Sports Federations, Ministry of Education and Sports, Ministry of Health, Ministry



Seated from left, Sammy Odong, Assistant Commissioner of Physical Education and Sports, MoE&S, Mr William Blick, UOC President, Mrs. Sarah Nakku Kibuuka, Community Mobilization and Networking Advisor at the UNAIDS Uganda, Zepher Karvabakabo, Director of Policy, Research and Programming at the UAC, and Mrs. Sheila Richardson, UOC Executive Committee member, are flanked by the other members of the Working Group which customized the **Together for HIV and AIDS Prevention Toolkit** for the Ugandan Sports **Community.** This was at the official opening of their seven (7) day Workshop as held Ntinda in Kampala on 19 September – 03 October



Participants of the Training of PoCs Community Sports Leaders held on 18 – 20 December 2016 at Nakivale Refugee Settlement Area in partnership with the UN Refugee Agency. Over sixty (60) PoCs were equipped with leadership skills and Sport for all training required in Community Sports programmes aimed at restoring hope, preventing idleness, reducing frustration, and restoring a sense of normalcy amongst their society.

of Gender Labour & Social Development, Uganda AIDS Commission (UAC), the National AIDS Information Centre (AIC), Uganda Health Marketing Group (UHMG), Uganda Scout Association, Uganda Peoples' Defence Forces (UPDF), Reproductive Health Uganda (RHU), Uganda Police Force (UPF), Uganda Prisons Service (UPS), among other organisations aimed at ending AIDS.

The Toolkit was translated into two (2) local languages i.e. Luganda and Atesot, making the UOC the first NOC to translate the same into a local language.

3.3. Sport-Up Initiative: a Sport for Refugees Project

Given the influx of the refugees in Uganda, raising to over 520,000 people of concern today, the UOC implemented this project under the main objective of 'using Sport as a means of restoring hope, preventing idleness, reducing frustration and restoring a sense of normalcy among the

various people of concern in the Settlement areas in Uganda'. In partnership with the UN Refugee Agency (UNHCR), this project was carried out in the Settlement areas of Kiryandongo and Nakivale in two campaigns held 06 – 08 December, and 18 – 20 December 2016 respectively.

The Project aimed at empowering up to seventy (70) Community Sports Leaders in each one of the Settlement areas with leadership skills, and community sports skills. These Community Sports leaders will reach a huge population of PoCs, especially the youth through various Community Sports programmes.



4. Sport Medicine and Protection of the Health of Athletes Programmes

The Athletes are the heart of the UOC, and the UOC remains committed to the protection of the health of the athletes and prevention of injuries and illness in Sport. Through our Medical Commission, the UOC carried out two (2) activities, commencing with the Rio 2016 Pre-Olympic Games Medical Education as held on 08 July 2016, and followed by the National Sports Medicine Workshop as held on 20 – 21 November 2016.

- 36 athletes engaged in doping test, implying an achievement of a success rate in the double number;
- 100% doping free athletes.

The Rio 2016 Pre-Olympic Games Medical Education was organized in partnership with the Aga Khan University Hospital, and held at it's Centre at Metroplex Mall Naalya. The workshop gathered up to twenty six (26) elite Athletes, many of whom went on to participate in the Games of Rio – celebrating the XXXII Olympiad in 2016.

The National Sports Medicine Workshop was held on 20 – 21 November 2016 at the Imperial Royale Hotel in Kampala, and gathered some 46 sports medical practitioners including Physiotherapists, doctors among others. Among others, UOC through its' Medical Commission carried out anti-doping awareness sessions, with various Sports fedeerations including Uganda Boxing Federation, Uganda Paralympic Committee, NUSFU, Uganda Badminton Association, Kampala Volleyball Club (KVC) and others.



Ms. Miriam Mirembe a physiotherapist carrying out a demonstration at the National Sports Medicine Workshop

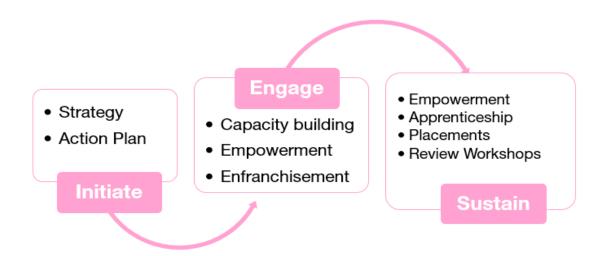


5. Women in Sports Programmes

The UOC is committed to empowering women, raising awareness of gender equality and empowering women into leadership positions within the Ugandan sports community.

5.1. Women in Sport Empowerment Model

The UOC through its' Commission on Women and Sports Programmes, developed a Model in which it will realize more women empowered to assume leadership positions within the Ugandan Sports Community. Through this three (3) stage model, the following were realized;



5.2. Capacity building programmes

Over 300 women belonging to various National Sports Federations were engaged in the Sport Administration Course held on the 04 - 06 March 2016 at the Mengo Senior School, and led to the award of the IOC Sport Administration Certificate.

Furthermore, over 30 of them were selected, and engaged in the Advanced Sport Management Diploma course, held between May to December 2016 at the UOC Head Offices. With support from the IOC Olympic Solidarity, this was organized as a Special programme for women.

5.3. International Women's Day Celebrations

The Ugandan Sports community joined the rest of the world to celebrate the International Women's Day celebrations, which event was held at the Imperial Royale Hotel Kampala on 08 March 2016. The event was graced with H.E Mrs Sophie Makame, Ambassador of France to Uganda, and H.E. Alison Blackburne, British High Commissioner to Uganda, gathered over 200 participants who committed themselves to using the unique power of Sport to advocate for gender equality.

At the above event, the White Paper on Women in Sport was also launched.





5.4. Women in Sport Mentorship Programme

This retreat was held at the Source of the Nile Hotel on 11 – 13 March 2016 and gathered over eighty (80) participants, including women holding senior leadership positions (designated as Mentors), and those with prospects of assuming leadership positions as Mentees. Various topics rotating around leadership were discussed whilst this Programme.

5.5. Women in Sport Leadership Camp

The Camp gathered over 100 women to deliberate on the Strategy for engaging women into leadership between the Quadrennial period 2017 – 2020. The Camp was held on 9 – 11 December 2016 at the Kisubi Beach and Camping Site.





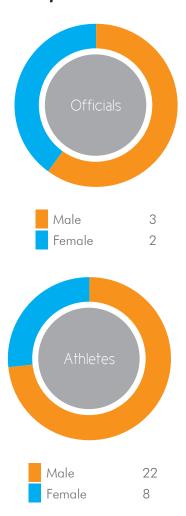
6. Olympic Day 2016

The UOC joined the rest of the world to mark the 120th anniversary of the Olympic movement, at it's Olympic Day celebrations held at the St Joseph's Nsambya Secondary School on the 20 June 2016. Under the theme 'Move, Learn and Discover', the event gathered over 5,000 young people belonging to Schools and the Nsambya community.

7. Athletes Commission

The IOC Athlete Career Programme took place on Tuesday 9th February 2016. It was conducted by Ms. Kadoute from Mali and Tegla Chepkite LOROUPE from Kenya with the help of the Chairman of the Athletes commission Mr. Ganzi Semu MUGULA with 30 participants in attendance. The workshop focused on; Dreams to results, Game plan (I), Game plan (II), Networking activity, Curriculum vitae development and Interview preparation.

Table 1: Statistics as per Gender Participation





A group photo taken after the IOC Athlete Career Programme.

'The IOC-ACP Program has been beneficial to our athletes. For them to understand that there is a life after a sporting career and has given skills of how to brand themselves, be confident, networking skills and so on. We the NOC intend to hold our own local program so that we pass on more knowledge to our athletes in this very competitive world.'

Mr. GANZI SEMU MUGULA Chairperson UOC Athletes Commission



8. The Legal and Ethics Commission

The Uganda Olympic Committee (UOC) with support from the Olympic Solidarity (OS) hosted the first ever international sports law training program for English Speaking National Olympic Committees (NOCs) in Kampala from 9th – 10th April 2016 with delegates from 14 African NOCs (Botswana, Eritrea, Gambia, Ghana, Somali, Sudan, Zambia, Zimbabwe, Sierra Leone, Namibia, Lesotho, Swaziland, Rwanda, Tanzania, and 20 lawyers from Uganda drawn from our National Federations and NOC taking part.



Professor John White, Professor Ian Blackshaw and Sarah Ochawada were the main resource persons complimented by a leading Ugandan lawyer Fred Mpanga, Moses Mwase (chair UOC legal commission) and Dr. Donald Rukare (Secretary General UOC and member Legal Commission). The training targeted individuals that deal with legal issues/matters NOC and focused on sports law and its applications.

The Legal Commission rendered legal advice to the UOC executive committee, UOC commissions and national federations on a number of legal issues. In addition the commission prepared and reviewed agreements and memorandums of understandings (MOUs) concluded between the UOC and its strategic partners. The commission further provided legal support and oversight in the handling of lawsuits against or involving UOC.

Court Cases

Arising from a Consent Judgment signed earlier, the UOC paid a balance of US\$ 27,423 that was owing to Jet Tours & Travels Ltd. which sued for unpaid travel tickets. UOC also settled all legal costs for the suit and closed this file.

The second suit filed against UOC by Coin Construction Ltd. for recovery of UGX 226 million remained unresolved by Court and will be handled in 2017.



9. **UOC Strategic Plan 2015-2020**

The UOC strategic Plan 2015-2020 provides direction and guidance to all our activities. All the activities carried out in 2016 were aligned to the plan. To this end all the commission activities reported herein were firmly alligned to the strategic plan.

"The UOC Strategic Plan is our north star that guides our activities on a daily basis"

Dr. Donald Rukare UOC Secretary General

10. Rio 2016 Games

The Rio 2016 Olympic Games were held 1-22 August in Rio de Janerio. Uganda was represented by 21 athletes; 17 from track and field, 2 boxers and 2 swimmers. Overall the team spirit and morale was high and team Uganda put up a commendable performance albeit in rather less than favorable preparation and support circumstances.

The President UOC William Blick and SG Dr. Donald Rukare attended several meetings with the Olympic Solidarity team / personnel including Director General Pere Miro. The UOC Assistant General Secretary, Head UOC Legal Commission, Head Women and Sports Commission and UOC treasurer attended some of the meetings as well. The UOC 2017-2020 work plan was presented and warmly welcomed by the OS team.

A meeting with the NOC of South Sudan was held and it was agreed to support them. To this end, an NOC exchange visit is planned next year by them. An official from the African Equestrian Federation and committee member of the International Equestrian Federation was met and he pledged support for the recently established Uganda Equestrian Federation.





11. Interaction with National Federations/Associations

- UOC was were able to attend a number of activities organized by various national federations/ associations like AGMs for Federation of Basket Ball Associations in Uganda, Uganda Volley Federation, Uganda Hockey Federation, Uganda Athletics Federation, and Uganda Swimming Federation together with their annual dinner award events. Uganda Swimming Federation held a FINA Swim Coaches clinic for its coaches.
- The Uganda Athletics Federation also officially launched the 2017 World Cross Country Event which the NOC attended. The Uganda Swimming Federation hosted the National Masters Swimming Championships on 24th April 2016 at GEMs Cambridge International School and the National Club Championships 11-12 June 2016 at Kabira International School.
- The Uganda Hockey Association hosted the African Hockey Association President Ahmed Seif and Teddy White Hockey Coach from Kenya Hockey Federation. President Seif was hosted to a working lunch by the President of UOC. Uganda Swimming Federation concluded a partnership with Aqua Sphere and the Michael Phelps Foundation through which swimming kit for 750 swimmers was provided. The Aqua Sphere representative met with the President of the UOC. FUFA held a CAF licensing seminar attended by the UOC Assistant Secretary General. The seminar explored the licensing rules and guidelines used by CAF.
- The UOC Secretary General Dr. Donald Rukare was invited to make a presentation at the Uganda Rugby Union Strategic Planning workshop on 17th September 2016.
- The UOC President William Blick hosted the Rugby 7s team to lunch congratulating them of their triumph at the Africa 7s championships in Kenya.

12. Collaborative Links

In 2016 UOC continued to deepen its collaborative links with a number of strategic partners and these include with:

- (i) An MOU with UNAIDS was signed.
- (ii) Contact has been made with the UN High Commissioner for Refugees (UNHCR) in which they are worked together to roll out sport related programs in support of refugees in Nakivale and Kiriandongo refugee camps.
- vii. A partnership with NIKE was concluded and NIKE was the official kit sponsor of team Uganda at the Rio 2016 games.
- viii. A Memorandum of Understanding (MoU) was concluded with NEMA, KCCA and NFA that seeks to preserve the environment through sport. A number of sponsorship negotiations are still on going with a number of corporate companies and we are hopeful all will be positive at the end of the negotiations. These are with, Africell, Habib Investments, Turkish Airlines and Stanbic Bank.

National Federations representatives participated in two activities arranged by CoRSU Rehabilitation Hospital. CoRSU in collaboration with a team of Musculo-skeletal Specialists from Canada have started a project to develop Sports Medicine in Uganda. There are two activities done in October included;

1. Free athletes screening on 5th and 6th October

A FREE Athletes screening camp was organized. The camp was held at the International School of Uganda (ISU) in Lubowa on the 5th and 6th October 2016 starting at 9am till 5pm. The program for the day included FREE medical screening and assessment of the athletes by Musculo-skeletal specialists; injury prevention exercises; and bracing.



2. Free Sport Medicine Educational Day with the theme: "Focused Clinical Sport Medicine" presented in partnership with The Canadian Academy of Sport & Exercise Medicine (CASEM) was held 12th October. The topics discussed included:

- caring for athletes and teams;
- acute knee injuries in the athlete;
- joint dislocations and reductions;
- on-field emergencies how to build a medical kit; and concussion.

The target participants included coaches, nurses, physiotherapists and medical officers who are involved in Medical Team support for any sport teams or athletes in Uganda. All participants received a certificate of completion at the end of the day.

13. Participation in International Activities

During the year we have taken part in a number of international activities which included;

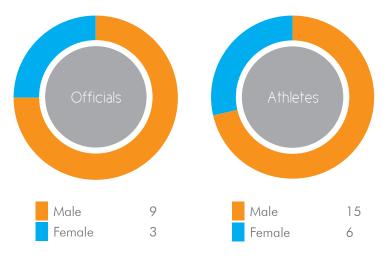
- a) William Blick, the UOC President attended the CGA Regional meeting in Zambia from 31st March to 1st April 2016.
- b) William. F. Blick (UOC President) and Donald Rukare (UOC Secretary General) visited the International Olympic Committee (IOC) 25-27 April 2016. The primary purpose of the visit was to meet with the IOC President Thomas Bach on 26th April 2016 at his office. During their visit they held several meetings with officials from the IOC/Olympic solidarity, Association of National Olympic Committees (ANOC), International Court of Arbitration for Sports (CAS) and International Swimming Federation (FINA). A report on the visit has been circulated to members.
- c) The Ag, Administrator and Rio 2016 Administrator Elijah Njawuzi attended the Pre-DRM meeting in South Africa from 11th 13th May 2016. A report was sent through with more details.
- d) Mr. Salim Musoke and Mr. Sadik Nasiwu attended the NOC Visit program of the forthcoming One Year to Go Celebration and NOC Open Day of the 4th Islamic Solidarity Games in Baku, Azerbaijan. Both came back safely.
- e) The UOC President attended the IOC/OS marketing seminar in Lausanne 25-29 January 2016.
- f) The UOC President William Blick attended the Commonwealth Games Federation General Assembly in Edmonton Canada 4-8 October 2016.
- g) The UOC Assistant General Secretary Dunstan Nsubuga attended the ANOCA Secretary General's seminar in Sao Taome 10-13 October 2016.
- h) Ms. Miriam Mirembe participated in the Sports Medicine Seminar in Eldoret, Kenya from $12^{th} 16^{th}$ July 2016.
- i) Ms. Annet Nakamya attended the IOC Leadership Forum For Women In Sport in Africa in Zambia, $19^{th} 21^{st}$ September 2016
- j) CGF eqUIP Kampala: We participated in the eqUIP (University Internship Programme) with two other countries (Mozambique, Cameroon and Uganda). The Ugandan Intern was trained and ready to work at the CGA Uganda.
- k) The UOC President and Secretary General attended the ANOC General Assembly in Doha Qatar in October 2016.
- The UOC Ag. Assistant Administrator attended the 56th session for young participants from Saturday 11 June Saturday 25 June 2016 in ancient Olympia, Greece.
- m) The Secretary for the culture and education commission together with the chairpersons of the women and sport and talent identification commissions attended the 14th session for Directors of NOA's that took place from Saturday 07 May Saturday 14 May 2016.



14. Preparations for International Games

2016 was a very busy year with several competitions on the calendar. To this end Team Uganda participated in Rio 2016 Games. A total of 21 athletes participated in the games.

Table 8: Statistical Analysis for Team Uganda (Rio 2016) Olympic Games



15. The UOC Internship Program

During 2016 we took on three interns under the UOC internship program. The three interns from Kyambogo University spent 4 months with the UOC and were exposed to the various facets of sports management and organization. We also have taken on a Commonwealth Equip intern to assist with preparations for the Commonwealth Games 2018.

16. Capacity building

Deepening and enhancing the skills and knowledge of our sports administrators was one of the major undertakings during 2016. To this end we were able to do the following in this respect:

- i. Two candidates were selected to attend a conditioning course in Germany. This follows the nomination of 5 applicants from a pool of 11.
- ii. UOC Administrators Elijah Njawuzi and Uganda Hockey Association Phillip Wafula had been admitted for a sports administrator's course in Leipzig University Germany. They started the program 25 October 2016 through to February 2017.
- iii. A sports administrator's course was held in Fort Portal 7-9 October. ASMC course is ongoing as well
- iv. The Assistant Secretary General of the UOC, Mr. Dunstan Nsubuga has embarked the MEMOS XX program.
- v. Mr. Isima Iga of the Culture and Education Commission was admitted for a sports management course at Leipzig University in Germany and completed in January 2016.
- vi. Dr. Robert ZAVUGA and Dr. Stephen WALIMBWA were admitted for an IOC diploma in Sports medicine and both completed in October 2016.
- vii. Mr. Peter Mugisha Swimming was admitted for the ICECP Course in the US 17th September 21st October 2016.
- viii. Mr. Kalungi Nassif Weightlifting was admitted for the ICC in Hungary from 19th September and completed on 9th December 2016.



- x. Ms. Miriam Mirembe from the UOC Sports Medical Commission was admitted for the IOC Diploma in Sports Physiotherapy at Sports Oracle for two years.
- xi. Dr. Tony Luggya from Rugby was admitted for the Online IOC Diploma in Sports Medicine for two years.
- xii. During 2016 we held 4 Sports Administrator Courses (SAC) and 2 Advanced Management Courses (ASMC) as indicated in table 9 below. Of particular note, 2 of the SACs were held outside of Kampala in Fortportal and Jinja respectively, while one of the ASMCs was dedicated to 286 female participants.

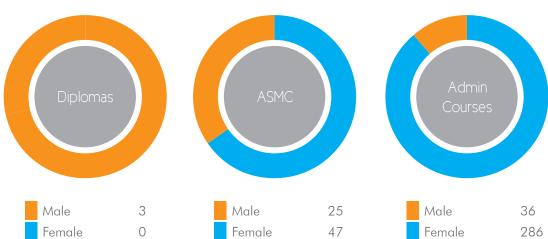


Table 9: Statistical Analysis of UOC Capacity Building Programs in 2016

17. Commonwealth Games Association Uganda (CGAU) Activities

As the Commonwealth Games Association Uganda a number of activities were undertaken during the year. These included:

- i. Developed and submitted a development program application to the Commonwealth Games Federation (CGF).
- ii. The Commonwealth Games Federation approved application for the Gold Coast 2018 Development Funds. USD 16,000 for administration, USD 25,900 for preparation and provisional approval of USD 17,600 for theme areas.
- iii. The CGF has started a new internship program called eQUIP. It is the replacement of the Capacity Support Officer Program that we has been running. Under this program, an eQUIP intern Mr. Gerald Kabanda has been brought on board.
- iv. We hosted an eQUIP workshop in September 2016 with three participating countries, namely; Uganda, Cameroon, and Mozambique.



18. Visit of President Republic of South Sudan National Olympic Committee

The UOC hosted the President of the Republic of South Sudan National Olympic Committee Lt. Gen Wilson Deng. He was informed about our operations, the work of the commissions, the recent restructuring study and adoption of our strategic plan. A follow up study visit from the South Sudan NOC is planned in the coming future.

19. National Federation Acitivities

Uganda Swimming Federation

As we close out 2016, we look back at the year with a sense of hope that swimming continues to grow in Uganda despite a number of challenges. In 2016, we were able to run our calendar that had national, regional and international events. Swimming continues to grow in both primary and secondary schools with 40 and counting having swimming programs. The club scene is vibrant as well with now close to 20 Clubs with over 800 swimmers in operation. Uganda is steadily consolidating its regional dominance in the junior category with wins across the border in Kenya. Uganda recently emerged third overall in the CANA Zone 3 Swimming Championships in Kigali, Rwanda.

Our coaching base is growing with over 80 FINA trained coaches who are applying their craft in several schools, clubs and facilities. As the Uganda Swimming Federation we strongly believe that qualified coaches are the backbone of any development program. This is why we value our relationship with the Uganda Swimming Coaches Association (USCA). A strong foundation and base is required from which elite swimmers can be identified and supported to reach their full potential. Swimming was one of only three sports codes that featured in the Rio 2016 Olympics and we intend to continue this tradition.

One of the major challenges we face is lack of our own swimming pool. This greatly hampers our ability to run our programs. Securing standard facilities remains firmly part of our vision and we are embarking on a drive to realize this dream. We shall be calling upon all supporters and fans of swimming to join this effort.

We would like to thank all those who have stood by us and supported swimming. Our sincere appreciation goes out to the swimmers, coaches, parents and sponsors like Meera Group, Vodafone, Excel Insurance Company, UMEME, GEMs Cambridge, Rwenzori Water, Coke Cola, Dr Sudhir Ruperalia, Kampala Parents School, Kampala International School, and Greenhill Academy. I cannot forget our committed executive committee, thank you for the tireless effort you give to support the swimming agenda in Uganda. Special mention should be made of the parents who provide both moral and financial support to our swimmers, thank you. The media you are doing a great job of showing casing the talent of our swimmers, thank you as well.

Looking ahead USF will focus on mass participation of swimmers, elite talent identification and support as well as capacity building of our coaches, technical officials and administrators. Branching out into new areas like water polo, open water, synchronized swimming, sports medicine, mental strengthen training and nutrition will also be done. We also intend to build and deepen our sponsorship base to attract more partners to the growing sport. Building and connecting with our fan base through among others the media will also be a key priority area. With this in mind we call upon everyone to join swimming through our swim for all programs. Water is our world and through water we all can maintain healthy lifestyles. So join now, Happy New year.

Dr. Rukare USF President, December 2016



Uganda Archery Federation

The year that's was, saw unprecedented progress within the federation. From the very visible look and feel to the intangible including, management, accountability, marketing and archery sport development.

Throughout the year, we have spent considerable time and energy in promoting Archery Sport in Uganda, further strengthening our ability to spread it among the youth and to understand the sporting needs of these young talents.

Despite enormous challenges, we have managed to maneuver, and can now look back with a fair amount of pride. The idea of investing in the production of locally made equipment has boosted our capacity to train and compete. In future therefore together with our partners and sponsors we intend to intensify these efforts in order to increase production.

We are also pleased to report that the UAF participated in a number of competitions, organized a number of successful tournaments and training clinics intended to spread the game countrywide and identify new talent. It is within this spirit that the youth outreach initiative was started as a way of introducing archery to communities especially among the youth.

The leadership of the Uganda Archery Federation is committed to providing more support to our member associations and clubs as we build lasting relationships with our partners and sponsors. The road to making archery a great sport in Uganda is still on going.

Dr. Robert ZAVUGA Secretary General, Uganda Archery Federations

20. 2017 Calendar

2017 is going to be an active year with the Islamic Solidarity Sports Federation (ISSF) Games Baku and Youth Commonwealth Games Bahamas taking center stage. A copy of the calendar is in annex 3.

21. Conclusion

2016 definitely will be a year to remember. We look forward to 2017, most especially in specific regard to implementing our strategic plan and participation in the Youth Commonwealth Games Bahamas. The UOC secretariat and executive committee remain firmly committed to serving the UOC federations/associations and realizing our vision of becoming the best sport's governing body in Africa through championing excellence in governance, service delivery, sustainability and sport performance by 2024.



Annex 1. UOC 2017 Calendar

Uganda Olympic Committee 2017 Calendar

MONTH	C/N	ACTIVITY	VENUE	DATES	Who is responsible?	Budget
JANUARY	S/N	UOC Executive Committee	UOC offices	27 January	SG- Secretariat	Operational budget
JANUAKI	1.	Meeting	OOC offices	27 January	3G- Secretarial	Operational budget
	2.	UOC Secretariat weekly meeting	UOC offices	2, 9, 16, 23, 30	SG- Secretariat	NIL
	۷.	OOC Secretarial weekly intenting	OOC offices	January	30- Secretarial	INIL
	3.	UOC 2016 Annual Gala Awards	Sheraton Hotel	tbc	President/ SG/ Secre-	To be costed
	٥.	Dinner	Kampala	ibc	tariat	to be costed
	4.	UOC Annual General Meeting	UOC offices	28 January	SG - Secretariat	To be costed
FEBRUARY	5.	UOC Executive Committee	UOC offices	24 February	SG- Secretariat	Operational budget
LDKOAKI	٥.	Meeting	OOC offices	24 Tebrodry	30- Secretarial	Operational boager
	6.	UOC Secretariat weekly meeting	UOC offices	6, 13, 20, 27	SG- Secretariat	NIL
	0.	OOC Secretarial weekly meeting	OOC offices	February	50- Secretarial	TNIE
	7.	Meeting with members of Com-	UOC offices	25 February	SG Secretariat	Operational budget
	/ .	missions	OOC offices	25 rebroary	30 Secretarial	Operational boager
	8.	Visit to Saudi Arabia Olympic	Riyadh	tbx	UOC	Tickets and per
	0.	Committee	Riyuuri	IDA	000	diem for 3 people
		Comminee				for 5 days
	9.	Sports for All Commission Activity	TBC	TBC	Chair of Commission	Project budget
MARCH	10.	UOC Executive Committee	UOC offices	31 March	Chair of Commission	Troject budget
TVV (ICCTT	10.	Meeting	ooc onices	o i March		
	11.	UOC Secretariat weekly meeting	UOC offices	6, 13, 20, 24		
		OOC Secretarial weekly intering	ooe onices	March		
	12.	UOC Council meeting	UOC offices	25 March	SG Secretariat	To be costed
	13	IOC/UOC Sports law program	UOC offices	Tbc	SG-secretariat	To be costed
APRIL	14.	UOC Executive Committee	UOC offices	28 April	SG Secretariat	To be Costed
7 11 1112		Meeting		20 / 45	o o o o o o o o o o o o o o o o o o o	.0 20 000.00
	15.	UOC Secretariat weekly meeting	UOC offices	3, 10, 17, 24	SG- Secretariat	To be costed
		, ,		April		
	16.	Women and Sports Commission	UOC offices	Tbc	Chair of Commission	Project budget
MAY	17.	UOC Executive Committee	UOC offices	26 May	SG- Secretariat	, ,
		Meeting		,		
	18.	UOC Secretariat weekly meeting	UOC offices	1, 8, 15, 22, 29	SG-Secretariat	To be costed
				May		
	19	Baku games	Baku	12 to 22 May		To be costed
	20.	Sport and Environment Commis-	TBC	TBC	Chair of commission	Project budget
		sion Activity				
JUNE	21.	UOC Executive Committee	UOC offices	23 June	SG- Secretariat	
		meeting				
	22	UOC secretariat weekly meetings	UOC offices	5, 12, 19, 26	SG- Secretariat	
				June		
	23	6 th Administrators Course	UOC offices	TBC	Sports Director	Project budget
	24.	2016 Olympic Day Celebrations	Various places	tbc	Chair of Commission	Project budget
	25.	Meeting with commissions	UOC offices	30 June	SG – secretariat	To be costed
	26.	UOC council meeting	UOC offices	24 June	SG – Secretariat	To be costed
JULY	27	UOC Executive Committee	UOC offices	28 July	SG- Secretariat	
		meeting				
	28.	UOC secretariat weekly meetings	UOC offices	3,10,17,24,31	SG- Secretariat	
				July		
AUGUST	29.	UOC Executive Committee	UOC offices	25 August	SG- Secretariat	
		meeting				
	30.	UOC secretariat weekly meetings	UOC offices	7,14,21,28	SG- Secretariat	
	31.	Youth Commonwealth Games	Bahamas	August	UOC/CGAU/OG	To be costed



MONTH	S/N	ACTIVITY	VENUE	DATES	Who is responsible?	Budget
SEPTEMBER	32.	UOC Executive Committee	UOC offices	29 September	SG- Secretariat	_
		meeting				
	33.	UOC secretariat weekly meetings	UOC offices	4,11,18,25 Sept	SG- Secretariat	
	34.	ANOCA General Assembly		TBC	President/SG	2 tickets
						7 days accommo-
						dation
						7 days per diem
	35.	Commonwealth Games Federa-		Tbc	President/ SG	Accommodation 7
		tion Assembly				days for 2
						Per diem 2 pple
						7days, 1 airticket
	36.	Meeting with commissions	UOC offices	23 September	SG- Secretariat	
	37.	UOC council meeting	UOC offices	30 September	SG- Secretariat SG-	
					Secretariat	
OCTOBER	38.	UOC Executive Committee meeting	UOC offices	27 October	SG- Secretariat	
	39.	UOC secretariat weekly meetings	UOC offices	2,10,16,23,30	SG- Secretariat	
	40.	33 nd ANOCA Secretaries Gener-		tbc	SG and Asst Gen	Per diem for 2 pple
		als Forum				Accommodation for
						1 person
						1 ticket for assi. gen
	41.	ANOC General Assembly	Prague	Tbc	President/SG	Airticket and per
						diem for 5 days for
						one person
NOVEMBER	42.	UOC Executive Committee	UOC offices	24 Nov	SG- Secretariat	
		meeting				
	43.	UOC secretariat weekly meetings	UOC offices	6,13,20,27 Nov	SG- Secretariat	
	44.	UOC planning and budget meeting	UOC offices	24-25 Nov	SG- Secretariat	
	45.	Meeting with commissions	UOC offices	18 November	SG- Secretariat	
DECEMBER	46.	UOC Executive Committee meeting	UOC offices	15 December	SG- Secretariat	
	47.	UOC secretariat weekly meetings	UOC offices	4,11,18	SG- Secretariat	
	48.	5 th Administrators Curse	UOC offices	Tbc	Sports Director- secre- tariat	Project budget
	49.	UOC council meeting	UOC offices	16 December	SG- Secretariat	
	50.	Annual Press Conference	UOC offices	TBC	President /SG/Chair of Media Commission	
	51.	End of Year Dinner and Awards	TBD	20 December	President/SG/Secretariat	To be costed
				(tbd)	2,22,000,0101	



Annex 2. 2016 UOC Membership Register

1.	Archery	Uganda Archery Federation	Mr. Richard Mcbond ASIIMWE	0772-460600	archery@nocuganda.org
			Dr. Robert ZAVUGA	0772-655723	drzavuga@gmail.com
					c4bond@gmail.com
2.	Athletics	Uganda Athletics Federation	Mr. Domenic OTUCET	0774-175440	athletics@nocuganda.org
			Ms. Beatrice AYIKORU	0772-445994	dotucet@yahoo.com
					uga@mf.iaaf.org
					masaba_timothy@yahoo.com
3.	Badminton	Uganda Badminton Association	Mr. Shaban Nkuttu MUZ- IRANSA		badminton@nocuganda.org
			Mr. Ivan KARIMUNDA		muziransaadvocates@gmail.com
					smugabi2014@gmail.com
4.	Basketball	Federation of Uganda Basketball	Mr. Ambrose TASHOBYA	0772-867888	basketball@nocuganda.org
		Association	Mr. Nasser SSERUNJOGI	0702-205332	atashobya@icloud.com
					khamdas@yahoo.com
					scottarcher25@gmail.com
5.	Boxing	Uganda Boxing Federation	Mr. Kenneth GIMUGU	0754-636843	boxing@nocuganda.org
	3	3	Mr. Simon BARIGO	0772-473798	barigosimon@gmail.com
					Ken.dtm@aol.com
					ugboxing@gmail.com
					Roypaulayasi@gmail.com
6.	Canoe	Uganda Canoe/Kayak Federation	Mr. Ronald MUTEBI	0772-373643	canoe@nocuganda.org
0.	Curioe	Ogunda Canoe/ Rayak Federalion	Mr. Isima IGA	0711-611546	mutronnie77@gmail.com
			Wii. Isiirid 10/1	0701-475194	iiga@cns.mak.ac.ug
7.	Cycling	Uganda Cycling Association	Mr. Sam MUWONGE	0751-650033	cycling@nocuganda.org
1.	Cycling	Ogarida Cycling Association	Mr. Fred MAISO	0751-030033	ucacyclists@yahoo.com
0	Football	Endonning of House du English all		0/32-409/30	
8.	Football	Federation of Uganda Football Association	Mr. Moses MAGOOGO	0772-408661	fufa@nocuganda.org
0	11 11 11		Mr. Edgar WATSON		admin@fufa.co.ug
9.	Handball	Uganda Handball Federation	Ms. Sheila Richardson AGONZIBWE	0772-414347	handball@nocuganda.org
			Ms. Sauda BABIRYE	0788-808904	internationalfarms@yahoo.com
					babiryesauda@hotmail.com
10.	Hockey	Uganda Hockey Federation	Mr. Dunstan NSUBUGA	0772-520983	hockey@nocuganda.org
	, , ,	- 9	Mr. Phillip WAFULA	0759-004012	dunstannsubuga@gmail.com
					philipwafula@yahoo.com
11.	Tennis	Uganda Lawn Tennis Association	Mr. Cedric BABU	0785-619344	lawntennis@nocuganda.org
	Termis	Ogunda Lawii Terinis 7 630 Cianon	Wil. Cedife D/O	0703-017044	cedric@kmgafrica.com
			Mr. Dean KIBIRIGE	0780791344	deankibirige@gmail.com
			MI. Deall KIDIKIGE	0741530199	kibirigedean@yahoo.com
10	Davina	Handa Paulina Fadaration	A45 Hamas KAH\A/A		rowing@nocuganda.org
12.	Rowing	Uganda Rowing Federation	Mr. Hamza KAHWA	0772-640766	kahwa01@gmail.com
10	D. ab.	Haanda Buahu Haira	Mr. Fharuk BALUKU	0703-487818	9
13.	Rugby	Uganda Rugby Union	Mr. Andrew OWOR	0772-381331	rugby@nocuganda.org
					president@ugandarugby.com
			A4 C 1 : 1/ ABI	0777 010000	urupresident@outlook.com
			Mr. Godwin Kayagwe ARI- NAITWE	0777-912029	info@ugandarugby.com
	CI.			0770 516-5	y.kasasa@gmail.com
14.	Shooting	Uganda Shooting Federation	Mr. Michael MUNGOMA	0772-510526	shooting@nocuganda.org
			Mr. Gabriel OLOKA	0782-537010	gabriel.oloka@yahoo.com
					anniemungoma@yahoo.com
15.	Swimming	Uganda Swimming Federation	Dr. Donald RUKARE	0772-744500	swimming@nocuganda.org
			Mr. Moses MWASE	0752-507082	drukare@hotmail.com
					themwase@gmail.com
					mmwase@ugandaswimming.org
					ganzi.mugula@gmail.com



16.	Table Tennis	Uganda Table Tennis Association	Mr. Robert JAGGWE	0775-846408	ijagwerobert@yahoo.com
10.	idble lennis	Oganda lable lennis Association	Wir. Robert JAGGWL	0702-846408	agweroben@yanoo.com
			Mr. Andira RONALD		
17.	Taekwondo	Uganda Taekwondo Federation	Mr. Amatos MWEBEIHA	0776-360762	utf@nocuganda.org
			Ms. Judith AWUCHO	0777-077721	amatosm@gmail.com
					info@ugtkdf.com
18.	Volleyball	Uganda Volleyball Federation	Mr. Sadik NASIWU	0772-453802	uvf@nocuganda.org
			Ms. Joyce ACHAN		ugvolley@hotmail.com
					snasiwu@hotmail.com
19.	Weightlifting	Uganda Weightlifting Federation	Mr. Salim SSEKUNGU	0702-722585	uwf@nocuganda.org
			Mr. Nasif KALUNGI	0712-810613	smssenkungu@yahoo.com
					smssenkungu@gmail.com
					kalunginasi7@yahoo.com
20.	Wrestling	Uganda Wrestling Federation	Mr. Salim SSEKUNGU	0702-722585	wrestling@nocuganda.org
			Mr. Tom SENFUMA		smssenkungu@yahoo.com
21	Fencing	Uganda Fencing Federation [pro-	Mr. Gabriel Oloka		gabriel.oloka@yahoo.com
		visional member]	Ms. Carolyn Adongo		carolynneadams@gmail.com
22	Gymnastics	Uganda Gymnastics Federation	Mr. Fharuk BALUKU		baluku2012@gmail.com
	_	[provisional member	Ms. Immaculate Nalwadda		
23	Equestrian	Uganda Equestrian Association	Mr. Kenneth Opedun	0704819848 0703697282	kenopedun@gmail.com, tr@
		[provisional member	Mr. Arthur Nuwagaba	0/0309/282	arthur.rblick@gmail.com
24	Athletes	Athletes Commission	Mr. Ganzi MUGULA	0772899768	ganzi.mugula@gmail.com



Annex 3. UOC Commission Members

Various commissions were constituted as outlined below to assist achieve the objectives of the UOC. We are very thankful to all those commission that have been active through self-motivation and ensured that they played the role entrusted to them.

- 1. Athletes Commission
- 2. Culture and Olympic Education
- 3. Finance Commission
- 4. Medical Commission
- 5 Legal and Judiciary Commission
- 6. Marketing Commission
- 7. Merit and Awards Commission
- 8. Sports for All
- 9. Sport and Environment
- 10. Talent Identification
- 10. Media Commission
- 11. Women and Sport Commission
- 12. Olympafrica commission
- 13. Olympians commission
- 14. Program Directors

- Mr. Ganzi Mugula
- Mr. Gabriel Oloka
- Mr. Sadik Nasiwu
- Dr. Robert Zavuga
- Mr. Moses Mwase
- Ms. Norah Nassimbwa
- Donald Rukare, Domenic Otucet
- Mr. Hamza Kahwa
- Mr. Richard Mcbond Asiimwe
- Mr. Kasasa Yayiro
- Mr. Ahmed Hussein Marsha
- Ms. Annet Nakamya
- Mr. Gabriel OLOKA
- Mr. Ganzi Mugula
- Mr. Lawrence kavuma, Mr. George Wagogo



Annex 4. International Postings

William Blick

Member Marketing Committee – Commonwealth Games Federation Member ANOCA Games Cordination Commission

Ambrose Tashobya

Vice president FIBA Zone 5 Africa Basketball

Donald Rukare

FINA Bureau Member Vice President CANA (African Swimming Federation) President CANA Zone 3 Arbitrator - International Court for Arbitration for Sport (CAS) Panel Member - Results Management Panel -RADO

Mr. Gabial Oloka

Treasurer Zone 5 ANOCA

Sadia Nasiwu

Member of FIVB Audit Committee

Salim Musoke

Vice President African Weightlifting Federation Committee Member - Islamic Sports Federation (ISSF)

Hamza Khawa

Vice President African Rowing Federation

Simon Peter Komakech

Committee Member World Taekwondo Federation

Beatrice Ayikoru

IAAF Committee Cross Country

Dr. Robert Zavuga

Member of the Medical and Anti doping Commission (Therapeutic USE Execption Sub Committee of the International Council for Military Sports (CISM)

Dr. James Sekajugo

FIFA Medical Committee CAF Medical Committee FIFA Referee Committee

Tom Kiggundu

Presidential Advisor on ITTF and ATTF Affairs Member - African Table Tenis Federation Member - International Table Tennis Federation

Hadijah Namanda

First Female Volleyball International Referee in Sub-Saharan Africa

Sheila Agonzibwe Richardson

Vice President Zone 5 Africa Volleybal Federation



Annex 5. Calendars of National Federations/Associations

Uganda Fencing Federation

Uganda Fencing Association Activity / Action Plan 2017

Theme: Promote the Fencing Sport in Uganda as a tool for good health, intellectual and physical fitness and elite athletes.

This Action Plan is for the promotion and awareness building of FENCING in Uganda, a tool for good health, intellectual and physical fitness and nurturing elite athletes.

VISION

To make FENCING a part of everyone's sport.

PRIMARY OBJECTIVES

- To increase participation in the Sport of Fencing
- To improve levels of performance in the Sport / Fencing
- To promote the value of the sport in improving quality of life skills.
- To act as a focal point for the sport in schools and clubs
- To support existing clubs and to develop new ones.
- To represent the sporting views and needs of the members of UFA by providing interactive communications between strategic sports bodies, such as Schools, Higher Institutions of learning, Communities and forces and specific focus groups.

OUR VALUES

- Honesty
- Commitment
- Progression
- Inspirational
- Respect
- Equitable
- Empowerment



No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
1.	Meetings	Executive Committee Meetings; Club Development Raise funds for the development of UFA Office Establishment	- President - Secretary General - Executive members	NB: See budget - Air time - Meals - Transport - Stationery	Executive Board Members.Members	Jan, April, July, October 2017
2.	Office Space	 Identify a suitable office for UFA Source for funds 	- 2 nd Vice President and S.G	Transport facilitationAir time	N/A	Jan – march 2017
3.	Promotions and Marketing	Press ConferencesPartnerships	Executive Board, 2 nd Vice president and S.G	-Secretarial Services - Air time	- Corporate - Schools and higher	Jan – Dec 2017 (on going)

No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
		with corporate companies Production and sell of federation branded products Street fencing exhibits Beach fencing Activity media coverage		- Transport - Advertising media	institutions of learning community - Well wishers	
4.	Club formation.	 Visit schools and institutions. Trainings MOU signings Demonstrations Training athletes 	 Fencing Masters Technical team Potential Clubs / Schools and institutions 	- Transport facilitation - Equipment - Air time - Refreshment - Stationary	- Potential Fencers - Potential Referees - Head of institutions /	Jan – Dec 2017 (On going)



No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
		Training CoachesTraining referees		- Standard venue	Schools	
5.	Training	Athletes' Camp Clinics	- Fencing Masters - OS - FIE - NOC - NCS - Facilitators	- Finance - First Aid Kits - Stationery - Equipment - Venue - Transport - Projector	- Potential; Fencers, referees, Volunteers and Coaches	• June 2017 • April, August & December 2017
		Coaches course				• August 2017
		Referees' course				• September 2017
		Health & Fitness workshop				• November 2017

No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
6.	Establishment of training and competition centres	Identify two (2) regions (East-tororo & mbale & North- Gulu)	- FIE OS NOC NCS Corporate Co Well wishers - Executive members	- Standard. Sports facility.	- Schools and Institutions	April 2017 – Dec 2017
7.	Equipment	Secure more Equipment.	- FIE - OS	DonationsFinances to	- FIE - OS	Jan – Dec 2017 (On



No	Item/s	Making it Happen /	Lead	Resources	Target	Date/s
		Actions	Responsibility	required	Group	
			(Support)			
			- NCS	clear taxes	- NCS	going)
			- NOC	with customs	- NOC	
			- UFA	& shipment	- UFA	
			- Well wishers		- Well wishers	
8.	Special Needs	 Involve people with 	- UFA	- Equipment	People with	Oct – Dec
		Special needs in the	- NCS	 Local transport 	Special needs	2017
		Sport of Fencing.	- UOC	 Sport Facility 	(athletes,	
			- FIE	- Trainers	Coaches,	
			- CAE	- Meals	referees)	
				- Air time		
9.	Competitions	 Senior African 	- UFA Executive	- Air ticket	- Fencers	8 th June
		fencing		- Accommodatio		2017
		championships		n		
				 Competition 		
				fee		
				- Equipment		
				 Licence fee 		
		 World 		 Air ticket 		19 th July
		championships		- Accommodatio		2017
				n		

No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
		2 Tournaments with existing Clubs.	- UFA Executive - Referees - Athletes - Clubs	- Competition fee - Equipment - Equipment - Refreshments - First Aid - Venue - Referees facilitation - Volunteers - Stationary - Medics - PA System - Mobilisation	- Clubs / Fencers	June & December
		4 circuit competitions	- UFA Executive - Referees - Athletes - Clubs	EquipmentRefreshmentsFirst AidVenue	- Clubs/ fencers	January, April, July & October 2017



No	Item/s	Making it Happen / Actions	Lead Responsibility (Support)	Resources required	Target Group	Date/s
				- Referees facilitation - Volunteers - Stationary - Medics - PA System - Mobilisation		
10.	Reviews	Review all activities of the year planner 2017 (AGM)	- UFA executive - Clubs	- Stationary - Air time - Internet - Finance	- All stake holders	13 th January 2018
		Auditing	- UFA executive	- Stationary - Airtime - Internet - Finance	- Treasury	Nov- Dec 2017

PLAN REVIEW

This Activity / Action Plan will be reviewed by the Executive Board and Representatives of clubs mid – year (After 6 months).



2017 Uganda Swimming Federation Activities Calendar

MONTH		ACTIVITY	VENUE	DATES	IN CHARGE
JANUARY	1.	USF Executive Committee Meeting	UOC	Mon 9 Jan 2017	USF
	2.	FINA schools Clinic	TBC	tbc	FINA/USF
	3	USF Team Managers software training	UOC	tbc	USF
FEBRUARY	4	USF Executive Committee Meeting	UOC	Mon6 Feb 2017	USF
	5	USF 2 nd National Swimming Media Clinic	UOC	tbc	USF/USPA
	6	CANA Zone 4 Championships	Bulawayo Zimbabwe	16-19 February	USF
	7	2 nd USF Awards/End of Year Dinner	To Be Confirmed	tbc	USF
	8	UOC Annual General Meeting	UOC	tbc	UOC
	9	USF Executive Committee Meeting	UOC	27 Feb 2017	UOC
MARCH	10	USF Annual General Assembly	UOC	Sat 4 Mar 201 (tbc)	USF
	11	Midland Group Inter-Primary School National		Sat 11 Mar 2017	Midland/USF
		Swimming Champs			
	12	USF National Secondary Schools Swimming	tbc	Sat 25 March 2017	USF
		Championship			
		African Junior Championships	Egypt	tbc	USF/CANA
APRIL	13	USF Executive Committee Meeting	UOC	Mon3 Apr 2017	USF
	14	USF Masters Championships	GEMS International	22 Apr 2017	USF
	, ,		School	== · · p· = 5 · /	00.
MAY	16	USF Executive Committee Meeting	UOC	Mon 1 May 2017	USF
IUNE	17.	USF Executive Committee Meeting	UOC	Mon5 Jun 2017	USF
OINE	18.	Meeting with USF Member Clubs and Parents	To be determined	To Be Confirmed	USF
	19	USF Nationals Swimming Championships (KISU	10-11 June 2017	USF
	1/	Age Group –Clubs)	RISO	10-11 Julie 2017	031
	20	UOC Council Meeting	UOC	Sat 24 Jun 2017	UOC
ULY	21	USF Executive Committee Meeting	UOC	Mon 3 Jul 2017	USF
JULI	22	FINA World Championships/FINA Congress	Budapest	1-11 July 2017	USF
	23	FINA Masters Championship	Budapest	11-31 July 2017	USF
	24	Commonwealth Youth Games Bahamas	Bahamas	5-11 July 2017	USF/UOC
	25	USF Masters Championships	GEMS International	Sat 29 July 2017	USF
AUGUST	26.	USF Executive Committee Meeting	UOC	7 Aug 2017	USF
SEPTEMBER	27.	USF Executive Committee Meeting	UOC	4 Sept 2017	USF
DLITEIVIDER	28	USF/FINA Swim for all program	tbc	Tbc	USF/FINA
	29.	UOC Council Meeting	UOC Secretariat	Sat 23 Sept 2017	UOC
OCTOBER	30	USF Executive Committee Meeting	UOC Secretarial	October 2017	UOC
OCTOBER		-		7-8 Oct 2017	USF
JCIOBER	31	16 th USF National Independence Swimming	KISU	7-8 Oct 2017	USF
		Championships (Ag32 Group- Schools)			
	20	M - 4: : : : : : : : : : : : : : : :	To be determined	T- D- C	LICE
	32	Meeting with Swimming Clubs	To be determined	To Be Confirmed	USF
	33	1 st National Inter-University Swimming Cham-	Olympia Swimming Pool	tbc	USF
1101/51:255	2.4	pionships	HOC	M 6 N- 0017	LICE
NOVEMBER	34	USF Executive Committee Meeting	Double 2 Selection	Mon 6 Nov 2017	USF
	35	CANA Zone 3 Championships	Dar es Salaam	TBC	USF
	36	Uganda National Open Swimming Champi-	GEMS Cambridge	11-12Nov 2017	USF
	67	onships (Open-Clubs)	OF LC L	05.11.003.7	1105
DE05: 15-5	37	USF Masters Championships	GEMS International	25 Nov 2017	USF
DECEMBER	38	USF Executive Committee Meeting	UOC	4 th Dec 2017	USF
	39	UOC Council Meeting	UOC	Sat 9 Dec 2017	UOC
	40	Holiday Swim Sessions	Difference Venues	Dec 2017	USF/Clubs
	41	End of Year Fun Swim/Cocktail	To Be Confirmed	Dec 2017	
January	42	2 nd USF Awards/End of Year Dinner 2017	To Be Confirmed	End of Jan 2018	USF



Annex 6. Finances

Summary of Income and Expenditure for The Period 1⁵¹ January 2016 – 31⁵¹ December 2016

Summary of Income

NO	ITEM		AMOUNT RECEIVED (UGX)		
1.	Annual Subscriptions		4,700,000		
2	Uganda Athletics Federation		25,539,500		
3	UNAIDS		10,010,000		
	Bank balance at 1st January 2016		217,434		
Α	Total		40,466,934		
			AMOUNT RECEIVED (USD)		
		USD	UGX		
4.	Olympic Solidarity	514,431	1,753,145,125		
5.	Olympafrica Foundation	5,548	18,755,208		
6.	Commonwealth Games Federation	46,698	157,018,184		
7.	Islamic Solidarity Sports Federation	3,076	10,270,764		
8	State House	30,000	100,320,000		
9	Kingdom sports	13,518	48,412,650		
10	ANOCA	1,970	6,725,580		
11	IOC Regional Conference on Women and Gender Equity in Sport	955	3,247,000		
12	Federation of Uganda Football Association	3,000	10,317,000		
13	Top VII Marketing Rights	30,500	108,305,500		
	Total	649,696	2,216,517,011		
	Bank balance as at 1st January 2016	8,990	28,319,000		
В	Total USD Receipts (equivalent in UGX)	658,686	2,244,836,011		
С	TOTAL RECEIPTS FOR THE YEAR(A+B)		2,285,302,945		

Summary Of Expenses

NO	ITEM	AMOUNT (UGX)
1.	Administrative expenses	1,044,320,436
2.	Secretariat expenses	167,101,990
3.	Assistance to national federations	22,467,264
4.	Assistance to commissions/commission projects	661,107,990
5.	Rio 2016 Olympic Games	219,386,107
6.	Capacity Building Courses	128,211,000
	Totals	2,242,593,818
	Bank Balances-USD	35,593,466
	Bank Balances-UGX	7,110,705
	Total Cash and Bank Balances	42,704,171





The Uganda Olympic Team at the RIO 2016 Olympics opening ceremony





Plot 2-10 Heskethbell Road, Lugogo Sports Complex
P. O. Box 2610 Kampala, Uganda, Telephone: +256 312 260 293
Email: uoc@nocuganda.org, Web: www.nocuganda.org

