



Mission, Vision and Core Values



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



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.

mance 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.

- 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.

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.

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.
- 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.

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.

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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