



## **THE UGANDA SWIMMING FEDERATION (USF)**

### **5 – YEAR STRATEGIC PLAN (2015 – 2020) (SUMMARY)**

#### **1. Introduction**

The USF was established in 1978 is an amateur sports association responsible for swimming and all aquatics sports in Uganda, and is affiliated to –

- a) **FINA - Fédération Internationale de Natation** (the International Swimming Federation);
- b) **CANA - Confédération Africaine de Natation** (the Association of African Swimming Federations);
- c) **UOC - Uganda Olympic Committee;** and
- d) **NCS - National Council of Sports.**

The **Objectives** of the USF as laid out in the USF Constitution are –

- 1) To promote and encourage the development of Aquatics in all its possible manifestations throughout Uganda;
- 2) To provide a drug free sport;
- 3) To promote and encourage the development of international relations;
- 4) To adopt necessary uniform rules and regulations to hold competitions in aquatics;
- 5) To organize national championships and Federations events and competitions;
- 6) To increase the number of facilities for aquatics disciplines throughout Uganda with the support of interested parties.

## **2. The Vision**

The Vision of the USF is:

**“To be the premier aquatic body in East and Central Africa”.**

## **3. The Mission**

The Mission of the USF is:

**“To promote swimming as a healthy life style and promote elite aquatic sports in Uganda”.**

## **4. Values/Principles**

The following values underpin the operations of the USF –

- a) Leadership, Service and Perseverance;
- b) Compassion and Volunteerism;
- c) Ethics, Integrity and Honesty;
- d) Inspiring and motivating athletes, creating opportunities, promoting equality and diversity.

## **5. Strategic Focus**

The organisational strategy was developed to answer the following questions:

- a) What do we want to do over the next 5 years in order to attain our Vision / long-term goals?
- b) For whom?
- c) How would we go about it?

The overall **USF Strategy** over the next 5 (five) years is as follows:

**“To Develop and Strengthen the Program Management and Resource Mobilization Capacities of USF, in order to Enhance Implementation and Long-Term Sustainability of the USF”.**

## **6. Strategic Objectives**

The Strategy is made up of 6 (six) Strategic Objectives which when put together present the operational components of the above Strategy. These include –

- 1) Strategic Objective #1: Athletes Preparation and Participation**
- 2) Strategic Objective #2: Coaches and Officials Development**
- 3) Strategic Objective #3: Promotion of Aquatic Disciplines**
- 4) Strategic objective #4: Strengthen Sport Administration**
- 5) Strategic Objective #5: Strengthen the USF Secretariat operations**
- 6) Strategic objective #6: Achieve Financial Sustainability for USF Operations and Program Activities**

**Implementation:** The Strategic Objectives and the high-level (key) interventions/activities that are to be implemented are –

### **6.1. Strategic Objective #1: Athletes Preparation and Participation**

- a) Hold year-round sports and competitive events such as –
  - Inter-Club Swimming Championships
  - Inter-Primary School Swimming Championships
  - Inter-Secondary School Swimming Championships
  - Inter-University Swimming Championships
  - National Swimming Meets
  - National Training Camps
  - Masters Events
- b) Prepare and participate in –
  - 1) Regional and Continental Games/Competitions such as:
    - The Youth African Games 2014
    - The 12<sup>th</sup> CANA Zone III & IV Swimming Championships, Kampala
    - The 11<sup>th</sup> All Africa Games 2015, Congo-Brazzaville

- The African Junior Swimming Championships 2015, Cairo
  - The 1<sup>st</sup> CANA Zone III Swimming Championships 2015, Kampala
  - The CANA Zone IV Championships 2015, Luanda
  - The African Senior Swimming Championships 2016, Bloemfontein
- 2) Participate in Commonwealth Games such as –
- Glasgow 2014 Commonwealth Games
  - Samoa 2015 Youth Commonwealth Games
  - Gold Coast 2018 Commonwealth Games
  - 2019 Youth Commonwealth Games
- 3) Participate in FINA Championships such as –
- The 12<sup>th</sup> FINA World Swimming Championships, 2014 Doha (QAT);
  - The 16<sup>th</sup> FINA World Championships 2015, Kazan (RUS);
  - The 13<sup>th</sup> World FINA Championships (SC) 2016, Windsor (CAN);
  - The 17<sup>th</sup> FINA World Championships 2016, Budapest (HUN);
  - The 14<sup>th</sup> FINA World Swimming Championships (SC) 2018, Hangzhou (CHN);
  - The 7<sup>th</sup> FINA World Junior Swimming Championships 2019, Budapest (HUN);
  - The 18<sup>th</sup> FINA World Championships 2019, Gwangju (KOR);
  - The 15<sup>th</sup> FINA World Swimming Championships (SC) 2020, Abu Dhabi (UAE).
- 4) Participate in Olympic Games such as –
- The Youth Olympics Games 2014, Nanjing
  - The Rio Olympic Games, 2016
  - The Youth Olympic Games 2018, Buenos Aires
  - The Tokyo Olympic Games, 2020

- c) Mobilize resources for equipment, official kit, facilities and the USF Secretariat.

## **5.2 Strategic Objective #2: Coaches and Officials Development**

- Conduct technical courses for coaches and officials;
- Seek olympic and other scholarships opportunities for coaches and officials;
- Develop a Coaching and Officials' Manuals with curricula, standards, criteria, professional code and SOPs (standard operating procedures).

## **5.3 Strategic Objective #3: Promotion of Aquatic Disciplines**

- Introduce at least two new aquatic disciplines over the 5 years i.e. **Water Polo** and **Open Water Swimming**;
- Promote Masters Swimming among corporates, coaches and any other interested individuals;
- Encourage and support formation of new Swim Clubs and Institutions;
- Promote swimming in upcountry towns and schools where facilities are available;
- Promote water safety awareness in partnership with relevant authorities;
- Participate in relevant national, regional and international conferences/forums;
- Form partnerships with sister Federations to synergize and share learning experiences for improvements.

## **5.4 Strategic Objective #4: Strengthen Sport Administration**

- Conduct sport administrators' courses for USF Executive Committee and officials from USF affiliated clubs/institutions;
- Review USF and Members' regulatory compliance based on international best practices for administration, accountability and evaluation;

- Review the USF Constitution to align it with current regulatory requirements;
- Promulgate USF Regulations & Rules for effective implementation of the USF Constitution to ensure adequate administration of Aquatics in Uganda.

#### **5.5 Strategic Objective #5: Strengthen the USF Secretariat Operations**

- Undertake an organizational assessment and develop an appropriate organogram for the Secretariat and respective job descriptions;
- Undertake recruitment for human resources with respect to the new organogram;
- Review and strengthen the USF Volunteer Program and support base;
- Develop internal operational policies (financial, human resource, resource mobilization/fundraising, risk & audit, legal & compliance etc.)
- Develop a Marketing and Promotion Strategy – to include public relations and communications policies and structures;
- Provide training to members of the USF Executive Committee, Secretariat Staff, Volunteers and USF Commissions/Committee Members.
- Secure a permanent home for the USF including a national aquatic centre.

#### **5.6 Strategic Objective 6: Achieve Financial Sustainability for USF Operations and Program Activities**

- Develop a fully costed budget for the 5-year Strategic Plan, and annual operational plans (2015-2020);
- Develop concept documents and proposals on a consistent basis for submission to potential funders, taking into consideration the funding cycles for different sponsors;
- Secure funding for program management and administrative activities;

- Develop a fundraising strategy and action plan (in-kind vs. financial support, customized pitches to individuals, corporates etc;
- Organize short-term income sustainability program (merchandizing, memorabilia, advertising etc); and
- Lobby Government and Parliament for long-term sustainable funding and support.

***The Strategic Plan was approved by the USF Extraordinary General Assembly held on Saturday 19 July 2014 at the Sheraton Kampala Hotel.***

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