



UGANDA OLYMPIC COMMITTEE

STRATEGIC PLAN 2015 -2020

A 3D target with three arrows hitting the bullseye. The target is red and white, mounted on a wooden stand. Three arrows with red fletching and gold shafts are embedded in the center bullseye.

Mission

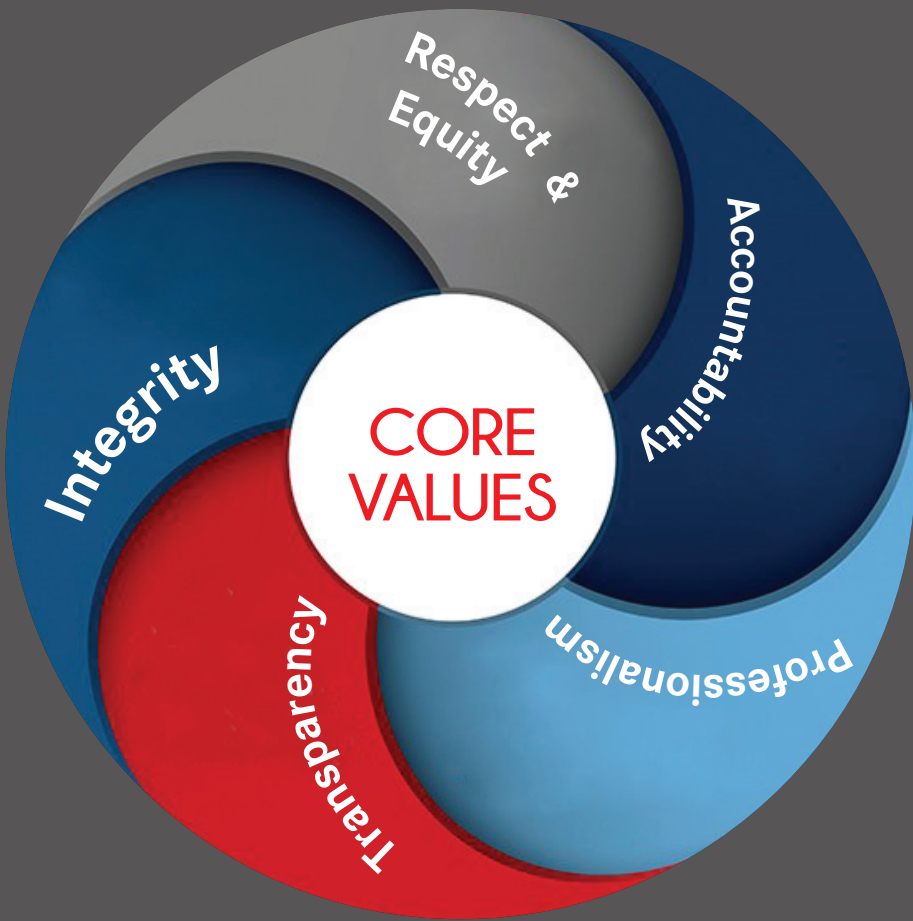
- To act as an agent of the International Olympic Committee and Commonwealth Games Federation in Uganda to uphold and promote Olympic and Commonwealth ideals to its affiliates and stakeholders by providing support, guiding policy and delivering programmes through its organs and structures.

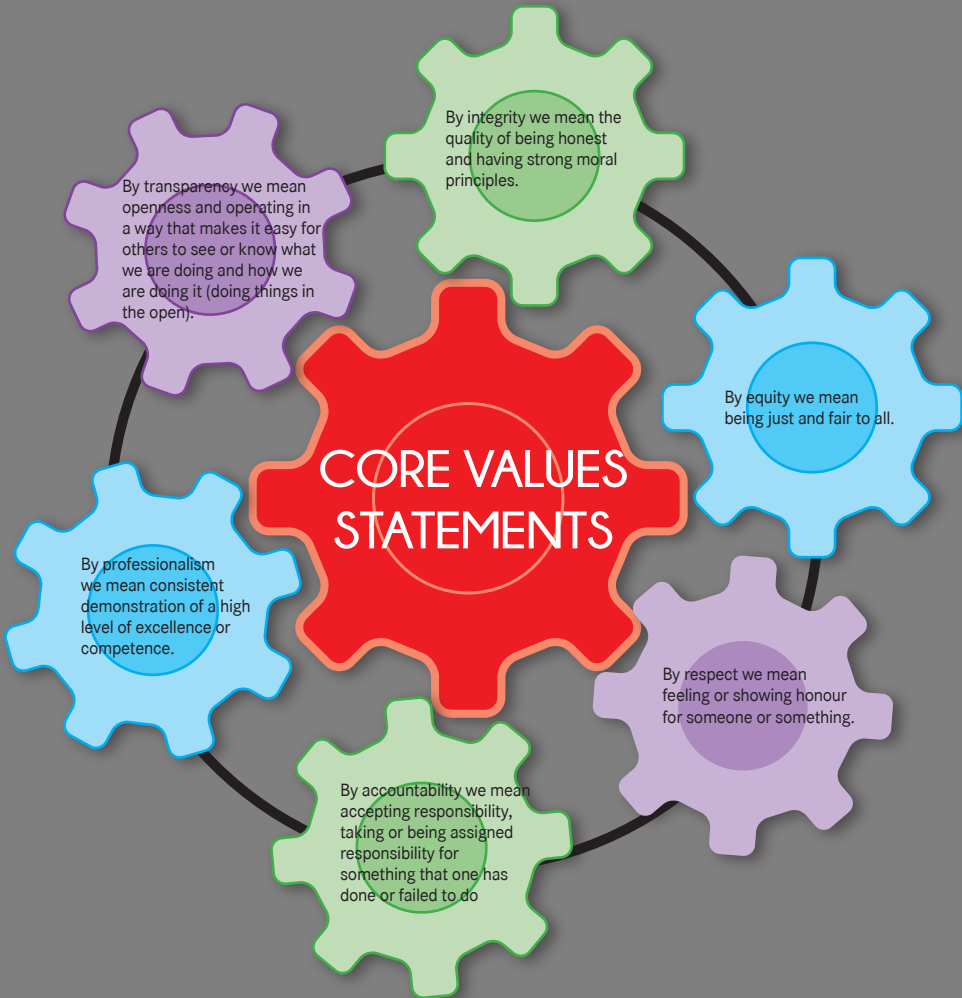


VISION

Vision

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







KEY ROLES

- Roles as outlined in the UOC constitution, IOC Charter and CGF constitution remain appropriate
- Promote and spread Olympism/Olympic Values in Uganda
- Promote the Olympic Charter and Olympic Agenda 2020
- Support preparations of athletes for Olympic and other international games.
- Support and promote capacity building for the various categories of human resources
- Promote linkages and collaboration with government, corporate and strategic partners
- Support and guide member National Federations on ethics and good governance
- Support sport development programmes in Uganda.

KEY PERFORMANCE AREAS(STRATEGIC PRIORITIES)



Governance



Athlete
Development



Capacity
Building



Organisational
Sustainability



Promoting
Olympic Values



Hosting
International
Sporting Events

KEY PERFORMANCE AREA: Governance

Strategic Objective

To ensure total (100%) compliance with agreed governance standards



Strategies/Tactics

- Establish and adopt appropriate UOC governance standards (guided by the Basic Universal Principles of good governance of the Olympic & Sports Movement)
- Produce a general governance standards code applicable to all internal stakeholders
- Produce a Charter for the Executive (Executive Charter)
- Produce specific codes of conduct for Secretariat, National Federations, Team Uganda and Volunteers
- Enforce and comply with all governance instruments

Governance

To ensure alignment of UOC structures and policies with strategic plan



- Review/audit existing UOC structures/organs and policies (identifying gaps and obstacles to UOC Vision)
- Align the structures/organs and policies with the strategic plan (closing the gaps and removing obstacles to the UOC Vision)
- Ensure effectiveness of the structures/organs and enforce policies consistently
- Ensure role separation between Executive and Secretariat
- Review structures/organs and policies periodically
- Ensure gender equity in all UOC organs or structures
- Ensure representation of women and athletes on the Executive
- Ensure provision of appropriate clauses in the UOC constitution
- Establish and adopt minimum membership standards of UOC affiliates to address governance, management and sport development issues.

Governance

To ensure equitable involvement
of athletes and women in decision
making

To ensure full (100%) compliance with
minimum membership standards by
UOC affiliates

To ensure effectiveness of the UOC
Executive



- Enforce minimum membership standards and review annually
- Assess performance needs and skills mix of Executive members
- Provide for Executive induction and capacity development
- Ensure periodical Executive self-evaluation
- Ensure voices of women and athletes on the Executive carry the same weight as all the other Executive members
- Consider co-option of Executive members to fill skills or gender gaps among the elected Executives

Athlete Development

To leverage the UOC sport
prioritisation policy for the benefit
of deserving athletes
To provide adequate support to
high performance athletes

To create and promote
programmes for retiring athletes



- Promote the policy
- Ensure adherence
- Evaluate effectiveness periodically
- Develop and implement a comprehensive Long Term Athlete Development programme
- Implement a career guidance programme
- Enforce team selection policy for major games
- Provide Games contracts for Team Uganda
- Set challenging but realistic targets and offer meaningful performance incentives
- Promote athletes' continued participation in sport beyond retirement (sport for life) in their respective age group or simply to remain active and healthy
- Encourage retiring athletes to contribute in other capacities (as coaches, administrators, competition officials etc.)
- Enhance the capacity of the retiring athletes through formal training and mentorship for effectiveness in new roles

Capacity Building

To improve knowledge, skills and performance of internal stakeholders through appropriate interventions

To benchmark through exchange programmes with other sports bodies

To tap into available expert knowledge and skills

To promote skills retention within the Olympic and Sport Movement in Uganda



- Identify capacity development needs and opportunities for UOC
- Implement appropriate interventions
- Assess effectiveness and impact
- Leverage exchange programmes or opportunities for attachments with other sports bodies
- Facilitate deliberate exposure of UOC officials at international platforms such as games and conferences
- Ensure knowledge transfer through attachments of local personnel to (foreign) experts working on UOC projects in order to sustain the project after the departure of the expert
- Fully utilise trained and experienced personnel
- Create, maintain and leverage an up to date database of all individuals trained at different levels
- Bond beneficiaries where applicable

Organisational Sustainability

To make the UOC self-reliant on a sustainable basis



- Develop and implement a strategic plan
- Generate business and strategic partnerships
- Ensure organisational image enhancement
- Own a permanent home
- Develop a good working relationship with the relevant government organs
- Explore and exploit new revenue streams
- Register a business company & set up a charity trust
- Operate within annual budget
- Establish service delivery best practice for NOCs and other sports governing bodies
- Guided by best practice, establish UOC deliverables annually
- Ensure the alignment of UOC procedures, systems and processes to best practice
- Prioritise activities with quick results and those with both high impact & low cost to create momentum through visible success

Organisational Sustainability

To ensure efficient and effective service delivery to stakeholders by UOC organs and structures

To encourage continuity and minimise turnover

To advocate for budgetary support from the national (government) budget



- Offer performance based employment contracts and incentives
- Ensure annual performance appraisal
- Propose and adopt mechanisms to ensure election of the right calibre of UOC Executive members
- Create a conducive working environment for full-time staff and volunteers
- Offer competitive remuneration and conditions of service
- Lobby government and parliament for budgetary support
- Provide adequate justification for a direct budget allocation through demonstration of the UOC's contribution to the broader developmental goals of Uganda (tap into government's priorities)
- Leverage the new strategic plan

Promoting Olympic Values

To increase the number of women participating in sports activities as well as those in leadership & decision making positions

To protect health of athletes and prevent injuries in sport



- Ensure affiliates have at least 2 women serving on their Executive Committees
- Ensure Team Uganda participating in international competitions has equitable representation of male and female athletes & officials
- Ensure that adopted recommendations on women are implemented
- Provide equal opportunities for males and females
- Leverage appropriate programmes and opportunities
- Organise and participate in capacity development programmes for sport medicine practitioners
- Run health awareness programmes for athletes, coaches and administrators
- Strengthen existing anti-doping programmes
- Exploit research opportunities in sports medicine
- Support participation in international conferences
- Encourage affiliates to appoint qualified medical focal persons

Promoting Olympic Values

To use sport as a tool for environmental protection and sustainability

To promote health fitness and wellbeing through participation in sport by all

To promote Olympic education, culture and legacy



- Act on recommendations in the Sustainable toolkit on environment
- Ensure environmentally friendly measures for all sports activities
- Forge partnerships with relevant environmental agencies to protect the environment
- Encourage affiliates to run sport for all activities
- Hold annual Olympic Day celebrations & activities
- Promote regular physical activity as well as social and health community initiatives
- Participate in the International Olympic Academy (IOA) Sessions
- Strengthen the National Olympic Academy programme and activities
- Conduct Young Participants Sessions in Uganda adapting the IOA content to local conditions
- Activate the UOC e-library
- Develop the Uganda Museum facility to the appropriate standard

Hosting International Sporting Events

To support the broader national objectives of promoting Uganda as an attractive tourist and investment destination

To change global perceptions of Uganda by positively keeping the country in the spotlight



- Engage relevant government ministries and departments to secure commitment and support
- Position international sporting events as a viable long-term investment for Uganda with benefits outweighing the costs
- Highlight and quantify the non-monetary benefits that would accrue to Uganda
- Establish the Uganda perception index (country image) and its basis
- Ensure the true story of Uganda is told by both the local and international media
- Engage international media through advertisements and public relations initiatives to promote the country and counter negative perceptions
- Promote Uganda through popular communication platforms with significant impact on the international community

Hosting International Sporting Events

To stimulate and accelerate sport development in Uganda

To demonstrate a high level of organisational capacity



- Create opportunities for Ugandan athletes to benefit from new or upgraded facilities & equipment
- Prepare athletes adequately for international competitions
- Offer international exposure at low cost to a greater number of local athletes as a host nation
- Mobilise and leverage home support (fans) for Team Uganda
- Create an initiative to inspire young athletes in Uganda
- Embrace best practices in organising international sporting events
- Appoint and empower Bidding & Organising Committees for international multi-sport games and other sport related events
- Engage experts from International Sport Federations and other relevant organisations for guidance and quality control
- Support member National Federations hosting international sporting events
- Ensure formulation and implementation of master plans

Hosting International Sporting Events

To contribute to sustainability
of the UOC through revenue
generation



- Identify and exploit opportunities presented by international sporting events
- Outsource marketing aspects (including management of television rights) of the events to maximise revenue generation
- Channel a significant portion of net revenue generated to viable investments and income generating (business) projects for sustainability



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