



GHANA OLYMPIC COMMITTEE

2025-2029

Strategic Plan

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GOC STRATEGY PLAN
2025 - 2029

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FOREWORD

MR. RICHARD AKPOKAVIE

President, Ghana Olympic Committee

It is with great pleasure that I share with you the Ghana Olympic Committee strategic plan for 2025 – 2029. This plan provides a clear framework for advancing sports development in Ghana. Our analysis has highlighted the remarkable opportunities before us: the recognition of the Ghana Olympic Committee (GOC) by international bodies, a strong base of federations, and the passion of our athletes and youth. At the same time, we acknowledge the persistent challenges of limited funding, inadequate infrastructure, fragmented communication, and the urgent need to strengthen governance and branding.

THE PLAN FOCUSES ON SIX STRATEGIC PRIORITIES:

- Putting athletes at the centre of all that we do
- Building capacity
- Empowering women

- Promoting inclusive leadership with integrity
- Funding for sports
- Building strategic partnerships

The plan is a collective effort of all the Ghana Olympic Committee member federations and stakeholders in the sports family.

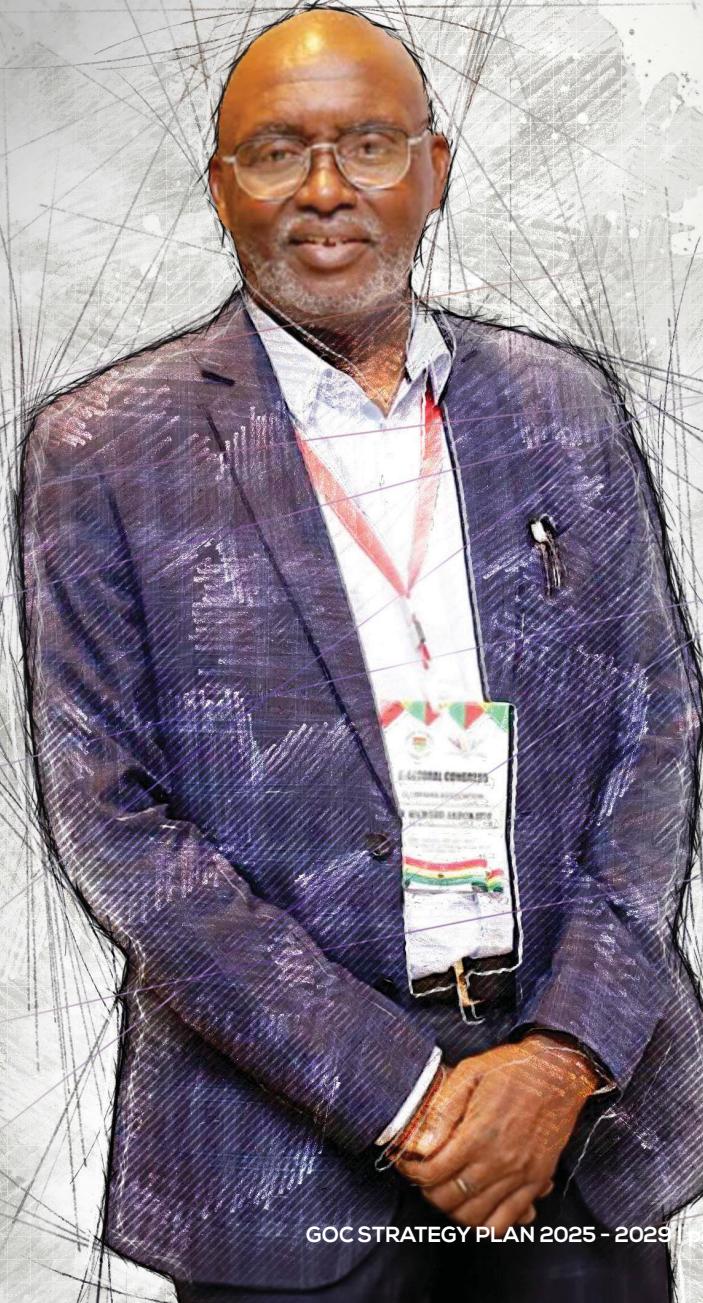
The expected outcomes are practical and measurable: a stronger link between branding and sponsorship, the importance of building strategic collaborations, federations equipped with actionable steps to improve their governance and image, alignment on branding guidelines, and a unified national sports family.

sport for greater competitiveness, credibility, and growth. I look forward to being a part of an exciting journey over the next four years, creating opportunities and empowering the next generation of Olympians.



OUR ATHLETES ARE THE HEART OF THE OLYMPIC MOVEMENT AND WE ARE COMMITTED TO PROVIDING THEM WITH THE NECESSARY RESOURCES FOR THEIR SUCCESS.

Mr. Richard AKPOKAVIE
President,
Ghana Olympic Committee



The Ghana Olympic Committee (GOC) is the recognized National Olympic Committee of Ghana, established in 1951 under the Olympic Charter.

GOC operates as an incorporated, non-profit organization registered under Ghana's Companies Act 2019 (Act 992)

The GOC is tasked with developing and protecting the Olympic Movement in Ghana while promoting the ideals of the Commonwealth Games. Its design reflects a commitment to robust governance, strategic oversight, and effective operational management.

The GOC, while a fully autonomous national body, operates within the framework established by the IOC. Its internal governance typically includes a General Assembly (or Congress), a Governing Board elected by that Assembly, and a Secretariat responsible for day-to-day management. The GOC must adhere to the principles and regulations outlined in the Olympic Charter.

The Ghana Olympic Committee (GOC) is dedicated to promoting Olympic sports and values in Ghana. Our mission is to support athletes and sports organizations to achieve excellence



It seeks to develop and protect the Olympic Movement in Ghana, and to promote the ideals of the Commonwealth Games under the Olympic Charter and the Constitution of Commonwealth Sport.

WE CHAMPION

ATHLETE
EXCELLENCE

SPORT
ADVANCEMENT

COMMUNITY
GROWTH


**SAFEGUARDING THE OLYMPIC MOVEMENT
IN GHANA, CHAMPIONING VALUES LIKE
EXCELLENCE, FRIENDSHIP AND
RESPECT.**

Mr. Richard Akpokavie
President, Ghana Olympic Committee



INTRODUCTION

The GOC undertakes to respect the provisions of the Olympic Charter, the World Anti-Doping Code, and the Constitution of the Commonwealth Games Federation (hereinafter referred to as CGF), and to abide by the decisions of the IOC.

It undertakes, per our mission and role at the national level, to participate in actions to promote peace and to promote women in sport.

It also undertakes to support and encourage the promotion of sports ethics, to fight against doping, gambling, and racism in sport, and to demonstrate a responsible concern for environmental issues.

GOC convened a high-level, two-day strategic retreat at the Eastern Premier Hotel in Koforidua, bringing together all presidents of national sports federations with the primary objective of developing a comprehensive four-year strategic plan to guide the growth and transformation of sports in Ghana.

This initiative is part of the GOC's broader agenda to foster unity, transparency, and inclusion among the federations, while promoting responsible resource management, collaboration, strategic alignment, and

innovation across all sports disciplines under its umbrella. The retreat also serves as a valuable opportunity for federations to engage in open dialogue with one another, share ideas, and strengthen inter-federation relationships.





OUR VALUES



MISSION
Z The mission of the Ghana Olympic Committee (GOC) is to develop and improve the Olympic Movement in Ghana, and to promote the ideals of the Commonwealth games in accordance with the Olympic Charter and constitution of the CGF.

VISION

Z To be the leading National Olympic Committee that is intentional about athletes development, promotion of structures and systems for federations

01
EXCELLENCE
 Endeavouring to do one's best as individuals and as sports people.

02
VIRTUE
 Adhering to the ethical codes of conduct at every point in the journey regardless of the circumstances.

03
TEAMWORK
 Trusting and collaborating with others to achieve common goals and shared success.

04
RESPECT
 Giving due recognition to the sport, rules, sports people and how it brings joy and unity to everyone.

05
COMMITMENT
 Dedication to continuous improvement, training, and achieving goals through long-term effort and sacrifice.

06
SPORTSMANSHIP
 Showing love, passion, loyalty and understanding for sports and sports people from all over the world

SWOT ANALYSIS

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OUR STRENGTHS

GOC's recognition by international bodies (IOC, ANOCA)

Broad base of sports federations under one umbrella

Existing relationships with government and some sponsors

Strong leadership and growing institutional reputation

Historical achievements in select disciplines (e.g. boxing, athletics)

Dedicated athletes and growing youth interest in sports

W

OUR WEAKNESSES

Limited and inconsistent funding across federations

Inadequate facilities and outdated infrastructure

Weak talent identification and development pathways

Fragmented communication and lack of federation unity

Insufficient marketing, branding, and visibility

Governance and administrative capacity gaps in some federation

O

OPPORTUNITIES AVAILABLE

Untapped corporate sponsorship and media partnerships

Potential for public-private partnerships in facility development

Olympic Solidarity and international grant opportunities

Use of digital platforms to boost fan engagement and brand value

Youth demographics favour long-term sport growth

ADR and reforms to improve internal harmony and governance

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POSSIBLE THREATS

Political interference and instability in sports governance

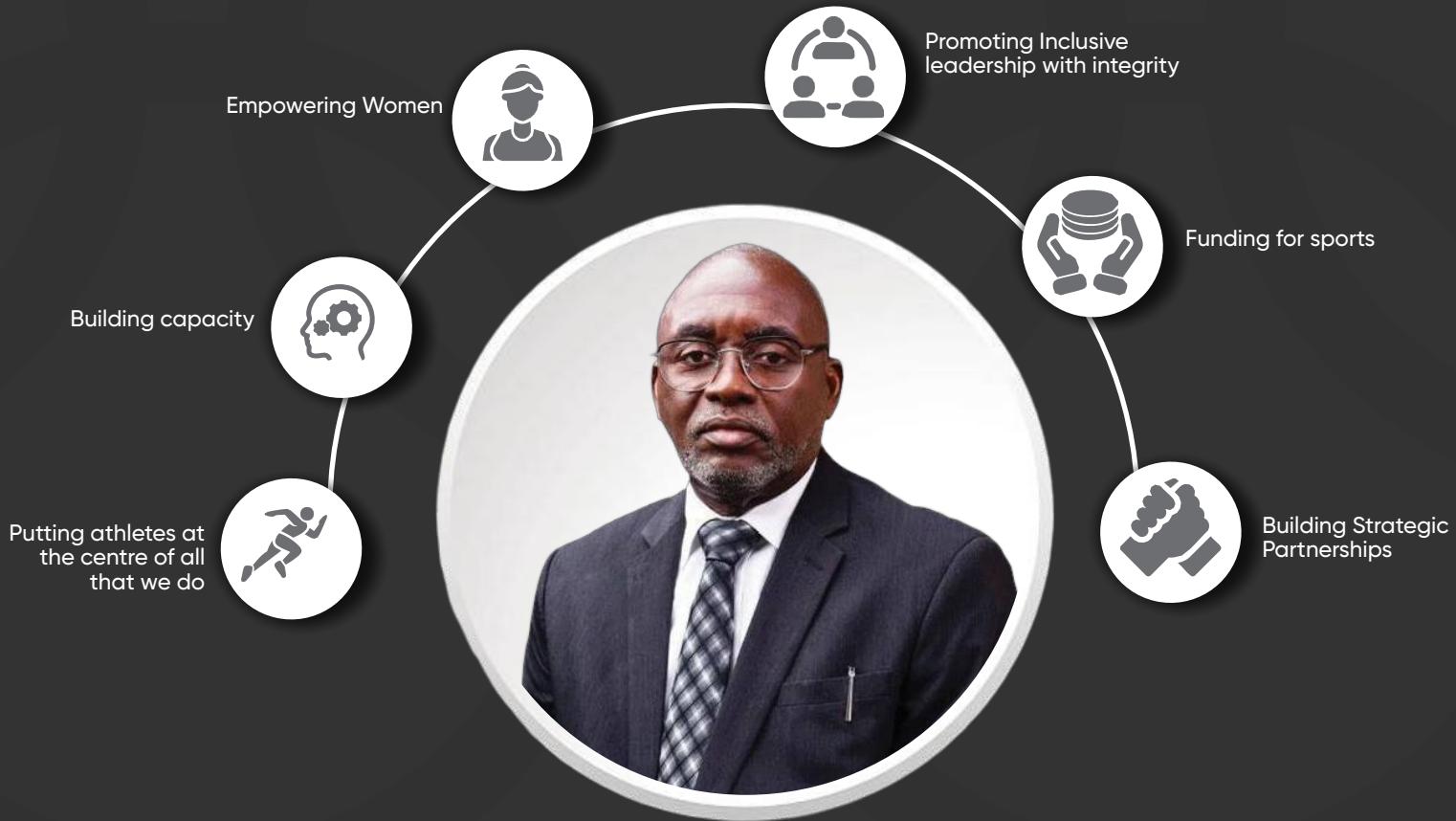
Low public trust due to a lack of transparency or past

Economic challenges limiting private investment in sport

Overdependence on government funding

Talent drain for example athletes migrating abroad due to lack of support

OUR SIX SCHEMATIC AREAS





PUTTING ATHLETES AT THE CENTRE OF ALL THAT WE DO

OBJECTIVE

To prioritize the well-being, development, and success of athletes in every decision, policy, and program.

STRATEGIES

RECOGNIZE THE ATHLETES' COMMISSION

Outcome: Ensure athletes have a structured and empowered voice in decision-making

Activities:
Ensure Athlete's Commission are represented on Executive board

Hold regular consultation meetings with active athletes across disciplines to gather input and promote direct influence.

Provide leadership training for athlete representatives to participate effectively.

Ensure voting rights for the commission on key policy matters.

INSTITUTE ATHLETE WELFARE PROGRAMS

Outcome:
Protect and promote total well-being of athletes.

Activities:
Facilitate health insurance for national athletes on national assignments.

Provide access to mental health support, such as counselling and therapy.

Develop regular feedback/reporting platform for athletes to raise issues anonymously.

SAFEGUARDING POLICY

Outcome: Protect athletes from abuse, harassment and exploitation

Activities:
Develop and publish a safeguarding policy.

Provide mandatory safeguarding training for all athletes and coaches for federations

Appoint trained safeguarding officers at national levels.

Establish confidential reporting channels and clear investigation protocols.

Institute regular review and risk assessments to ensure compliance

EDUCATION ON CLEAN SPORTS AND COMPETITION MANIPULATION

Outcome: Promote integrity through awareness and education

Activities:
Collaborate with national antidoping agencies to offer regular education.

Run clean sport campaigns through athlete ambassadors.
Collaborate with Officers against the Prevention of Manipulation of Sports

Create a whistleblower platform for reporting competition manipulation and doping.

SKILLS DEVELOPMENT AND CAREER PATHWAY

Outcome: Prepare athletes for life during and after sport

Activities:
Partner with educational institutions to offer flexible learning options.

Offer career counselling and mentoring programs tailored to athletes.

Support dual careers (sport and academic or employment)

Run workshops on financial literacy, entrepreneurship and soft skills.

COMPETITIONS

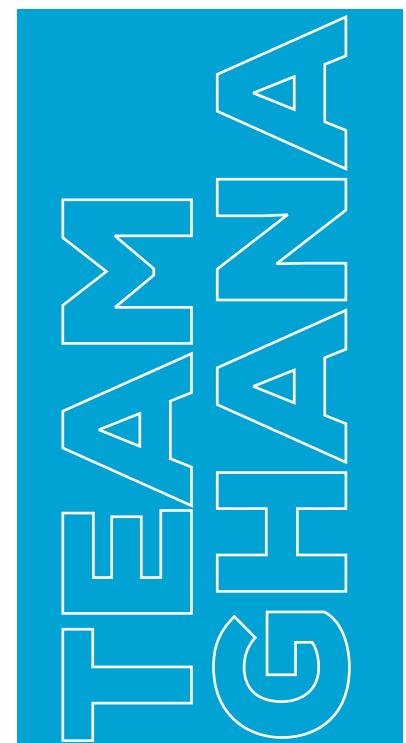
Outcome: Provide well-structured athlete competitions

Activities:
Involve athletes in calendar planning to reduce burnout.

Ensure regular, tiered competition formats (local, regional, national)

Use athlete feedback to improve formats, officiating and logistics
Guarantee proper medical and safety provisions at all.

Equal access and opportunity for all genders and abilities





BUILDING CAPACITY

TO STRENGTHEN THE CAPABILITIES OF ALL STAKEHOLDERS



OBJECTIVE

To strengthen the capabilities of all stakeholders, to ensure sustainable sports development and effective governance.

STRATEGIES

STAKEHOLDERS CAPACITY BUILDING

Outcome: Equip all stakeholders (coaches, administrators, officials, etc.) with the knowledge and skills needed to drive effective sports governance and development

Activities:

Develop stakeholder-specific curricula (e.g., for technical officials, medical personnel, etc.).

Conduct regular training workshops on sports governance, ethics, finance, safeguarding, and athlete management

Partner with universities or sports institutes for accredited short courses

Utilize e-learning platforms to make training accessible and scalable.

Introduce certification and licensing as a requirement for certain roles (e.g., technical directors, coaches).

REGULAR STAKEHOLDERS ENGAGEMENTS

Outcome: Ensure continuous dialogue, transparency and collaboration

Activities:

Create an annual calendar for stakeholder's forums, roundtables, and consultative sessions.

Form specialized committees (e.g., for development, competition, finance) with stakeholder representation.

Distribute regular newsletters and reports to keep stakeholders informed.

Hold interactive sessions for stakeholders with leadership.

MENTORSHIP PROGRAMS FOR STAKEHOLDERS

Outcome: Design and launch structured mentorship programs pairing young women or new stakeholders with experienced professionals (local and international).

Activities: Involve successful athletes, executives, and role models as mentors and program ambassadors.

Track mentorship outcomes through regular check-ins and impact assessments.

Host networking events to connect mentees with a broader circle of influencers and supporters.

EXCHANGE PROGRAMS AND INTERNATIONAL EXPOSURE

Outcome: Provide stakeholders with global best practices, networks and inspiration

Activities: Partner with international federations, embassies, and NGOs to sponsor exchange programs.

Send coaches, officials, and women leaders abroad for training, tournaments, or internships.

Host international delegations and knowledge-sharing events locally. Facilitate participation in international conferences

Create twinning programs with sports federations in other countries for shared learning.

FRAMEWORK FOR ADR AMONG STAKEHOLDERS

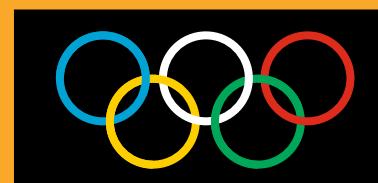
Outcome: Establish fair, fast, and athlete friendly mechanisms for resolving conflicts in sports outside traditional methods

Activities: Develop an ADR Policy and Code of Conduct that clearly defines mediation, arbitration, and conciliation processes at the GOC level and facilitate same at the federation level.

Set up a Sports Dispute Resolution Unit or sports tribunal.

Provide stakeholders with ADR awareness training, so they understand their rights and options.

Include ADR clauses in contracts, regulations, and athlete agreements.





EMPOWERING WOMEN

OBJECTIVE

Promoting gender equity and inclusivity, to ensure sustainable sports development and effective governance.

STRATEGIES

SETTING UP A QUOTA SYSTEM FOR WOMEN REPRESENTATION AT ALL LEVELS

Outcome: Increase representation and participation in leadership and decision-making, all levels

Activities: Adopt a gender inclusion policy mandating a minimum percentage of women in all committees and leadership positions.

Establish women-in-sport networks to mentor, support, and develop female leaders.

Create a women's leadership development program with training, mentorship, and funding.

RESEARCH ON WOMEN DEVELOPMENT IN SPORTS

Outcome: Generate data-driven insights to shape effective policies and interventions for women's participation and leadership in sports.



Activities:

Commission baseline studies on women's involvement in coaching, officiating, leadership, and competition.

Partner with universities or research institutions to study barriers, participation trends, and success factors.

Hold "Women in Sports" symposium to present and discuss future strategies.

BUILDING CAPACITY OF WOMEN AT ALL LEVELS

Outcome: Equip women at all levels with the knowledge and requisite skills to be effective.

Activities

Develop training modules and events to give women the opportunity to lead.

Partner with institutions to train women leaders.

Collaborate with institutions that promote gender equality.

MENTORSHIP

Outcome:

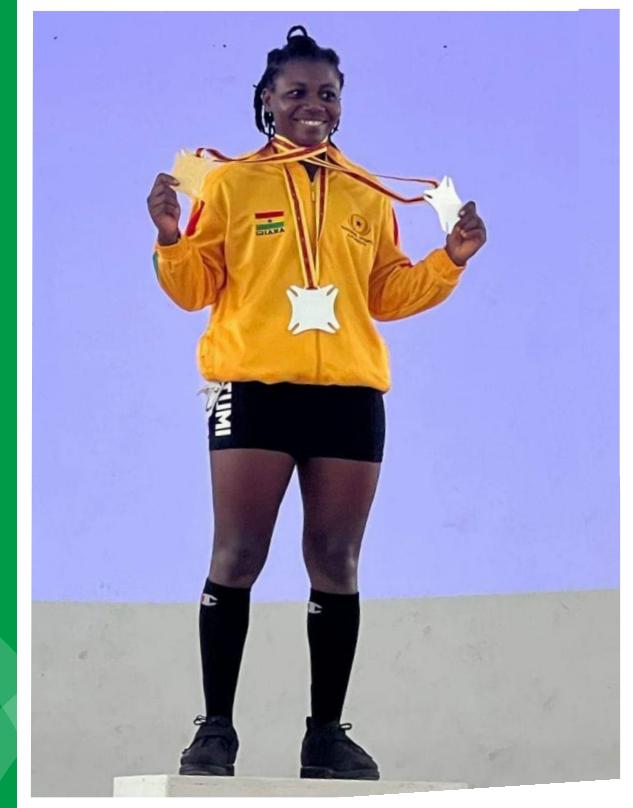
Provide young women an opportunity to interact and connect with women leaders

Activities:

Mentorship programs for young women.

Organise networking events and opportunities to connect mentees with mentors.

Use successful former female athletes, administrators, coaches etc, as role models to mentor young women.





PROMOTING INCLUSIVE LEADERSHIP WITH INTEGRITY

OBJECTIVE

To foster a culture of ethical, inclusive, and transparent leadership that builds trust, accountability, and collaboration across the sports ecosystem.

STRATEGIES

COMMUNICATION CULTURE

Outcome:

Foster openness, active listening, clarity, and consistent engagement across all levels.

Activities

Establish open-door communication channels (physical or virtual) for athletes, staff, and stakeholders.

Use multiple communication platforms (email, social media, WhatsApp, newsletters) to reach all groups.

Implement a feedback and suggestion system with anonymous options.

INTEGRITY AND ACCOUNTABILITY

Outcome: Set a tone of honesty, consistency, and ownership at all leadership levels.

Activities:

Create a leadership code of ethics with clear expectations on integrity and accountability.

Implement a 360-degree appraisal system for top leadership, involving peers and subordinates.

Reward ethical behavior and penalize dishonesty with clear consequences.

GOOD GOVERNANCE STRUCTURE

Outcome:

Ensure leadership processes are fair, transparent, and participatory.

Activities

Define clear roles and responsibilities for board members, executives, and committees.

Establish a governance manual with procedures on meetings, decisions, conflict of interest, etc.

TEAMWORK AND TEAM BONDING ACTIVITIES

Outcome: Build trust, unity, and shared purpose among leadership and staff.

Activities:

Organize quarterly retreats or team-building sessions (on-site or off-site).

Celebrate team successes together, not just individual achievements.

Encourage cross-functional task teams to promote collaboration across committees

EQUAL OPPORTUNITIES FOR ALL

Outcome: Eliminate bias and ensure fair access to roles, resources, and recognition.

Activities

Standardize recruitment, selection, and promotion using merit-based, transparent criteria.

Track representation metrics across gender, disability, and background to measure equity.

Ensure inclusive access to training, leadership development, and international opportunities.

Provide inclusive leadership training for leaders at all levels including board and Executive committee members and federation leadership.



ZERO-TOLERANCE FOR CORRUPTION AND MISCONDUCT

Outcome: Provide stakeholders and women with global best practices, networks and inspiration

Activities:

Draft and enforce an anti-corruption policy with clear definitions and consequences.

Establish a whistleblower mechanism, with protection for reporters.

Run annual ethics and compliance training for all staff and leaders.

Suspend or remove individuals found guilty of serious misconduct—no cover-ups.

Conduct independent investigations into any allegations of abuse, fraud, or unethical behavior.



FUNDING FOR SPORTS

OBJECTIVE

To establish sustainable and diversified funding mechanisms to support grassroots development, elite performance, and organizational operations.

STRATEGIES

INTERNATIONAL FEDERATION (IF) SUPPORT

Outcome:
Submit well-prepared development proposals aligned with IF strategic priorities (e.g., grassroots growth, female participation, coaching).

Activities: Maintain good standing with the IF by meeting reporting, governance, and participation obligations

Host IF-certified courses and events to unlock additional funding and technical support.

SPONSORSHIPS AND PARTNERSHIPS

Outcome: Attract corporate and commercial investment into sports through value-driven partnerships

Activities: Develop a sponsorship toolkit including audience demographics, brand exposure benefits, and impact metrics.

Create tiered sponsorship packages (e.g., Platinum, Gold, Silver) for companies at different investment levels.

Offer naming rights, branding opportunities, and digital visibility to corporate partners.

Implement a transparent commission structure for agents or individuals who bring in sponsors.

Establish performance-based incentives for partner retention (e.g., renewal bonuses).

SUBVENTIONS AND INTERVENTIONS

Outcome: Secure public funding and policy support for sports infrastructure, development, and programmes

Activities: Advocate for inclusion in the national budget under youth, education, or health sectors.

Develop a national sports development plan to present a structured case to ministries or parliaments.

Engage legislators through sports summits or showcase events.

Apply for public grants or special funds available for infrastructure, youth programs, or community development.

Ensure transparency and accountability in government-funded projects to encourage continued support.

DEDICATED FUNDING POLICY

Outcome: Institutionalize sports funding within national and organizational policies for sustainability

Activities:

Draft a national or organizational sports funding policy that outlines sources, allocation formulas, and accountability measures.

Establish funding tiers and guidelines (e.g., grassroots, elite, para-sports, infrastructure).

Link funding eligibility to governance compliance, financial reporting, and performance indicators.

Include Partner representative on committees to increase buy in.

HOSTING OF INTERNATIONAL EVENTS

Outcome: Use events to generate revenue, stimulate the local economy, and attract long term investment.

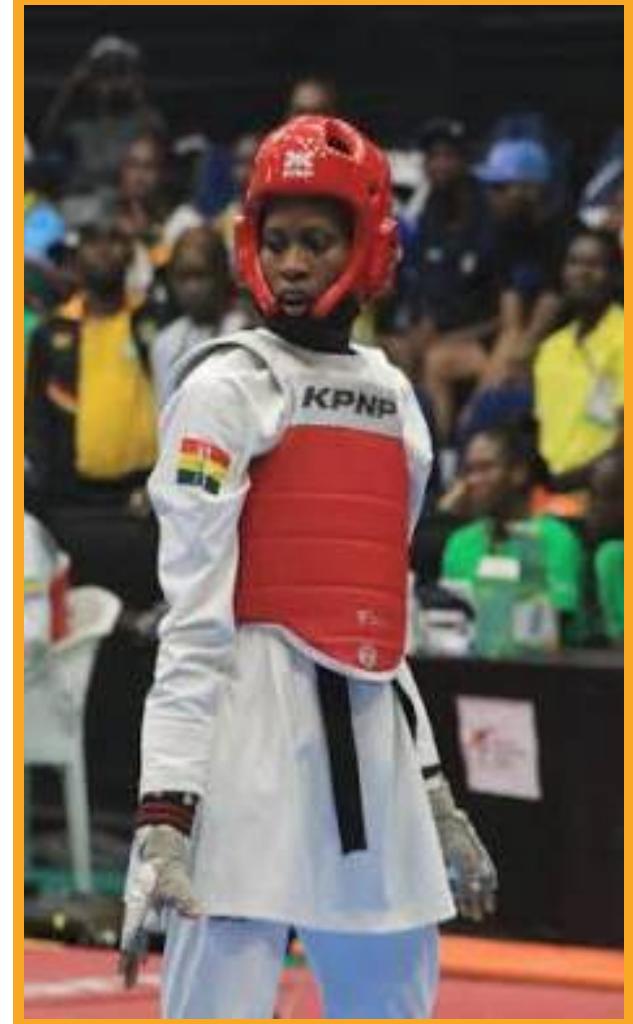
Activities:

Bid for IOC and ANOCA regional and international events, especially developmental and youth events.

Develop a hosting capability plan (infrastructure, logistics, media, volunteers) to attract bids.

Leverage international events to secure sponsor packages (linked to brand exposure and media coverage).

Track event impact (ROI, job creation, brand value) to build a case for future investment.





BUILDING STRATEGIC PARTNERSHIPS

OBJECTIVE

To create and maintain strategic alliances that add value, enhance visibility, and bring innovation and resources to the sports sector.

STRATEGIES

INSTITUTIONALIZE PARTNERSHIPS

Outcome:

Collaborate with organizations (local and international) to strengthen capacity, knowledge sharing, and access to resources.

Activities:

Establish agreements for joint programs in areas like sports science, education, health, gender, or peacebuilding.

Partner with academic institutions to provide scholarships, research, and athlete education support.

Collaborate with international sports federations for technical support, equipment donations, or capacity-building.

Join global alliances or networks (e.g., ICSSPE, UNESCO sport platforms) to increase visibility and leverage joint projects.

Co-host seminars or community outreach events with partner institutions to strengthen local impact.

CORPORATE SECTOR ENGAGEMENT PLAN

Outcome:

Develop structured approaches to attract and retain private sector investment in sports.

Activities:

Create a corporate engagement strategy document that outlines sponsorship benefits, tax incentives.

Segment potential partners by industry (e.g., banking, telecom, FMCG, health) and match them with suitable sports programmes.

Design branded sponsorship packages with clear ROI (media exposure, community impact, naming rights).

Use athlete ambassadors in campaigns that promote the brand while supporting athlete development.

Offer recognition platforms (awards, press releases, social media spotlights) for partners.

FORMER ATHLETES AND INTEREST GROUP INVOLVEMENT

Outcome: Leverage the influence, experience, and networks of former athletes and niche communities.

Activities

Ghana Olympians to mentor athletes and advocates for fundraising.

Involve former athletes in coaching, administration, and promotional roles within the sports structure.

Partner with disability rights groups, women's organizations, and youth groups for targeted initiatives.

Appoint ambassadors from interest groups or athlete alumni to represent the sporting media and outreach.

BRANDING STRATEGIES THROUGH PARTNERSHIPS

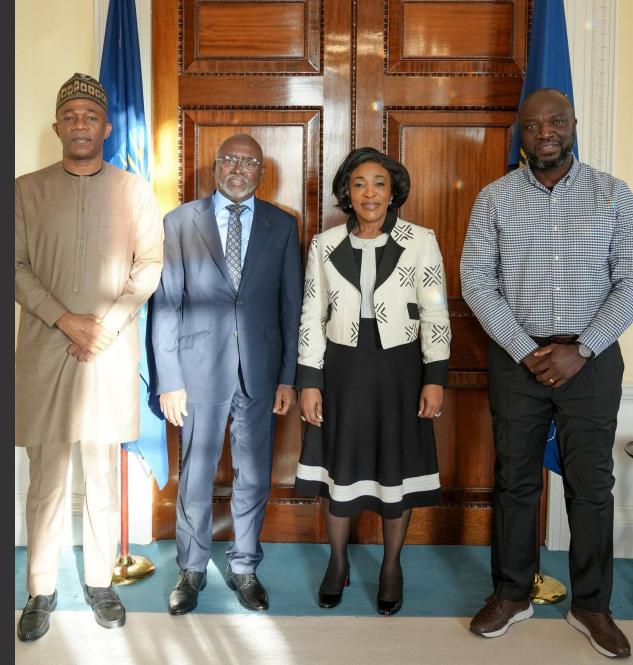
Outcome: Enhance the visibility and credibility of the sport while delivering value to partners.

Activities:

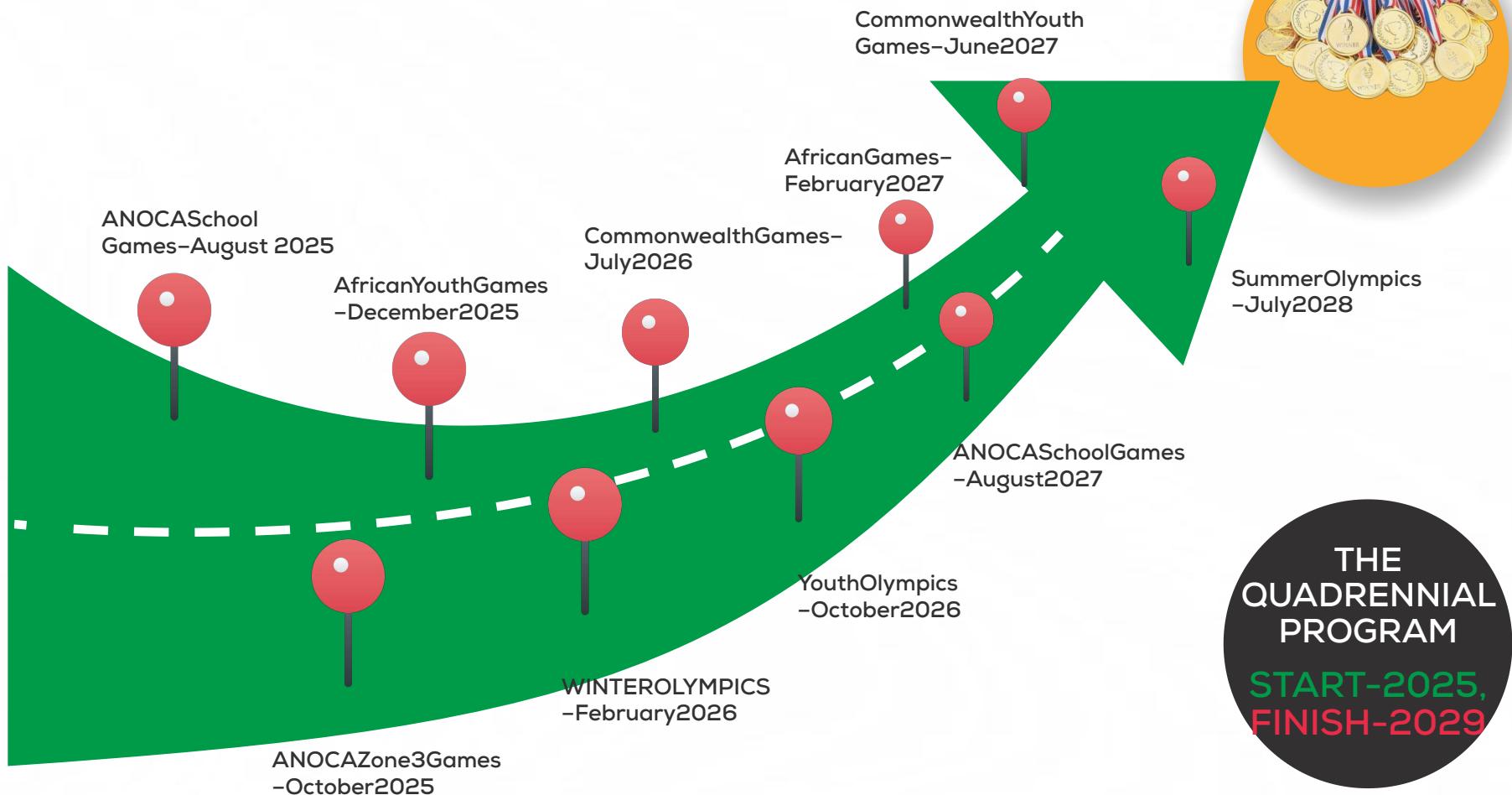
Co-brand events, merchandise, and campaigns with partners to create shared visibility.

Develop a visual identity and brand guide for how partners' logos and names are used across platforms.

Leverage digital platforms to amplify branding for both the sport and partners.



CALENDAR



THE
QUADRENNIAL
PROGRAM
**START-2025,
FINISH-2029**



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