



Strategic Development Plan IV

2025/2026–2029/2030



Vision

A Centre of Excellence for Promotion and Development of Sports.



Theme

Sustainable Sports Promotion and Infrastructure Development for Inclusive Growth, Employment and Wealth Creation.



**THE NATIONAL COUNCIL OF SPORTS
(NCS)**

**Strategic Development
Plan IV**

2025/2026- 2029/2030





Vision:

A Centre of Excellence for Promotion and Development of Sports.



Mission:

Maximizing opportunities for all Ugandans to participate and excel in Sports



Theme:

Sustainable Sports Promotion and Infrastructure Development for Inclusive Growth, Employment and Wealth Creation.



Foreword



National Council of Sports (NCS) Strategic Development Plan for the period 2025/26 – 2029/30 is building on the progress made over the last ten (10) years, during which the second and third NCS Strategic Development Plans were implemented. Over the period, there has been significant progress made at both national and international sports levels. For instance, Ugandan athletes have collected several medals, broken world records, and many national teams have qualified for major global and continental championships.

This Strategic Development Plan is anchored on national priorities as articulated in the fourth National Development Plan, the Sustainable Development Goals, the Africa Agenda 2063, the East Africa Agenda 2050 and the National Vision 2040, the provisions of the National Sports Act 2023 and the Statutory Instruments. The plan is directly contributing to the National Goal of “achieving higher household incomes, full monetization of the economy and employment for social economic transformation.”

The plan is intended to achieve enhanced talent development and professionalization in sports, improved sports infrastructure and funding mechanisms, and improved administrative, planning and financial management services. This will be achieved through collaborative engagement and involvement of all the key stakeholders at all levels without leaving anybody behind.

Finally, I call upon the Board, management, staff, and all other stakeholders to support the implementation of this Strategic Development Plan over the next five (5) years in order to seamlessly realize the anticipated results.

Hon. Peter Ogwang,
State Minister For Education and Sports

Acknowledgement



This Strategic Development Plan for the period 2025/2026 – 2029/2030 has been prepared in consultation with key stakeholders at all levels. It is intended to operationalize the priorities of the fourth National Development Plan and the provisions of the National Sports Act 2023 (as amended) namely: - the establishment of the National Recognition and Reward Scheme; the declaration of national sports; registration of national sports associations and federations; NCS to continue the administration and management of sports in Uganda; to establish the National Anti-Doping Organization; the role of the Uganda Olympic Committee; and the settlement of sports disputes.

The NCS Strategic Development Plan is a result of a consultative and participatory process involving key stakeholders in the sports sub sector, development partners, private sector and agencies of government that directly contribute to the attainment of the planned results. The NCS Strategic Development Plan was built on the lessons learnt from implementation of the programme approach to planning under the third National Development Plan cycle.

I would like to acknowledge the contribution of key stakeholders namely: The Minister of State for Sports, the Board of NCS, Ministry of Education and Sports, National Planning Authority, the Human Capital Development Programme secretariat, the technical staff of NCS, sports federations and associations, the media, and members of the public, for their contribution towards the formulation of this Strategic Plan.

Finally, my appreciation goes to the NCS management team that met several times, as well as all staff, for their unwavering commitment towards ensuring that the Strategic Plan was completed. I take this opportunity to reiterate my commitment to providing all the necessary support towards the full and successful implementation of the plan.

Ambrose Tashobya
Chairperson, National Council of Sports

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List of Acronyms

Acronym	Full description
AFCON	African Cup of Nations
BFP	Budget Framework Paper
CAF	Confederation of African Football
CHAN	Championship of African Nations
FIFA	Federation of International Football Associations (English Translation)
HIV/AIDS	Human Immune Virus or Acquired Immune Deficiency Syndrome
ICT	Information Communication Technology
IEC	Information Education and Communication
LAN	Local Area Network
LG	Local Government
MDA	Ministries Departments and Agencies
MES	Ministry of Education
MIS	Management Information Systems
MOFPED	Ministry of Finance, Planning and Economic Development
MOU	Memorandum of Understanding
MPS	Ministerial Policy Statement
NADO	National Anti-Doping Organization
NCS	National Council of Sports
NDP	National Development Plan
NDPIV	Fourth National Development Plan
NHATC	National High Altitude Training Centre
NPA	National Planning Authority
NSFS/AS	National Sports Federations or Associations
OPM	Office of the Prime Minister
PFMA	Public Finance Management Act
PIAPS	Programme Implementation Action Plans
PPP	Public Private Partnerships
PES	Physical Education and Sports
PWD	People with Disabilities
SP	Strategic Plan
NSSF	National Social Security Fund
UBOS	Uganda Bureau of Statistics
UGX	Ugandan currency



Sports managers' decision-making is currently being strongly influenced by all the information that is instantly available and generated by advances in information and communication technologies (ICTs) [1]. These technologies enable the collection of diverse data and have become an essential part of management in commercial businesses and other types of organizations [2]. The introduction of ICTs into sports has significantly changed the way sports are approached. ICTs enable better use of learning resources, enhance various functionalities, and promote overall innovation in sports [3]. Additionally, technologies improve training and monitoring of athletes' performance, leading to its higher levels. Finally, ICTs help with the identification of talent and create better conditions for the development of future sports stars [1,4]

EXECUTIVE SUMMARY

This Fourth National Council of Sports Strategic Development Plan is anchored on the Fourth National Development Plan that is geared toward attaining "higher household incomes, full monetization of the economy and employment for social economic transformation". Therefore, its formulation is directly aligned to the implementation of the revised mandate of NCS given the goal and objectives of the NDPIV and specifically the Human Capital Development Programme.

The Vision of NCS is "A centre of excellence for promotion and development of sports"; the Mission is "To facilitate, coordinate and regulate the development of sports in Uganda." and the Goal of the Plan is "To create an enabling environment for the development, promotion and investment in sports in Uganda".

The objectives of the Strategic Plan are:

- i. To develop, promote and control all forms of sports on a national basis.
- ii. To enhance infrastructure development and financing for all forms of sports.
- iii. Strengthen policy, legal, institutional coordination and regulatory frameworks for sports.

In terms of priority interventions, most of the resources will be channeled towards protecting and maintaining existing sports facilities, construction of appropriate and standardized recreation and sports infrastructure for the 2027 African Cup of Nations (AFCON) (74.8%), followed by leveraging Public Private Partnerships and funding for internal competitions or sports programmes.

The expected results are Enhanced Talent Identification, Development and Professionalization of Sports; Improved Sports Infrastructure and Funding Mechanisms and strengthened administrative, planning and financial management services.

The NCS Strategic Development Plan will cost shillings two trillion seven hundred ninety-nine million two hundred thousand (2,799.2) of which seventy three percent (73%) is development, twenty six percent (26%) is recurrent and one percent (1%) wage. This will be financed through grants from the MoFPED amounting to two trillion six hundred sixteen billion seven hundred million (2,616.7 billion) to be drawn from the Government of Uganda's Consolidated Fund. Eleven billion six hundred million (11.6 billion) will be from non-tax revenue, and one hundred seventy-nine billion nine million (170.9 billion) is expected to come from donations.

The successful implementation of the Strategic Plan will depend on annual planning, implementation, supervision, and monitoring or follow-up of implementation of prioritized actions aimed at attainment of planned results at intermediate outcome and output levels. NCS will track progress made through quarterly, bi-annual, annual, mid-term reviews and end evaluation of the plan.



1



INTRODUCTION

This Fourth National Council of Sports (NCS) Strategic Development Plan is the fourth in a series of strategic plans developed by NCS to achieve its vision, goals and objectives. This plan follows the conclusion of the period 2020/21 – 2024/25 and commences the period of the NDPV 2025/26 – 2029/30 as articulated in the Comprehensive National Development Framework (CNDPF). This chapter provides the back ground to the development of the plan, the legal framework of NCS, the governance and organizational structure of NCS, the national, legal and policy context and purpose of the plan.

1.0 Background

In line with the Comprehensive National Development Framework (CNDPF), decentralized planning entities (MDAs) are required to prepare five-year plans that are aligned with the National Development Plan towards attainment of the Uganda Vision 2040. In this regard, the NCS completed the implementation of third Strategic Plan 2020/21 – 2024/25 that was aligned to the NDPIII. On account of the development of the NDPIV, the NCS is required to develop the fourth NCS Strategic Development Plan aligned to achievement of the NDPIV and Uganda vision 2040. In this regard, this plan over the period 2025/26 – 2029/30 is developed articulating the NCS's vision, mission, goal, objectives, interventions and results over the aforementioned period.

Therefore, the formulation of this Strategic Development Plan is directly aligned to the implementation of the revised mandate of NCS given the goals and objectives of the NDPIV and specifically the Human Capital Development Programme.

1.1 Legal Framework of the NCS

The National Objectives and Directive Principles of State Policy of the constitution of Uganda states under objective 17 that the “state shall promote recreation and sports for the citizens of Uganda”. This provision in the constitution is operationalized by the National Council of Sports Act 2023 whose objectives are:

- a. Developing, promoting, and controlling sports activities.
- b. Establishing a National Recognition and Reward Scheme.
- c. Providing for the registration of national sports associations and federations.
- d. Creating a framework for dispute resolution in sports.
- e. The Act also aims to consolidate the law related to sports registration and regulation.

- f. Promote both amateur and professional sports, and codify Uganda's obligations under international sports statutes.

In addition, the National Council of Sports Regulations 2025 provide the policy framework for regulation of National Sports Associations.

The National Objectives and Direct Principles of State Policy of the Constitution of Uganda state under objective 17 that “the state shall promote recreation and sports for the citizens of Uganda”. This plan is also aligned to the African Union Agenda 2063 (the Africa we want) on sport for development and sustainable sport development. The provision in the constitution of the Republic of Uganda is operationalized by the National Sports Act, 2023 (as amended) assented to by His Excellence the President of the Republic of Uganda on 17th August 2023. It mandates NCS to:

- a. Recognize a sports discipline as a national sports discipline;
- b. Register national sports organizations;
- c) Promote and regulate the activities of national sports associations and federations and where necessary, award medals, certificates of recognition, trophies and other incentives;
- d) In collaboration with the associations and federations, local governments, educational institutions, communities and the private sector, as may be applicable:
 - i. Make provisions for sports facilities, equipment and training;
 - ii. Promote sportsmanship by searching for, identifying and developing sporting talent and ensuring discipline among sports persons;
 - iii. Create public awareness on matters of national interest through sporting events and on the benefits of sports to health.
- iv. Develop, manage, operate and maintain the public sports facilities vested in the Council under this Act;

- v. Establish, operate and maintain sports museums;
- vi. Approve the expenditure by national sports associations and national sports federations of funds and grants received from the Government;
- vii. Facilitate cooperation between and among national sports associations and federations.

In collaboration with the Ministry, facilitate the participation of Ugandan athletes and national teams in international sports competitions;

Approve the hosting of international sports competitions and sports festivals by national sports associations and federations; and

Perform any other function as may be required under this Act.

- e. For subsection (1) (b), the Council shall maintain registers of the national sports organizations registered under this Act in a format prescribed by National Sports Regulations.
- f. NCS shall cooperate with the Ministry and other government Ministries, Departments and Agencies in the implementation of this Act.

1.2 Governance and Organizational Structure

The National Council of Sports (NCS) of Uganda is governed by the Board with policy oversight, led by a Chairperson. The operational management is led by the General Secretary and two Assistant General Secretaries, who oversee two main Departments: Finance, Planning, and Administration; and Technical/ Sports. Additionally, the Board has established several Committees for specialized functions, such as Finance and Administration, Audit, PPDA to aid in its work. The organogram of this structure is presented in the Appendix A.

The National Council of Sports Act 2023 provides that the Board shall consist of the chairperson and 6 other members. These members include representatives from the Ministry responsible for sports, two representatives from traditional regions, a representative from sports associations/ federations, an athlete representative, a private sector representative, and a person with experience in sports administration. It stipulates the duties of the NCS Board as:

1. Providing strategic direction for sports development.
2. Overseeing the implementation of policies.
3. Managing resources, and ensuring compliance with the Act's provisions.
4. Playing a crucial role in promoting sports at all levels.
5. Fostering cooperation among sports associations.
6. Awarding incentives for sporting achievements.

The following are some of the issues on the overall management of the Council that require attention:

- Limited resources as a result of budget cuts.
- Delays in release of funds by Government.
- Inadequate Office Space, and equipment like computers, cameras, video conferencing etc.
- Inadequate knowledge to fully harness the potential usage of ICT in daily activities and also lack of an ICT Unit.
- Inadequate technical capacity for staff to monitor and evaluate federation/associations.
- Limited sports facilities and broken sports facilities/structures that need to be re-furbished

1.3 The National Legal and Policy Context.

Therefore, the objectives and interventions of the NCS Strategic Development Plan are geared towards delivery of the priorities of the national and international development agenda.

1.3.1 National Context

Vision 2040 provides that Government will promote and support the development of sports and creative arts through Public-Private Partnerships. This will be done through strengthening institutional and regulatory frameworks, construction of sports facilities across the country, and development of sports academies for effective tracking and nurturing of talents. It further provides that all Government-supported tertiary education will be devoted to skills development according to the talents and aptitudes identified. Students will be accorded opportunities to excel in whichever skills area they are placed.

One of the development strategies of the Fourth NDP is to promote games and sports.

The goal of the fourth NDP which is “Higher household incomes, full monetization of the economy and employment for social economic transformation” and the objectives are:

- i. Sustainably increase production, productivity and value addition in agriculture.
- ii. Enhance human capital development along the entire life cycle.
- iii. Support the private sector to drive growth and create jobs
- iv. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT and
- v. Strengthen good governance, security and the role of the state in development.

The plan recognizes that games and sports are key in promoting the national image, health, employment and revenue, cohesion, and entertainment. To harness the potential of games and sports, the focus is on promoting a comprehensive and coordinated approach to investment in sports infrastructure, sponsorship, talent identification and development, capacity enhancement of local coaches, and promotion of sports at all levels. The strategy will leverage the opportunity of hosting international tournaments such as the AFCON 2027 to not only develop the sports infrastructure but also market Uganda as a tourist destination. Therefore, one of the ten priorities of the NDP is cultural and creative industry and sports measured by an increase in the Sports Development Index from 0.3 to 0.389 in the next five (5) years.

The sports actions are highlighted in the Human Capital Development Programme under the objective of promoting sports, recreation, and physical education. The actions include: Leveraging public private partnerships for funding of sports and recreation programmes; protecting and maintaining existing sports facilities and construct appropriate and standardized recreation and sports infrastructure for CHAN, AFCON and other sporting events; establishing regional sports-focused schools/sports academies to support early talent identification and development; and developing and

implementing professional sports club structures to promote formal sports participation among others.

The major ways in which the sports industry supports Uganda's tenfold strategy are:

Major sporting events and activities attract tourists, which brings in money for local businesses, the hospitality industry, and transportation.

Economic Diversification and Job Creation: From professional athletes to event planners and sports tourism providers, the sports sector generates employment for people with a range of skill sets.

Infrastructure Development: Sports infrastructure investments, particularly at the local level, act as community centers that enhance living standards and promote social harmony.

Marketing and branding: Athletes and successful sporting events enhance Uganda's reputation abroad, drawing in visitors, investors, and future international gatherings.

Community Development: Local leagues and grassroots sports initiatives foster talent development, community involvement, and a feeling of solidarity and patriotism.

Investment Attraction: By organizing prominent international sports events, Uganda has the potential to enhance infrastructure development and draw both regional and global investments into the nation.

Diversifying Tourism: Incorporating sports into Uganda's diverse tourism strategy aids in attracting new groups of travelers, resulting in wider socio-economic transformation.

1.3.2 Regional, Continental and International Context

The Africa Agenda 2063, the Africa we want, has focus areas under youth empowerment and children's rights including ensuring that at least fifty percent (50%) of youth and children are engaged in an aspect of sports. It also prioritises opening a bi-annual African Cultural and Sports Festival starting 2025. The agenda in its communication strategy also incorporated radio and television programmes, Internet and social groups, memorabilia and paraphernalia, and sport events;

The African Union Sports Council (AUSC) promotes the development of sport and development through sport in Africa. In its 2024-2028 Strategic Development Plan, the five strategic priorities are: (1.) Governance and Accountability; (2.) Equity and Inclusion; (3.) Participation (4.) Performance and (5.) Sustainability. These have been mainstreamed in the NCS Strategic Development Plan.

The treaty for the establishment of the East African Community provides that in order to promote the achievement of the objectives of the Community as set out in Article 5 of this Treaty, the partner states undertake to co-operate in health, cultural, sports and social welfare activities within the community. It further states that the partner states shall promote close co-operation amongst themselves in culture and sports, with respect to: (a) the promotion and enhancement of diverse sports activities; (b) the development of mass media programmes on matters that will promote the development of culture and sports within the community.

According to the United Nation's 2030 agenda for sustainable development “sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health education and social inclusion objectives.”

1.4 Purpose of the plan

The primary purpose of the NCS Strategic Development Plan IV over the period 2025/26 - 2029/30 is to:

- i. Develop, Promote, and Control Sports:** This plan is designed to supervise and direct all sports activities throughout Uganda, guaranteeing their rational and sustainable utilization along with effective management.
- ii. Enhance National Image:** Through the promotion of sports competitions, collaboration, and partnerships, the plan aims to elevate Uganda's branding and reputation on the international stage.
- iii. Capacity Building:** A key emphasis is placed on bolstering the internal capabilities of the NCS to efficiently fulfill its mandate.

iv. Maximize Participation: The plan aspires to generate additional opportunities for Ugandans to engage in sports, thereby enhancing their overall quality of life.

v. Align National Development: The NCS strategic Development plan ensures that initiatives in sports development are in harmony with broader national objectives and are consistent with the National Development Plan (NDP IV) and Vision 2040.

vi. It also guides Implementation and Alignment of:

- Statutory Framework: The strategic plan operates within the framework of the National Sports Act, 2023.
- Partnerships: The plan encourages Public and Private Partnerships and collaboration with National Sports Federations/Associations and other government bodies to achieve its goals.
- The Plan integrates crosscutting issues such as human rights, gender and equity, HIV/AIDS, nutrition, East African Community protocols, among others. International and Regional commitments such as the Sustainable Development goals (SDGs), the Africa Agenda 2063, and the East African Community Vision 2050, among others, have been adequately integrated in the Strategic Plan.
- The Strategic Plan will be used to facilitate annual planning and budgeting, specifically to inform the preparation of the Budget Framework Papers and Ministerial Policy Statements over the NDPIV period. In addition, it will inform the implementation, monitoring and reporting on a quarterly and annual basis.
- It will also be the benchmark for performance measurement over the Plan period through evaluative studies conducted periodically such as midterm reviews, end evaluation and research studies among others.
- It will be used to guide development of relevant sports-related guidelines and processes for attainment of the anticipated results.

1.5 The process of developing the NCS Strategic Development Plan

The formulation of this Strategic Plan followed a mix of top-down and up-bottom approaches to ensure policy and strategic guidance at national level, as

well as the integration of development priorities at NCS and local government into the overall national development programmes.

The process plan started with the performance review of the third NCS Strategic Development Plan that was undertaken in June 2024. This was followed by administrative data collection mainly from physical progress reports and review of existing literature in respect to policy, legal and institutional frameworks.

The MDA Strategic Planning guidelines issued by the National Planning Authority during the planning conference held on the 23rd May 2024, the fourth National Development Plan, the Programme Implementation Action Plans (PIAPs) were reviewed in order to inform the alignment of the Strategic Plan to national planning frameworks. This led to the formulation of the draft NCS Strategic Development Plan that was shared with stakeholders such as NCS Heads of Departments, NCS Board, National Planning Authority (NPA), Ministry of Education and Sports, athletes' representative, Uganda Olympic Committee (UOC), National Sports Associations and Federations, among others. The draft was discussed initially at technical level and then reviewed by other stakeholders including members of the Board.

The comments and issues raised during the consultations at different levels were incorporated in the NCS Strategic Development Plan. The revised NCS Strategic Development Plan was then presented to Board for approval and onward submission to the National Planning Authority (NPA) for review as provided for in the National Planning Authority (Development Plans) regulations of 2018. The comments from NPA were also incorporated into the Strategic Plan. The final approval was done by the NPA.

1.6 The structure of the NCS Strategic Development Plan.

The NCS Strategic Development Plan has been structured into seven chapters in addition to the preliminary sections of foreword, acknowledgement, acronyms and table of contents.

i. Chapter one: Provides the mandate of NCS, the Governance and Organizational Structure, and the national legal and policy contexts

in which NCS operates. It also provides for analysis of the linkage of the Strategic Plan to the Uganda Vision 2040, the NDP, Programme Implementation Action Plan (PIAP), the global and regional initiatives (Agenda 2030, Africa Agenda 2063, East Africa Community Vision 2050, among others), the purpose of the plan and the process of developing it.

ii. Chapter two: This chapter provides an analysis of the performance of NCS in light of the targets, results and standards set in the previous sector plans; it provides a description of each crosscutting issue relevant to NCS with illustration of how it is relevant to the Programme performance. It also provides an analysis that answers the 'so- what' question or implication of the statistics given through contextualizing the main development implications arising out of the data presented. An analysis of the institutional capacity of NCS with respect to: the financial resources required for the implementation of the Plan; the Human Resources development and management with regards to: staff establishment. This section also provides for internal strengths and opportunities of NCS as well as the external opportunities and threats that are synthesized to provide for key emerging issues to inform the prioritization of the plan.

iii. Chapter three: This section shows the alignment of the NCS Strategic Development Plan to respective NDP programmes and PIAPs. It identifies the Vision, Mission and Core Values, an the intermediate outcome that measures results of a group of related interventions/ outputs contributing to Programme Outcomes at NCS level.

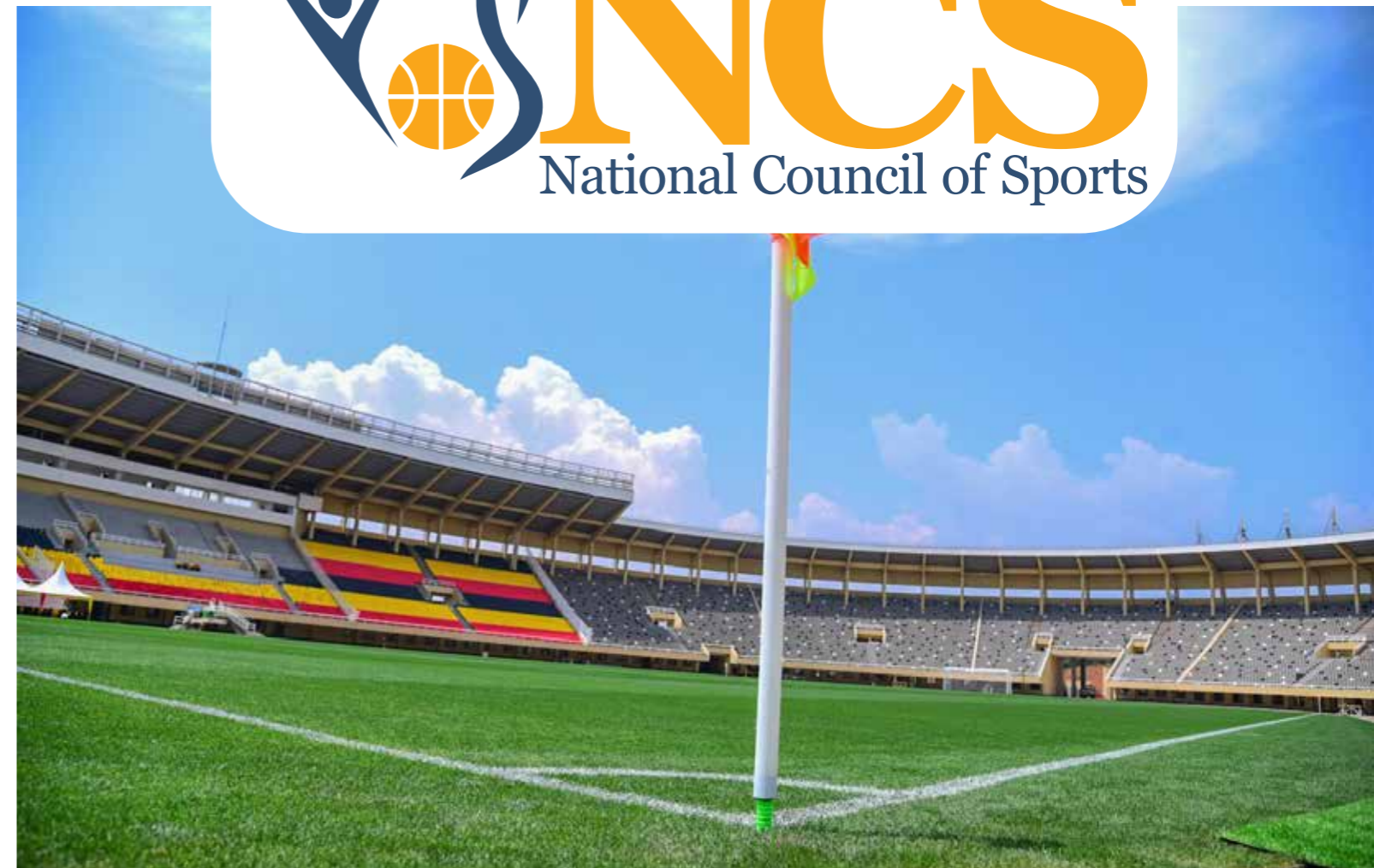
iv. Chapter four: This discusses the costing of interventions and results, and the summary of funding by source for the five-year period. It provides for the resource mobilization strategy identifying the programme Indicative Financial Plan, including the resource mobilization and expenditure strategies.

v. Chapter five: This discusses the arrangements for coordinating the NCS Strategic Development Plan implementation. It provides for arrangements for coordinating inter and intra-programme implementation. The roles and responsibilities, implementation reforms, sustainability arrangements elaborating on institutional, program and financial sustainability.

vi. Chapter six: Risk Analysis provides the assumptions made during the formulation of this NCS Strategic Development Plan. The sections articulate risks, causes and some of the mitigation measures that are expected to try to minimize the impact of these risks.

vii. Chapter seven: The Monitoring and Evaluation Framework provides for tracking progress of implementation of the Plan as well as the end evaluation.

The appendices provide additional information that directly links to various sections of the main plan. For instance, NCS results framework at outcome level, the results framework at output level, the cost implementation matrix, key statistics in sports, key statistics in sports administration and management and project profiles.



2

SITUATION ANALYSIS

This chapter provides the situational analysis presenting the performance of the previous plan, institutional capacity of NCS, key achievements and challenges. The chapter also presents the SWOT analysis, stakeholders' analysis and summary of emerging issues and implications.

2.0 A performance review of the previous plan

NCS conducted the midterm review of the strategy 2020/21- 2024/25 to inform the performance, achievements and results outlined in this plan. This section provides an analysis of the level of implementation of the third NCS Strategic Development Plan at the midterm. It focuses on the financial performance and the physical progress performance at all levels.

According to the midterm review of the NCS Strategic Development Plan, the performance was at 62.5%. This was a weighted score comprising of 67.5% and 57.6% percent at the intermediate outcome and output levels respectively.

Below is a summary of the performance at intermediate outcome and output levels.

Table 1: Performance by level of results

S/N	Key Results Areas	Achieved		Partially achieved		Not Achieved		No data		Total Indicators
		Indicators	%	Indicators	%	indicators	%	Indicators	%	
	Overall Performance	87	51.2	13	7.6	59	34.7	11	6.5	170
1	Goal / Impact	0	0	0	0	0	0	1	100	1
2	Intermediate Outcomes	10	40.0	7	28	3	12	5	20	25
3	Interventions / Outputs	77	53.5	6	4.2	56	38.9	5	3.5	144

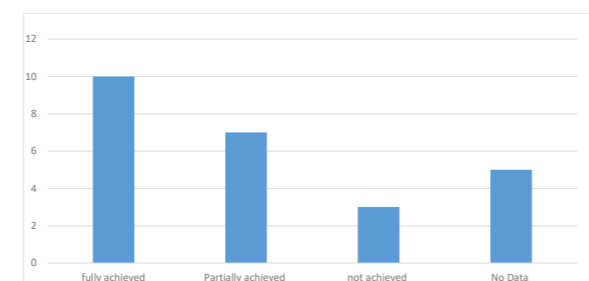
Source: midterm review report.

2.1 Progress on Goal and Objectives Performance Indicators

The overall result for NCS relating to its goal was to be measured by assessing citizens participation in sports and physical activity. This requires conducting a scientific survey and therefore the midterm review recommended that the Uganda Bureau of Statistics integrates this indicator in the National Household Survey.

The results at objectives level were presented as intermediate outcomes in order to increase the level of attribution to the interventions and actions arising from the implementation of the plan. Below is a detailed results matrix:

Figure 1: Progress on goal and objective level performance indicators



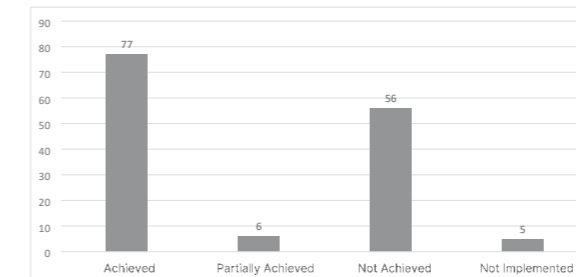
As shown in the chart above, ten (10) of the twenty-five (25) performance indicators were fully achieved while seven (7) were partially achieved. Five (5) indicators could not be measured as data was not available at the time of the review.

2.2 Progress at Output and Objective Level

Out of one hundred forty-four (144) planned output performance indicators, in the three years of the implementation of the NCS Strategic Development

Plan, seventy-seven (77) percent (53.5%) of the output targets were fully achieved, six (6) percent (4.2%) were partially achieved and fifty (56) percent (38.9%) outputs were not achieved as illustrated in the chart below.

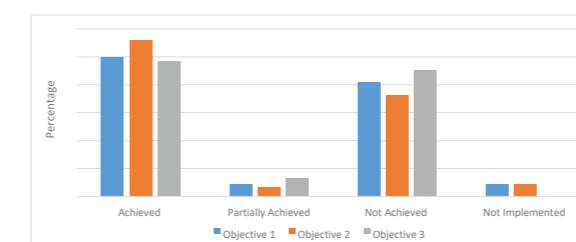
Figure 2: progress at output level



The five (5) indicators that were not achieved were relating to actions that not supposed to be implemented in the first three (3) years of execution of the plan. These are: Mid-term review of NCS Strategic Development Plan, End term evaluation of NCS Strategic Development Plan, measuring of results of NCS results performance indicators attained, filling of approved staff structure filled and participation in philanthropic sports events participated in.

The performance across the three (3) objectives of the NCS Strategic Development Plan was even as there were no major variations as shown in the chart below.

Figure 3 performance across the three objectives



Objective 1: To develop, promote and control all forms of sports on a national basis;

NCS attained fifty (50) percent (50%) of the planned results. The following indicators were fully attained after three (3) years of implementation of the NCS Strategic Development Plan: Districts were supported with sports equipment, one hundred and twenty eight (128) National sports Federations/Associations staff were trained, one hundred and twenty eight 128 sports administrators and technical

officials trained in line with accredited courses, fifty one (51) National Sports Associations/Federations were gazetted and supported with grants in aid, one (1) regional based sports stadium was constructed, one (1) Technical inspection was carried out to ensure that facilities meet established standards and an Inventory of sports and recreation facilities was established.

However, the following interventions were not implemented: Establish regional sports focused schools/sports academies to support early talent identification and development, and the training of requisite Human Resources for the sports sub-sector; Develop a framework for talent identification in sports. In addition, several actions were also not fully implemented to achieve the desired results namely: Support sports competitions; train sports coaches, administrators and technical officials; develop sports accreditation frameworks; train coaches in line with accredited programmes; development of sports and recreation infrastructure standards; development of technical designs of stadia meeting environment and health safety standards and rehabilitation of Lugogo Sports Complex.

Objective 2: To enhance the functionality of NCS to deliver on its mandate;

NCS achieved 56.6% of the planned results under the second objective. Twelve (12) Quarterly implementation reports, Mid Term Review, Client Charter, Records and Information Management Centre, three (3) annual NCS physical progress performance reports, staff attendance monitoring system, staff welfare scheme at NCS, fifty nine (59) NCS officers were trained in mainstreaming cross-cutting issues, Reward and Recognition framework was developed, fifty nine (59) NCS staff receiving salary according to the approved pay plan, fifty nine (59) staff NSSF contributions were settled on time, staff meeting performance targets, medical scheme in place, transport and lunch allowance scheme in place, Insurance Policy for selected facilities, quarterly progress reports submitted to MoFPED, up-to-date Fixed Assets Register.

NCS also prioritized: Financial Management Regulations/ guidelines for Federations/Associations, twenty four (24) Top Management meetings were held, five (5) corporate and

organizational partnerships and engagements, one hundred and eight (108) NCS board meetings were held, eleven (11) Council Members were paid retainer fees, Board retreat was held, NCS Act was amended / repeal, five (5) Legal cases were handled and concluded, fifty (50) ICT equipment are in good working condition, video conferences facilities were established, LAN extended to all sites within NCS (voice and data) was established, fifty (50) software licenses were installed, data backup system, CCTV system was put in place, eight (8) Police Force were deployed regularly and Assorted security equipment in place.

However, the following actions were not prioritized: Supporting pre-feasibility and feasibility studies in priority NDP III projects/areas, conduct client satisfaction survey, training staff in Record and Information Management, Three-year asset management Strategic Plan, development of Succession Management Framework, needs and skills assessments as well as training plan, conducting health, safety and facility audits, staff satisfaction survey, conducting staff health and fitness programs, NCS Infrastructure Masterplan, Facilities Maintenance Schedule, rehabilitation of sports facilities, Federations/ Associations with projects-based development plans, Board of survey report, funding proposals successfully financed, lack of funding proposals successfully financed, no Investment Plan, enhancing corporate governance through NCS operations, database for athletes, officials and administrators among others, NCS officers trained in ICT-related short courses, biometrics access control system in place, development of ICT policy.

Objective 3: To improve the global image of Uganda through increased branding, image building, cooperation, sports competitions, collaboration and partnerships.

NCS achieved 48.4% of the planned results under the third objective. Eighty four (84) national teams were supported to participate in qualifiers for major international championships, thirteen (13) international sports competitions were participated in, six (6) major international sports events and competitions hosted, seventy five (75) individual athletes participated in major international championships, forty four (342) medals were won

by Ugandan athletes in the major international championships as seen in the appendix D, seven (7) pre-tournament camps organized, branding and merchandising strategy developed, two hundred (200) promotional and branding items printed, forty thousand four hundred sixteen (40,416) hits on NCS website, twenty five thousand two hundred one (25,201) combined social media followers for all platforms, ten (10) NCS quarterly magazines printed and distributed, three (3) NCS Annual Reports printed and distributed.

However, the following actions were not prioritized: E-newsletters and posters, Communication Strategy for NCS, philanthropic sports events, anti-doping tests, mandatory health tests, subscribing to international Federations by National Sports Associations and Federations, and national sports competitions.

2.3 Description of state of cross cutting issues relevant to NCS

This section provides a summarized analysis of the fifteen (15) crosscutting issues that are mainstreamed in the NCS Strategic Development Plan. These are: Human Rights, HIV/AIDS, Gender, Nutrition, Population and Development, Refugees, Climate Change, Children, Youth, Environment, Social Protection, People with Disability, Disaster, Culture and Mindset Change, and Science and Innovation. The specific details are provided below:

1. Human Rights

NCS promotes inclusiveness and non-discrimination through involvement of all categories of people in sports activities at all levels. Sports infrastructure and programmes provide for People with Disabilities, women, children and men of all ages. NCS extends support to the Uganda Paralympics Committee for promoting the 22 sports disciplines for PWDs and Deaf Sports. The results are communicated on all media platforms to promote transparency and accountability on and off the pitch. The rules and regulations are developed to ensure universality, fairness and non-discrimination in all forms of sports.

2. HIV/AIDS

National Council of Sports (NCS) has got a HIV/AIDS Work Place Policy and it undertakes actions geared towards creation of awareness on the dangers of HIV/AIDS. Athletes are counseled against

engaging in heavy sports activities while positive as it may have negative implications on their wellbeing. Experts are engaged when there are competitions or functions; meetings; Information Education and Communication (IEC) materials; condoms to all staff and sports persons are distributed during events.

3. Gender

NCS takes into consideration gender concerns at all levels of execution of its mandate. Activities of NCS are mainstreamed for gender and equity issues during execution through ensuring active participation of both males and females in sports and administration. The sports activities have been categorized by age and gender to allow for fair competition for all forms of sports. The results and records are also gender mainstreamed during competitions. The infrastructure developed takes into account the concerns of both males and females through providing for facilities that are sensitive enough to cater for gender.

4. Nutrition

NCS advises on the meals to cater for the nutrition requirements of sportsmen in national and international competitions. This is done in liaison with the respective sports federations depending on the prevailing circumstances. While in Uganda, NCS ensures that clients get a balanced diet comprising of posho, rice, Matooke, sweet potatoes, served with beans, meat, mukene, ground nuts and cow peas depending of the daily menu. Vegetables particularly Amaranthus (dodo), cabbages, and Solanum aethiopicum (nakati) are also served. NCS to undertake capacity building programmes for NF/As towards nutrition needs. NCS is proposing the recruitment of a nutritionist at federation or association level to leverage the needs of athletes in a more dynamic and professional manner, as a balanced diet is a key determinant of performance of athletes in competitions.

5. Population and development

NCS ensures that the population is actively involved in sports regardless of geographical and physical location. Regional and national sports facilities have been prioritised across the country, for instance Hoima City Stadium in the west, Akii-Bua Olympic Stadium in the north, National High Altitude Training Centre in Teryet Kapchorwa and

Nelson Mandela National Stadium - Namboole in the central region, among others. Sports academies are being developed across regions to support region-balanced development for various forms of sports. Regional tournaments have been organised for all age groups in football, netball, Ludo, Chess among others.

6. Refugees

NCS caters for the physical and sports requirements of refugees through host district sports councils. The refugees are encouraged to participate in local sports events. NCS also partners with the Ministry of Lands and Urban Development and other Government Ministries, Agencies and Departments (MDAs) for the provision of sports facilities in refugee hosting districts of Uganda.

7. Climate change

To reduce on emissions of dangerous gases to the atmosphere that directly affect weather and temperature patterns, NCS is deliberately undertaking tree planting activities and sports arenas have been designed to provide for adequate adaptation and mitigation measures. For instance, frameworks for disposal and management of garbage are provided, recommended pitch surface types are laid, and environment impact assessments are done for each of the projects that are being developed.

8. Children

Sports activities are designed to cover all categories of the population including children who mainly participate in events organised in schools at all levels. However, few national events are specifically organised for children. This is attributed to the busy schedule where most of the youngsters are in school and yet very few sports academies have been established. NCS has planned to establish various sports academies in all regions of the country and one national sports academy within the next five (5) years.

9. Youth

The youth are the main focus group for sports activities because they are involved in all forms of sport both as a recreation activity and as a profession. Youth sports activities are held at community, regional and national levels for all forms

of sports. NCS supports community sports activities through provision of sports equipment, training, community mobilization and sensitization events, at national, regional and international level.

10. Environment

NCS has designed new facilities and strives to undertake tree planting and management within compounds, and promotes environmentally friendly health practices like hand washing. Water management facilities have been installed, and toilets with water are in place to support adequate hygiene practices for clients.

11. Social protection

NCS does have one social protection service for its sixty (60) staff who save with National Social Security Fund (NSSF) and are given gratuity at the end of the financial year. There is a health insurance scheme that supports each staff and two dependants on an annual basis.

12. People with Disability (PWD)

Special games and sports activities involve the active participation of people with disabilities. PWDs including the deaf are involved in a range of sports such as wheelchair basketball, amputee football, boccia, showdown, goalball, and volleyball which are adapted to allow people across the range of disabilities to participate. At least fifteen percent (15%) of people who participate in these sporting events are able bodied. However, these are concentrated around Kampala and Wakiso district.

13. Disaster

Sports infrastructure has been adequately prepared for disasters through establishing mitigation measures such as fire extinguishers, adequate evacuation spaces, establishing disaster committees at different levels, among others. In addition, facilities have been checked for compliance with recommended engineering standards. National level facilities are periodically inspected by international bodies such as the Federation of International Football Associations (FIFA), Olympic Committees and Confederation of African Football (CAF), among others, to ascertain the level of compliance to established international standards.

14. Culture and mindset change

The level of investment in sports development at community and national levels is low compared to the potential dividends if the existing talents are developed to international standards. There is a general mindset that sports are for recreation, leisure and not a source of income, hence the low levels of professionalization. This Plan intends to expand the understanding of sports through development of grassroots structures and provision of sports equipment at all levels. Sports facilities in schools need to be developed to facilitate professionalization of various sports disciplines that Uganda participates in. Uganda promotes sports tourism to include cultural dances, local foods etc, during sports events and this causes guest excitement and a great fan experience.

15. Science, technology and innovation

Science, technology and innovation in sports have been integrated into the management of sports activities in the country. The National Sports Act 2023 (as amended), provides for the National Anti-Doping Organization. This is to ensure that the participating athletes are supported to comply with national and international standards. In addition, ICT is a major tool used during training, competitions and after the competitions. For instance, all the sports infrastructure being developed are fitted with modern technologies such as Virtual Assistant Referees (VAR), language translation devices, and electronic ticketing systems. However, while technology is mainly adopted from outside Uganda, the level of innovation and use of home-grown solutions is still very low. NCS has ensured that all current and future sports development installations will have to be undertaken with smart technologies in mind. Integration of E-Sports.

2.4 Institutional capacity of the NCS

NCS's financial capacity and performance is rated as very good because Government has prioritized resources for sports in the National Development Plan under the Human Capital Development programme to finance infrastructure developments and sports development activities. In addition, the resources accruing to NCS have been utilized effectively to deliver the results under the NDPIII. For instance, during the first three years of implementation of the third Strategic Plan, NCS received eighty-eight

billion three hundred forty-five million four hundred seventy-four thousand five hundred thirty-two (88,345,474,532) of which one hundred percent (100%) was spent.

NCS' approved structure is seventy six (76) staff. Sixty six (66) are in post, representing eighty six percent (86%). However, the capacity of some departments and units needs to be further built through an enhanced staff structure. This will facilitate the delivery of NCS functions in light of the expanded mandate as provided for in the National Sport Act 2023 (as amended) and infrastructure

developments that are ongoing. The technical services department; Business and Investment Unit; the statistics, planning, monitoring and evaluation unit are among those affected. This understaffing if not addressed is likely to undermine the level of attainment of the objectives of the NCS Strategic Development Plan.

NCS also lacks a functional Management Information System to support the monitoring, follow-up and evaluation functions. The data on previous and current sports records needs to be stored in a secure and automated environment for future reference.

Table 2: Showing Financial Performance for NCS FY 2020/21 - 2024/25

Category	FY/21 Bn	FY2021/22 Bn	FY2022/23 Bn	FY2023/24 Bn	FY2024/25 Bn	Total Bn
Planned Budget						
Wage	1.609	1.609	1.609	1.609	3.011	9.447
Non-wage	16.815	16.76	46.204	68.794	227.204	375.777
Total Recurrent	18.424	18.369	47.813	70.403	230.215	385.224
Total Development	0.19	0	0	153.125	289.61	442.925
Total	18.614	18.369	47.813	223.528	519.825	828.149
Allocations						
Wage	1.609	1.609	1.609	1.609	3.011	9.447
Non-wage	20.391	16.76	46.204	68.794	227.204	379.353
Total Recurrent	22	18.369	47.813	70.403	230.215	388.8
Total Development	0	0	0	153.125	289.61	442.735
AIA	0	0	0	0	0	0
Total	22	18.369	47.813	217.026	519.825	825.033
Funding Gap	-	-	-	6.502	-	3.116
Percentage Allocated	118.2	100	100	97.1	100	99.6

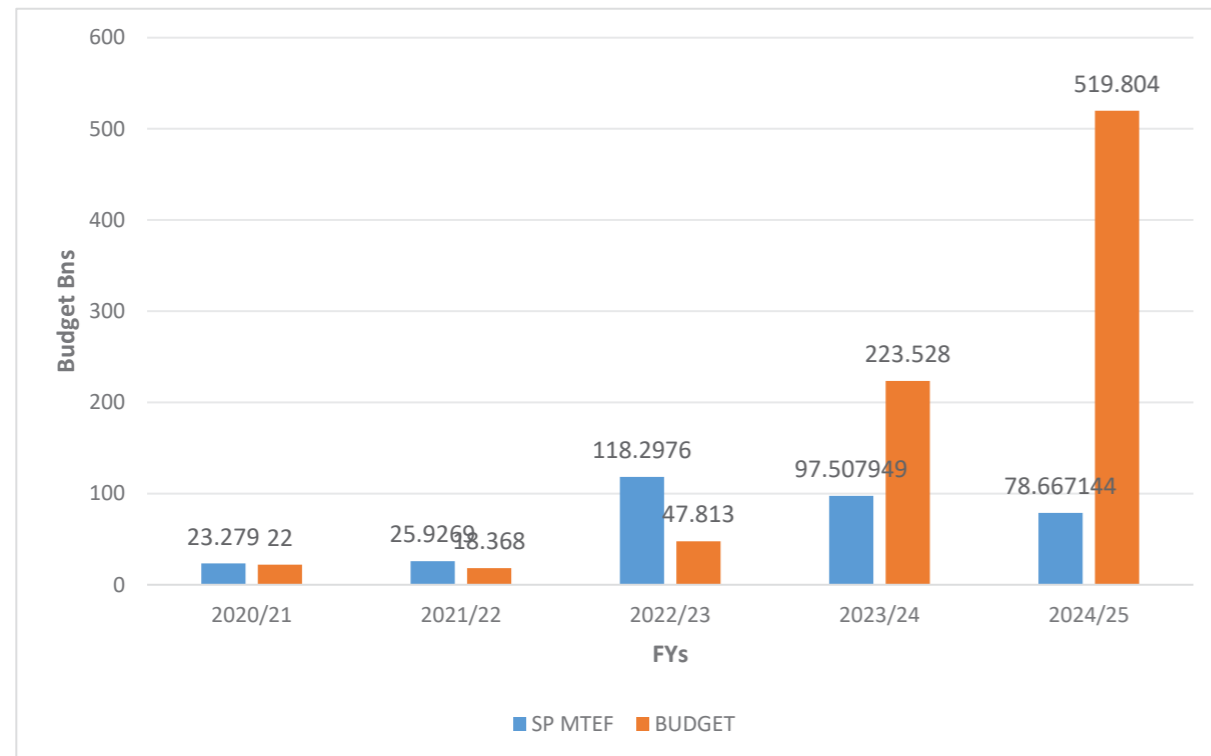
Table 3: NCS strategic performance of the planning period

Period	NCS Strategic Plan	Approved Budget (MPS)	Released	Spent	Percentage of Strategic Plan released (%)	Percentage of Releases Spent (%)
2020/21	23.279	17.588	22	22	94.5	100
2021/22	25.927	17.588	18.368	18.043	70.8	98.2
2022/23	118.298	18.112	47.813	47.473	40.4	99.3
2023/24	97.508	17.402	223.528	217.026	229.2	97
2024/25	78.667	50.305	519.804	519.598	660.8	100
Total	343.679		831.513	824.14	41.3	99.1

2.4.1 Analysis of Financial Resources

NCS's financial resources that intended to deliver results at output level increased tremendously compared to planned. The plan was to generate UGX 343.7 billion over the five years of implementation of the plan. However, **831.5** billion (241.9%) was realized. As illustrated in the figure below:

Figure 4: cumulative financial progress performance

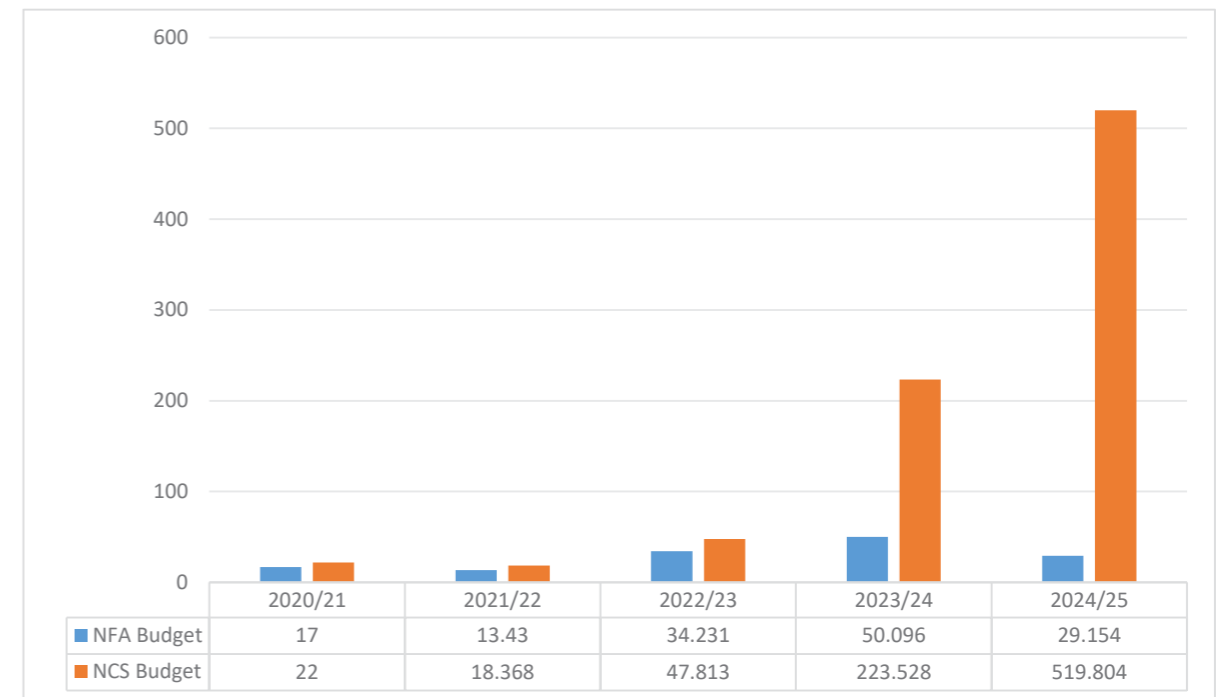


There has been a significant leap in resource allocation from UGX 18.4 billion in the financial year 2021/22 to UGX 519.8 billion in FY2024/25. This was due to the release of capital development funds for the construction of sports facilities like Hoima City Stadium, Akii-Bua Olympic Stadium in Lira City and refurbishment of training sports facilities for the forthcoming AFCON 2027. There was procurement of transport equipment/ motor vehicles for operations of AFCON 2027 at the AFCON Secretariat as well. This led to facilitated accelerated implementation of priorities of the Strategic Plan.

2.4.2 Grants to National Sports Associations and Federations

The financing of Associations and Federations increased significantly by more than 123 percent from Shs. 13.388 billion to Shs. 29.918 billion in the financial year 2021/2022 to 2022/23 respectively. This was on account of increased financing of NCS by the government as discussed in section above. The figure below illustrates the trends of financing accruing to sports Federations and Associations. The figure below illustrates the trends of financing accruing to sports Federations and Associations.

Figure 5: grants to National Sports Associations / Federations



The increase in funding to NCS has led to increased financing of Associations and Federations to support their sports development and competition activities. During the financial year 2022/23, all fifty-one (51) national Associations and Federations received funding from the government.

The Associations or Federations that benefited from this increased funding are: Uganda Body Building Federation (8,504%), Uganda Fencing Association (2,141%), Federation of Motorsport Clubs of Uganda (1,847%), Uganda Cricket Association (1,273%), Uganda Woodball Federation (732%) and Association of Uganda University Sports (694%). The details are provided in Annex One.

In the financial year 2020/2021, eleven (11) sports Associations or Federations out of fifty-one (51) registered did not receive funding. These are: Scrabble Association of Uganda, Uganda Baseball and Softball Association, Uganda Zurkhaneh Association, Uganda Squash Rackets Association, Uganda Dragon Boat Federation, Uganda Judo Association, Uganda Deaf Association, Uganda Body Building Federation, Uganda Golf Union, Uganda Wrestling Federation, and Uganda Dance Sports Federation) and

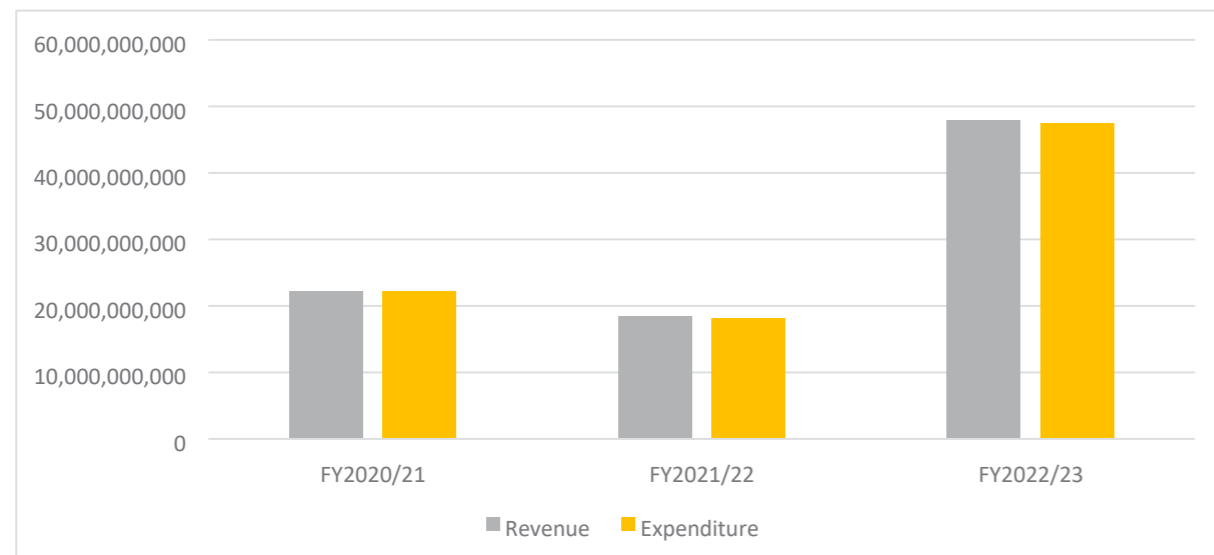
In the financial year 2021/2022, fourteen sports Associations or Federations did not receive money. These are: Federation of Motorsport Clubs of Uganda, Uganda Cricket Association, VX Uganda Association, Uganda Roll ball Associations, Uganda Chess Federation, Uganda Draughts Federation, Uganda Ultimate Frisbee Association, Uganda Floorball Association, Uganda Darts Association, Uganda Dragon Boat Federation, Uganda Canoe Kayak Federation, Uganda Rowing Federation, Uganda Deaf Association and Uganda Dance Sports Federation.

In summary, eleven (11) and fourteen (14) Associations and Federations did not receive funding in FY2020/21 and FY2021/22 respectively, and all the 51 Associations or Federations received funding to support their respective sports development and competitions activities in FY2022/23.

2.4.3 Revenue and Absorption Capacity

NCS has a very good absorption capacity evidenced by the ability to spend resources at its disposal. For instance, over the first three (3) years of implementation of the plan, NCS received UGX 88.2 billion of which UGX 87.7 billion (99.3%) was spent as illustrated in the chart below.

Figure 6: Revenue and Absorption Capacity



The absorption capacity has enabled NCS to continue running its affairs as guided by the annual work plans and budgets. Federations have been supported by NCS and have participated in national and international sports competitions, talent identification among others.

2.4.4 An analysis of Human Resources development and management

In order to adequately implement the NCS Strategic Development Plan, NCS uses an approved staffing structure. The political leadership of NCS as provided by the National Sports Act 2023 as amended consists of the chairperson and six (6) other members, (2) of whom are regional representatives of all traditional regions of Uganda as specified in the Constitution of the Republic of Uganda. These are serviced by a secretariat led by the General Secretary, two (2) Departments and four (4) Divisions as shown in the table below.

Table 4: Staffing Levels of NCS

Sno	Department	Approved Positions	Filled Positions	Vacant Positions	% of filled positions
1	Office of the general Secretary/ NCS Secretariat	3	3	0	100
2	Human Resource division	3	3	0	100
3	General Administration and Support services Department	39	39	0	100
4	Finance and Accounts division	6	6	0	100
5	Internal Audit Division	2	2	0	100
6	Marketing and Investment Division	4	4	0	100
7	Technical Services department	14	14	0	100
8	Records and Information division	2	2	0	100
9	Procurement and Inventory Management division	3	3	0	100
	Grand total	76	76	0	100

NCS Board

Sn.	Title	Approved Position	Filled Position	Vacant Positions
1	The members of the Board of NCS	7	7	0
2	Ex official member (General Secretary)	1	1	0

As shown in the table above, one hundred percent of the approved positions in the staff structure have been filled. All positions of the members of council are filled as per the National Sports Act 2023 (amended).

Table 5: Staff establishment specifying the approved, filled and percentage of vacant positions:

No.	Job Title	Approved Establishment	Filled Positions	Vacant Positions
Office of General Secretary/ council Secretariat				
1	General Secretary	1	1	0
2	Personal Secretary	1	1	0
4	Driver	1	1	0
	Sub total	3	3	0
Department of Human Resources Management & Administration				
1	Assistant General Secretary- Administration	1	1	0
2	Senior Administrative Secretary	1	1	0
	Sub total	2	2	0
Human Resource Management and Administration Division				
1	Senior Human Resource Officer	1	1	0
2	Human Resource Officer	1	1	0
3	Personal Secretary	1	0	1
4	Administrative Secretary	1	0	1
5	Communication Officer	1	1	0
6	Engineering Officer- Civil	1	1	0
7	Assistant Engineering Officer - Civil	1	1	0
8	Assistant Engineering Officer - Electrical	1	1	0
7	Procurement Officer	1	1	0
8	Assistant Procurement Officer	1	1	0
9	Assistant Inventory Management Officer	1	1	0
10	Front Desk Officer	1	1	0
11	Head of Security	1	1	0
14	Driver	1	1	0
15	Office Attendant	4	4	0
16	Foreman	1	1	0
17	Head Guard	1	1	0
18	Cleaner	10	10	0
19	Security Guard	10	10	0
20	Head Grounds Persons	1	1	0

21	Grounds Persons	4	4	0
	Sub total	42	43	2
Finance and Accounts Division				
1	Principal Accountant	1	1	0
2	Senior Accountant	1	1	0
3	Senior Planner	1	1	0
4	Accountant	1	1	0
5	Senior Assistant Accountant	1	1	0
6	Assistant Accountant	1	1	0
	Sub total	6	6	0
Internal Audit Division				
1	Senior Internal Auditor	1	1	0
2	Internal Auditor	1	1	0
	Sub total	2	2	0
Business and Investment Division				
1	Marketing & Investment Officer	1	1	0
2	Corporate Affairs Officer	1	1	0
3	Corporate Sales Executive	4	4	0
	Sub total	6	6	0
Technical Service Department				
1	Assistant General Secretary- Technical	1	1	0
2	Senior sports officer	1	1	0
3	Senior Administrative Secretary - Legal/ Compliance	1	1	0
4	Sports Officer	4	4	0
	Sub total	7	7	0
	Grand Total	67	69	2

Table 6: Relevant technical and specialized competences

Qualification	No. available	Percentage	Gender			
			Male		Female	
			No.	%	No.	%
Doctorates	1	1.3	1	0	0	0
Masters	12	15.8	7	9.2	5	6.6
Post Graduate Diploma	14	18.4	11	14.5	3	3.9
Bachelor's Degree	9	11.8	5	6.6	4	4.2
Diploma	6	7.9	4	5.3	2	2.6
UACE and UCE	34	47.7	23	32.3	11	15.4
Total	76		51		25	

2.5 Functionality of Monitoring and Evaluation function

The National Council of Sports (NCS) employs a Monitoring and Evaluation (M&E) function to evaluate the performance of National Sports Federations (NSFs) and ensure adherence to regulations, including those outlined in the National Council of Sports Act 2023 and related statutory instruments. This process includes regular verification of documents such as strategic plans, budgets, and audited financial statements, as well as assessments of activity implementation and governance standards. The objective is to gather information on the effectiveness and delivery of sports programs, pinpoint areas needing improvement, support decision-making, and enhance accountability within the sports sector in Uganda.

Key Aspects of the NCS M&E Function:

- **Regulatory Compliance:** M&E activities are mandated to ensure NSFs operate within the requirements of the NCS Statutory Instruments, verifying their incorporation and operational standards.
- **Performance Assessment:** NCS evaluates the performance and effectiveness of NSFs by examining their delivery of strategic plans, activity reports, and grassroots development initiatives.
- **Governance and Transparency:** The function assesses the overall governance of NSFs, including their executive committee structures, member lists, and the proper keeping of financial records.
- **Data Collection and Analysis:** NCS carries out periodic exercises, such as visits to federations, to gather data on various aspects of their operations. This data is then analyzed to provide a clear picture of the sports sector's status.
- **Stakeholder Feedback and Accountability:** The M&E process provides critical feedback to government bodies and stakeholders, informing them about the progress and challenges within sports associations.
- **Annual Reporting:** The findings from M&E exercises contribute to the annual report

submitted to the Minister and Parliament, which provides an overview of the Council's activities and the status of sports in the country.

In essence, the M&E function serves as a crucial tool for oversight, control, and the promotion of good governance and accountability within Uganda's sports ecosystem, ensuring that the Council fulfills its mandate as the primary regulatory body for sports activities in the nation.

2.6 Key achievements and challenges

Over the course of implementation of the third Strategic Plan, the following were the key achievements:

- Uganda participated in major international tournaments and won 342 assorted medals from the recognized national sports disciplines, as at 30th June, 2023.
- Increased appreciation by key stakeholders on the need to develop sports infrastructure that meets national and international standards for training and competitions;
- Improved legal and regulatory framework due to the coming into force of the National Sports Act 2023 (as amended) and the National Sports regulations 2025;
- Timely development of key planning and budgeting documents including pre-feasibility and feasibility studies for regional and national sports infrastructure projects;
- Increased continental and global appreciation of the developing capacity to host major tournaments in the country;
- Increased revenue from sports activities leading to enhanced financing of national sports Federations/ Associations.
- Increased visibility, image, and branding of Uganda through sports at the global stage.
- Uganda registered a number of continental and world records across various sports disciplines notably three (3) by Joshua Cheptegei, two (2) by Jacob Kiplimo and one (1) by Husna Kukundakwe a para-athlete.
- Uganda participated in major games such as African Games, Islamic Solidarity Games, Commonwealth Games, Olympic and Paralympic Games.

Challenges

Over the course of implementation of the third Strategic Plan, the following were the challenges encountered:

1. Inadequate funding. NCS received less than the required budget to finance the Plan, hence a significant number of planned actions were not implemented during the period under review, especially under the infrastructure projects. However, this is likely to change given the priorities of the Plan as articulated in the PIAPs.
2. Limited and dilapidated Sports Facilities. Uganda lags behind a number of other East African Community States in terms of certified and internationally accredited sports infrastructure. This has led to some international qualifiers being played outside the country yet home advantage in sports is appreciated worldwide.
3. Inadequate provision for performance indicators in the program-based system. This has led to ineffective annual planning, budgeting, monitoring and evaluation of government programmes.
4. Limited land for sports facilities development in the country.
5. Inadequate staffing. During the period under review as at June 2023, the findings indicated that NCS still experienced under-staffing challenges. While the structure was up to 80% filled, the number of staff in some departments was still inadequate to cover the expanded mandate of NCS. With the ongoing construction of additional sports facilities, there is need to review the NCS staff structure to capture the growing mandate.
6. Weak collaboration with development partners and potential funding partners especially in the area of infrastructure development.

7. Slow progress on the professionalization of sports evidenced by no implementation of actions geared towards development of sports. For instance, Many federations/associations still grapple with the challenge of a lack of personnel with adequate technical capacity and skills for promoting good governance practices.
8. Negative publicity and misinformation, especially from Federations and Associations. Governance challenges continue to affect the smooth operation of many federations/associations and has led to conflicts, which have affected the normal operations of NCS.
9. The outbreak of the COVID-19 Pandemic, Ebola and other epidemics slowed down the implementation of critical actions due to restriction of movement.
10. Untimely reporting from National Sports Federations and National Sports Associations. Submission of reports from Federations and Associations is not timely thereby hindering progress reporting on sports developmental activities and events.
11. Legal challenges. There are several legal cases in the Courts of Law in which NCS is a respondent or defendant. The suits drain and drag NCS in terms of time, human, and financial resources which would have otherwise been committed to its core mandate of sports development and promotion.
12. Limited data and research on sports.
13. Need to partner with other stakeholders.

2.7 SWOT Analysis/ Balanced Score Card Methodology

NCS has got some Strengths and Weaknesses as well as Opportunities and Threats as analyzed below.

Table 7: SWOT analysis

Strengths	Weaknesses
1 Land ownership at the national and local government levels for sports as a springboard to development	1 Weak capacity building mechanisms to support existing personnel at NCS and partners such as National Sports Federations/Associations and local governments.
2 An improved Legal framework has been established for management and promotion of sports at all levels	2 Inadequate equipment and appropriate tools to facilitate performance of a wide range of Associations and Federations as well as local governments
3 Increased pool of technical sports personnel	3 Limited funding from private sector and contributions from Federations/ Associations.
4 Increased funding from the government for implementation of Sports under NDP4	4 Inadequate staff in some departments and divisions arising from the expanded mandate
5 Assurance of government funding from the Consolidated Fund as NCS is now a vote with its own planning and budgeting instruments.	5 Limited engagements between NCS and various stakeholders
6 Good levels of staffing of NCS with qualified & competent staff	6 Insufficient, poor training and competition facilities across the country
7 Strategic location of NCS in the city of Kampala for ease of coordination of the rest of the country	7 Lack of an up-to-date ICT architecture and systems to meet the emerging national, regional and global needs of all sports
8 Availability of sports and recreation facilities at NCS facilitating activities at minimum cost	8 Inadequate capacity building and sports development initiatives at all level for all forms of sports
9 Existence of internal control procedures for human resource management, financial management, planning, and monitoring and evaluation	9 Weak Information and Data Base Management System
10 Diverse number of sports disciplines	10 Weak revenue generation strategies
11. Numerous sports organisations to manage the sports disciplines	

Opportunities	Threats
1. Availability of land at various district local government levels	1. Encroachment and piracy on sports information by un-authorized users.
2. Availability of media platforms for sports promotion and development.	2. Counterfeit sports equipment on the market for all forms of sports
3. Youthful Ugandan population	3. Mismanagement of Sports facilities across the country
4. Nurturing partnerships and joint ventures to develop opportunities for stable funding, expanded research and increased visibility	4. Increased lawlessness/ Hooligansim
5. Existence of amateur Federations or Associations for all forms of sports	5. Rising levels of unemployment
6. Availability of Strong local, national regional, cultural and international structures	6. Limited resources for National sports Federations/Associations to hire professional staff.
7. Coordination channels with other government MDAs and LGs	7. Weak Structures at the DLG levels
8. Emerging trends in sports; a shift from being amateur to professionalism and business focus.	8. Limited collaboration with Local Governments and respective sports officers
9. Emerging of E-sport and other opportunities offered by ICT solutions	9. Lack of policies and safety measures in promoting contact sport
10. Training opportunities supported by various stakeholders	10. Changing trends and interests of the young generation in sports especially in urban areas
	11. Role conflict among various sports stakeholders

2.7.1 Issues from the SWOT Analysis

The following emerging issues are arising from the analysis: -

1. An improved legal and regulatory framework for sports has been established;
2. The sports sub-sector is still under-developed to support emerging trends especially in the area of Information and Communication Technology;
3. The structure of NCS is not adequate to support the delivery of the expanded mandate given the National Sports Act 2023 (amended) and the infrastructure developments that are ongoing;
4. Sports management and administrative structures are under-developed and there are low levels of professionalization of sports across all forms of sports disciplines;
5. Some governance structures are established though there is need to strengthen them at the local government and Federation/Association levels;

6. Media platforms for popularization and publication of sports activities are readily available;
7. The sports infrastructure is still under-developed compared with other regional peers in the East African Community;
8. The private sector has attempted to invest in sports though there is need for more to be done to support the expanding demand for sports facilities.

2.8 Stakeholder Analysis

2.8.1 An analysis of crucial stakeholder in implementation of the plan.

This section details the institutional arrangements put in place to facilitate the implementation of the plan including the roles and responsibilities of each of the key stakeholders.

Arrangements for coordinating MDA plan implementation.

The NCS Strategic Development Plan will be implemented by the technical team lead by the General Secretary. The details of responsibilities are presented below.

Table 8: Roles and responsibilities of implementors

S/n	Department/section/ unit	Roles and responsibilities
1	NCS Board	<ul style="list-style-type: none"> • Approving planning and budgeting documents; • Formulating and approving NCS policies and Programmes; • Human Resource Management recruitment and oversight. • Resource mobilization • Approve the registration of the national sports disciplines; • Promote and regulate sports activities;
3	Office of the General Secretary	<ol style="list-style-type: none"> 1. Provide strategic leadership and administrative support; 2. Coordinate the implementation of policies, programmes and plans of council; 3. Facilitate development of human resources competences and discipline; 4. Manage assets and liabilities of Council; 5. Advise the board on matters relating to sports and function of Council; 6. Keep records of Council 7. Liaise with other organs of government in supporting development of sports 8. Coordinate the preparation of Budget Framework Paper of NCS in consultation with relevant stakeholders; 9. Coordinate the preparation of ministerial policy statements; 10. Lead performance reviews; 11. Coordinate the preparation of half year and annual financial statements to Accountant General; 12. Coordinate the preparation of quarterly and annual physical progress reports; 13. Follow up of implementation of the Strategic Plan; and 14. Coordinate preparation of pre-feasibility, feasibility and investment appraisal for project(s) and evaluative studies
4	Administration and Human Resource Department	<ol style="list-style-type: none"> 1. Lead the implementation of the administrative actions of the NCS Strategic Development Plan; 2. Ensure staff performance is adequately managed; 3. Oversight of the procurement, administration, finance, human resource, facilities management, security, and investment functions; 4. Undertake pre-feasibility, feasibility and investment appraisal;

S/n	Department/section/ unit	Roles and responsibilities
5	Technical Department	<ol style="list-style-type: none"> 1. Lead the implementation of the sport's technical actions of the NCS Strategic Development Plan; 2. Support development and professionalization of the recognized NFAs; 3. Monitor, supervisor and report on NFA's performance; 4. Conduct M&E, on registered and recognized sports Federations/Associations; 5. Coordinate programs and activities of NFAs; 6. Coordinate technical capacity of administrators, coaches, umpires among others; 7. Registration of Compliant National Sports Federations and Associations in line with the requirements of National Sports Regulations; 8. Supporting community sports development programs; 9. Develop and update National Federations and Associations database; 10. Compile and consolidate Federation and Association work plans, calendars, budgets; and 11. Revitalizing district sports councils
6	Audit Unit	<ol style="list-style-type: none"> 1. Guide the establishment and follow up of implementation of internal financial, management and risk managements controls. 2. Reviewing accountabilities provided by staff and national sports Federations and Associations.
7	Procurement Unit	<ol style="list-style-type: none"> 1. Management of the procurement and disposal of assets of NCS in a timely, effective and efficient manner.
8	Business & Investment Unit	<ol style="list-style-type: none"> 1. Lead business processes of NCS; and 2. Effective Revenue mobilization
9	Planning Unit	<ol style="list-style-type: none"> 1. Lead the monitoring or follow up of implementation of the NCS Strategic Development Plan; 2. Prepare annual planning and budgeting instruments such as BFP, MPS, and Physical Progress reports; 3. Coordinate evaluative studies such as midterm review, end impact evaluation of the NCS Strategic Development Plan; 4. Development of projects to facilitate the successful implementation of the plan; and 5. Development of bankable project proposals for investment by both government and the private sector.

S/n	Department/section/ unit	Roles and responsibilities
10	Finance/Accounts	<p>Lead the management of the finances of the institution</p> <p>Preparation of half year and annual financial statements to Accountant General</p> <p>Preparation of financial statements ready for external audit by the office of the OAG</p> <p>Processing the expenditure of NCS</p> <p>Supporting the preparation of the annual work plans and budgets of NCS</p> <p>Verifying accountability from NCS, management and national sports Federations/Associations</p> <p>Responding to audit issues from accountability bodies of government</p>

NCS will implement the Strategic Development Plan using the existing government of Uganda institutional structures as well as the legal and regulatory frameworks. The roles of the different external stakeholders are provided below:

Table 9: Roles and responsibilities of key stakeholders

Key stakeholder	Roles and responsibilities
Cabinet	<ol style="list-style-type: none"> 1. Making decisions with implications on public finances, or in determining, formulating and implementing Government policies; and 2. Approve and submit budget framework papers to parliament
Parliament	<ol style="list-style-type: none"> 1. Appropriation of funding to MDAs; 2. Review and approve the National Budget Framework Paper; 3. Review and approve the National Annual Budget; 4. Oversee the implementation of the NCS Strategic Development Plan; 5. Analyse policies and programmes; and 6. Approve laws, policies and statutory instruments
Ministry of Finance Planning and Economic Development	<ol style="list-style-type: none"> 1. Mobilizing and allocating resources for implementing NCS Strategic Development Plan; 2. Conduct budget monitoring in line with the Plan; 3. Coordinating annual planning, budgeting processes and reporting using the PBS; 4. Appointment of accounting Officer; 5. Assess compliance of projects under the Integrated Bank of Projects system; and 6. Coordinating financing of plan activities and projects

Key stakeholder	Roles and responsibilities
National Planning Authority	<ol style="list-style-type: none"> 1. Review annual budget to ensure alignment to the national development plan; 2. Assess the implementation progress of the Plan at the strategic level; 3. Undertake evaluation of programmes and projects; 4. Develop baselines and review the performance of the Plan; and 5. Partnership with OPM and UBOS to coordinate the development and review on performance indicators and targets by programme
Ministry of Education and Sports	<ol style="list-style-type: none"> 1. Setting of service delivery standards; 2. Drafting of policies and other legal frameworks. 3. Inspect, monitor and offer technical advice, support, supervision and training; and 4. Integration of NCS results in programme implementation reports
Office of the Prime Minister	<ol style="list-style-type: none"> 1. Integration of NCS results into the overall M&E and Co-ordination framework; 2. Conduct performance evaluations studies; 3. Undertake performance assessment of the implementation of the plan; 4. Coordinate the development and management of Management Information Systems; and 5. partnership with NPA and UBOS to coordinate the development and review on performance indicators and targets by programme
Uganda Bureau of Statistics	<ol style="list-style-type: none"> 1. Undertake periodic surveys to measure progress of implementation of the plan; 2. Partnership with OPM and NPA to coordinate the development and review on performance indicators and targets by programme;
Office of the President	<ol style="list-style-type: none"> 1. Overall oversight of the Plan implementation; and 2. Provide overall leadership in Public Policy Management and promotion of good governance practices
Sports Federations / Associations	<ol style="list-style-type: none"> 1. Participate in budget conferences; 2. Participate in plan performance reviews; 3. Mobilization of financing; and 4. Formulation of Federation / Association specific development plans
Equal Opportunities Commission	<ol style="list-style-type: none"> 1. To access compliance by NCS on issues of gender, equity and crosscutting issues.
Uganda Olympic Committee (UOC)	<ol style="list-style-type: none"> 1. Link Uganda to the International Olympic Committee (IOC) and other sports bodies at National, Continental and international levels

2.9 Summary of emerging issues and implications

The following are the key emerging issues from the midterm review and the implications

Table 10: Key emerging issues

Sn.	Key emerging issue	Implications
1	The level of professionalization of sports is still weak	<ul style="list-style-type: none"> • Reduced returns on investment in sports thereby scaring away potential investors • Low pace of transition of players to high-ranking leagues in Europe and other continents.
2	Inadequate sports infrastructure across the country	<ul style="list-style-type: none"> • Reduced chances of hosting major international tournaments. • Inadequate capacity to provide a conducive environment for sports development, training and competitions. • Compromised security of tenure of public sports land due to increased risk of grabbing of land and other properties earmarked for sports promotion and development.
3	Inadequate ICT infrastructure for sports across the country	<ul style="list-style-type: none"> • Accuracy of results is compromised in some instances • Absence of national athletes database • Poor access to local sports information on emerging and trending events
4	Limited monitoring and evaluation systems	<ul style="list-style-type: none"> • Poor reporting on results of implementation of the plan. • Evidence based planning and budget at all levels is compromised
5	Absence of a fully-fledged National Anti-doping Organization(NADO)	<ul style="list-style-type: none"> • Banning of key players from tournaments. • Image of the country is negatively portrayed. • Discouragement of young players from participation in key sports.
6	Inadequate resources to support the athletes reward and recognition framework	<ul style="list-style-type: none"> • Low returns to sport personalities thereby discouraging young people from participation in sports activities
7	Low levels of awareness of the role of NCS in sports development	<ul style="list-style-type: none"> • Increase in the levels of conflict between sports Federations / Associations with NCS • Duplication of efforts in the promotion and development of sports by key stakeholders for instance Federations or Associations, Ministry of Education and Sports

3








THE STRATEGIC DIRECTION OF NCS

This section highlights the vision, mission, core values of NCS. It provides the specific objectives of the plan and the respective intermediate outcomes, interventions and actions. It also provides a conceptualization of the projects that will be implemented over the next five years. It specifically provides the alignment of NCS to respective National Development Plan programs in this case the Human Capital Development Program and the respective Program Implementation Action Plans.

CHAPTER THREE: THE STRATEGIC DIRECTION OF NCS

3.0 Vision, Mission and Core Values

The strategic direction provides a framework for NCS operations i.e., Vision, Mission as well as core values.

3.1 The Vision		3.2 The Mission		
 The Vision of NCS is "A Centre of Excellence for Promotion and Development of Sports"		 The Mission of NCS is to "Maximizing opportunities for all Ugandans to participate and excel in Sports."		
3.3 NCS core values				
Honesty	Pursuit of personal excellence	Teamwork:	Inclusiveness	Love of Sport
				

3.3 NCS Core Values

The Core Values are beliefs that we at NCS hold in common and endeavor to put in action whenever delivering services to clients and participating in any event nationally and internationally. These are:

- Honesty:** (the moral character that implies positive attributes such as truthfulness, integrity, being straightforward, no cheating etc. it also involves being sincere, loyal, trustworthy and fair among others)
- Pursuit of personal excellence:** (the positive change to fulfil dreams. This involves hard work, building self-confidence, breaking the long-term goal into small manageable tasks, learning from the best and having a strong desire to be successful)
- Teamwork:** (the work done by several people with each doing a part but all subordinating personal prominence to the efficiency of the whole.)
- Inclusiveness:** (the quality or practice of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical or mental disabilities or belonging to other minority groups)
- Love of sport:** (the feeling of attachment to sports. Sports helps in the development of mental health and physical fitness of the body. It also facilitates attainment of personal, community and national objectives)



3.4 NCS Goal

To achieve enhanced talent development and professionalization in sports; Improved Sports Infrastructure and Funding Mechanisms; and Administrative, Planning and financial management services improved.



3.5 NCS Objectives and Outcomes

The following are the objectives which are:

- To develop, promote and control all forms of sports on a national basis
- To enhance infrastructure development and financing for all forms of sports.
- Strengthen policy, legal, institutional coordination and regulatory frameworks for sports.

Table 11: Expected results of the plan

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
NCS Objective 1: To develop, promote and control all forms of sports on a national basis									
Outcome 1.1: Enhanced Talent Development and Professionalization in Sports	Proportion of LGs with established sports councils	39.8	79.5	85.2	88.1	90.9	100	NCS	AGS/T
	Proportion of registered sports clubs with accredited coaches	10	15	22	30	35	40	NCS	AGS/T
	Proportion of registered Federations with appropriate professional club structures	13.7	39.2	58.8	88.2	100	100	NCS	AGS/T
	Percentage increase in medals won by Ugandan athletes in major international championships	0	10	10	10	10	10	NCS	AGS/T

Result	Indicator	Baseline	Target	Target	Target	Target	Target	Data Source	Responsible Officer
		FY2023/24	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
NCS Objective 2: To enhance infrastructure development and financing for all forms of sports									
Vote Outcome: Improved Sports Infrastructure and Funding Mechanisms	Percentage of sports facilities compliant with international standards		18.18	63.64	100	100	100	NCS	AGS/T
	Proportion of sports clubs with standard training facilities	0	20	30	40	50	60	NCS	AGS/T
	Proportion of sub regions with accredited national sports stadium	0	20.0	20.0	33.3	33.3	46.7	NCS	AGS/T
	Total value of cash rewards from international competitions							NCS	AGS/T
	Total annual revenue turnover for registered amateur sports Associations and clubs by form of sport							NCS	AGS/T
Objective 3: Strengthen policy, legal, institutional coordination and regulatory frameworks for sports									
Outcome 3.1: Administrative, Planning and financial management services strengthened	Percentage of budget received against originally approved budget	96	97	98	99	99	99	NCS	S/P
	Percentage of accurate financial statements submitted to AGO for consolidation within the statutory timelines	86	87	88	90	92	98	NCS	PA
	Percentage of NCS results on target	52	60	65	70	75	80	NCS	S/P
	Level of alignment of NCS budget to the NDP priorities	65	85	89	95	97	99	NCS	S/P
	Percentage of funds absorbed against funds released	97	98	99	99	99	99	NCS	PA

3.6 NCS Interventions

The following are the interventions

Table12: prioritized interventions of the Strategic Plan

Objective	Outcome	Interventions
To develop, promote and control all forms of sports on a national basis	Enhanced Talent Development and Professionalization in Sports	Develop and implement a framework for institutionalizing talent identification, development, and professionalization.
		Establish regional sports-focused schools/sports academies to support early talent identification and development
		Develop and implement professional sports club structures to promote formal sports participation
To enhance infrastructure development and financing for all forms of sports	Improved Sports Infrastructure and Funding Mechanisms	Protect and maintain existing sports facilities and construct appropriate and standardized recreation and sports infrastructure for AFCON
		Leverage Public Private Partnerships and internal competitions for funding of sports programmes
Strengthen policy, legal, institutional coordination and regulatory frameworks for sports	Administrative, Planning and financial management services strengthened	Capacitate NCS to deliver on its mandate
		Undertake monitoring, evaluation, and reporting of progress for sports

3.6.1 NCS Activities/ Actions

To achieve the results of the plan, the following actions will be undertaken

Table 13: Prioritized actions of the Strategic Plan

NCS Objective	Strategic Interventions	Actions
NCS Objective 1: To develop, promote and control all forms of sports on a national basis	Strategic Intervention 1: Develop and implement a framework for institutionalizing talent identification, development, and professionalization.	Training sports officers from all local governments to manage, organize and administer Sports activities
		Establish a framework for institutionalizing talent identification, development, and professionalization
		Train and certify sports coaches
		Registration of community sports clubs
		Conduct counselling and advisory services with athletes
		Enforcement of adherence to legal and regulatory frameworks
		Monitoring of premises and review of records of beneficial owners
		Support to athletes participating in national Federation leagues and tournaments.
		Train and certify sports referees and umpires
		Train and certify sports physio-therapists
		Train and certify sports doctors
		Train and certify sports administrators
		Training teachers in talent identification,
Strategic Intervention 2: Establish regional sports-focused schools/sports academies to support early talent identification and development	Strategic Intervention 2: Establish regional sports-focused schools (centers of excellence).	License talent and performing Sports academies
		Licensing and supervision of sports academies
		Organizing sports national competitions at all levels
		Organizing sports clinics
		Establish regional talent/sports academies
		Support National sports teams to participate in international sports competitions
		Support the National Football Team to participate in AFCON
Strategic Intervention 3: Develop and implement professional sports club structures to promote formal sports participation	Strategic Intervention 3: Develop and implement professional sports club structures to promote formal sports participation	Register sports Federations and Associations
		Partner with international sports Federations and organizations to provide specialize training and mentorship
		Partner with private sector players to develop training programs for administrators, technical officials and professional athletes
		Certifying of agents, promoters and managers of athletes
		Review management of contracts of athletes registered with national sports Association or a national sports Federation
		Review of Annual financial reports of national sports Associations and national sports Federations

NCS Objective	Strategic Interventions	Actions
Objective 2: To enhance infrastructure development and financing for all forms of sports	Strategic Intervention 4: Protect and maintain existing sports facilities, construct appropriate and standardized recreation and sports infrastructure for AFCON	Auditing of the books of accounts and records of a national sports Association or a national sports Federation
		Approval of brands for sports material, attire, apparel or other items
		Establishment and management of sports museums
		Establish NADO in compliance with the National Sports Act
		Training of sports administrators and technical officials trained
		Develop statutory instrument and guidelines
		Enforce the requirement for all Federations and Associations to have approved formal structures
		Construct and equip National stadiums
		Construct and equip training facilities that meet international standards.
		Recruit and train personnel to operationalize the sports facilities (including administration, medical and emergency, maintenance, technical)
		Upgrade Kakyeka multi-purpose regional stadium
		Construct Buhinga multi-purpose regional stadiums
		Construct and equip the national modern sports arena established at Lugogo Sports Complex (\$208m)
Construct and equip (training, preparation and maintenance) the cricket oval for national capacity		
Construct / refurbish multi-purpose regional stadiums		
Build accommodation facilities and provide training and maintenance equipment for the NHATC at Teryet in Phase 2		
Strategic Intervention 5: Leverage public private partnerships and internal competitions for funding of sports programmes	Strategic Intervention 5: Leverage public private partnerships and internal competitions for funding of sports programmes	Organizing international sports (eg. Marathons) events to boost tourism
		Identifying, engaging, and signing MoUs with prospective sponsors for sports
		Supporting National Teams to participate in qualifiers for major international Championships
		Supporting International sports competitions participated in.
		Hosting major international sports events and competitions
		Supporting Individual athletes to participate in major international championships,
		Rewarding and recognising for talented and excelling Athletes
		Organizing pre-tournament camps
		Organizing National sports competitions
		Undertaking mandatory health tests on athletes
		Undertaking anti-doping tests on athletes.
		Establish regional talent/sports academies

NCS Objective	Strategic Interventions	Actions
Objective 3: Strengthen policy, legal, institutional coordination and regulatory frameworks for sports	Strategic Intervention 6: Capacitate NCS to deliver on its mandate	Preparing and disseminating of audit reports.
		Conducting contracts committee meetings
		Signing MOUs for Sports.
		Prepare annual report on status of implementation of the Programme Implementation Action Plan and the Development Plan
		Prepare Policy briefs and position papers on topical sports public policy issues
		Provide Leadership and Management to NCS and Federations / Associations
		Preparing financial books of accounts.
		Administrative cost overhead offset
		Recruiting NCS staff
		Processing NCS staff salary by the 28th day of the month
		Maintaining Canine section
		Processing NCS staff gratuity.
		Processing employees NSSF is remitted by the 28th day of the month
		Develop ICT Strategy implementation Plan
		Retooling of NCS with ICT equipment
		Prepare and submit NCS Statistical report
		Procure, install IT Equipment and LAN in sports facilities
		Procure internet services
		Capacity building of NCS staff in data ware house security and management
		Capacity building in data management - analytics & use
		Submitting MIS reports by National sports Federations/ Associations.
		Online sports channel.
		Installing software licenses
		hits on NCS website
		combined social media followers for all platforms
		e-newsletters and posters
		District Councils submitting quarterly sports management information

NCS Objective	Strategic Interventions	Actions
	Strategic Intervention 7: Undertake monitoring, evaluation, and reporting of progress for sports	Conduct quarterly, semi annual, annual, joint performance Monitoring and Reporting
		Preparing and disseminating NCS Project Monitoring Reports
		Preparing political monitoring and oversight reports on NCS activities
		Preparing statistics reports for NCS
		Conducting joint monitoring visits
		Holding annual, midterm and end term Joint performance Reviews
		Hold quarterly performance reviews at national & sub-national level
		Organize and hold annual joint reviews at national and sub-national level
		Develop Institutional / Vote Strategic Plans
		Develop Joint Annual Workplans & Budgets
		Develop Budget Framework Papers
		Develop Ministerial Policy Statements
		Prepare Quarterly, Semi-annual and annual Budget Performance Reports
		Conduct planning and review meetings
		Guide and develop MOU between NCS and strategic partners

4



FINANCING FRAMEWORK AND STRATEGY

CHAPTER FOUR: FINANCING FRAMEWORK AND STRATEGY

4.1 Costing of interventions and results

The plan will cost shillings two trillion seven hundred ninety-nine million two hundred thousand (2,799.2) of which seventy three percent (73%) is development, twenty six percent (26%) is recurrent and one percent (1%) wage as shown in the table below.

Table 14: Showing the funding categories (bn) of the plan

Funding category	Target FY2025/ 26	Target FY2026/ 27	Target FY2027/ 28	Target FY2028/ 29	Target FY2029/30	Total	%Age
Wage	3.0	4.4	5.3	6.4	7.7	26.8	0.96
Non-wage	107.2	136.1	150.7	147.5	175.5	717.0	25.61
Development	522.2	685.4	278.5	532.5	36.7	2055.3	73.42
Overall Total	632.4	826.0	434.5	686.4	219.9	2,799.2	100

In terms of interventions, most of the resources will be channeled to protecting and maintaining existing sports facilities, constructing appropriate and standardized recreation and sports infrastructure for AFCON (74.8%), followed by leveraging Public Private Partnerships and funding internal competitions for sports programmes as shown in the table below

Table 15: Costs by intervention

Intervention name	Y1 (bn)	Y2 (bn)	Y3 (bn)	Y4 (bn)	Y5 (bn)	Total (bn)	%
Interventions 1: Develop and implement a framework for institutionalizing talent identification, development, and professionalization.	7.44	9.79	10.64	12.49	13.44	53.8	0.0033
Intervention 2: Establish regional sports-focused schools/sports academies to support early talent identification and development	40.36	50.36	46.66	39.36	40.36	217.1	0.0135
Intervention 3: Develop and implement professional sports club structures to promote formal sports participation	5.57	3.72	4.83	4.07	4.17	22.36	0.0014
Intervention 4: Protect and maintain existing sports facilities, construct appropriate and standardized recreation and sports infrastructure for AFCON	666.78	4986.55	5554.27	2280.39	1822.31	15310.3	0.9531

Intervention name	Y1 (bn)	Y2 (bn)	Y3 (bn)	Y4 (bn)	Y5 (bn)	Total (bn)	%
Intervention 5: Leverage public private partnerships and internal competitions for funding of sports programmes	56.8	73.8	86	86.4	117.4	420.4	0.0262
Intervention 6: Capacitate NCS to deliver on its mandate	6.364	7.439	7.484	7.434	8.544	37.265	0.0023
Intervention 7: Undertake monitoring, evaluation, and reporting of progress for sports	0.308	0.212	0.298	0.35	0.474	1.642	0.0001
Total	783.622	5131.871	5710.182	2430.494	2006.698	16062.867	100

4.2 Summary of funding by source for the five-year period

Table 16: Showing the funding by source of the plan

Funding category	Target	Target	Target	Target	Target	Total	%Age
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
Non-Tax Revenue	1.8972	2.0869	2.296	2.52517	2.7777	11.6	0.4
Government of Uganda	602.511	793.12	398.3	646.617	176.14	2616.7	93.5
Donations	27.992	30.791	33.87	37.2574	40.983	170.9	6.1
Overall Total	632.4	826	434.5	686.4	219.9	2,799.2	100
Financing Gap	587.125	773.409	374.393	614.769	128.49		
MTEF	45.275	52.591	60.107	71.631	91.410		

Source: PBS (Vote BFP 2025/27)

From the table above, the plan will cost shillings two trillion seven hundred ninety-nine billion two hundred million (2,799.2 billion) will be financed through grants from the MoFPED amounting to two trillion six hundred sixteen billion seven hundred million (2,616.7 billion) and these funds will be drawn from the Government of Uganda consolidated fund, eleven billion six hundred million (11.6 billion) is non tax revenue, and one hundred seventy-nine billion nine million (170.9 billion) is expected from donations. The details are shown in the table below.

4.3 Resource mobilization strategy.

NCS maintains three major sources of financing namely: central government transfers, Non-tax revenue and donations from developments partners especially corporate companies.

At the central government level, financing will be based on readiness of bankable projects developed

up to feasibility stage and admitted to the Integrated Bank of Projects (IBP) at the Ministry of Finance, Planning and Economic Development. NCS will continue to engage with relevant stakeholders to ensure that projects preparedness is enhanced.

Non-tax revenue will be enhanced through maintaining and upgrading of income generating facilities under the custody of NCS and the provision of the National Sports Act 2023 (as amended).

Donations will be mobilized through events of different dimensions that will be organized to rally support from development partners especially business corporations in partnership with Associations and Federations.

A detailed revenue mobilization strategy will be developed in the first year of implementation of this Strategic Plan.

5

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This section details the institutional arrangements put in place to facilitate the implementation of the plan including the roles and responsibilities of each of the key stakeholders.

CHAPTER FIVE: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This section details the institutional arrangements put in place to facilitate the implementation of the plan including the roles and responsibilities of each of the key stakeholders.

5.1 Arrangements for coordinating MDA plan implementation.

The NCS Strategic Development Plan will be implemented by the technical team lead by the General Secretary. The details of responsibilities are presented below.

Table 17: Roles and responsibilities of implementors

S/n	Department/ section/ unit	Roles and responsibilities
1	NCS Board	<ul style="list-style-type: none"> Approve planning and budgeting documents; Formulating and approving NCS policies and Programmes; Human Resource Management recruitment and oversight. Resource mobilization Approve the registration of the national sports disciplines; Promote and regulate sports activities;
3	Office of the General Secretary	<ul style="list-style-type: none"> Provide strategic leadership and administrative support; Coordinate the implementation of policies, programmes and plans of council; Facilitate development of human resources competences and discipline; Manage assets and liabilities of council; Advise the board on matters relating to sports and function of council; Keep records of council Liaise with other organs of government in supporting development of sports Coordinate the preparation of Budget Framework Paper of NCS in consultation with relevant stakeholders; Coordinate the preparation of ministerial policy statements; Lead performance reviews; Coordinate the preparation of half year and annual financial statements to Accountant General; Coordinate the preparation of quarterly and annual physical progress reports; Follow up of implementation of the NCS Strategic Development Plan; and Coordinate preparation of prefeasibility, feasibility and investment appraisal for project(s) and evaluative studies
4	Administration and Human Resource Department	<ul style="list-style-type: none"> Lead the implementation of the administrative actions of the NCS Strategic Development Plan; Ensure staff performance is adequately managed; Oversight of the procurement, administration, finance, human resource, facilities management, security, and investment functions; Undertake prefeasibility, feasibility and investment appraisal;

S/n	Department/ section/ unit	Roles and responsibilities
5	Technical Department	<ul style="list-style-type: none"> Lead the implementation of the sport's technical actions of the NCS Strategic Development Plan; Support development and professionalization of the recognized NFAs; Monitor, supervisor and report on NFA's performance; Conduct M&E, on registered and recognized sports Federations/Associations; Coordinate programs and activities of NFAs; Coordinate technical capacity of administrators, coaches, umpires among others; Registration of Compliant National Sports Federations and Associations in line with the requirements of National Sports Regulations; Supporting community sports development programs; Develop and update National Federations and Associations database; Compile and consolidate Federation and Association work plans, calendars, budgets; and Revitalizing district sports councils
6	Audit Unit	<ul style="list-style-type: none"> Guide the establishment and follow up of implementation of internal financial, management and risk managements controls. Reviewing accountabilities provided by staff and national sports Federations and Associations.
7	Procurement Unit	<ul style="list-style-type: none"> Management of the procurement and disposal of assets of NCS in a timely, effective and efficient manner.
8	Business & Investment Unit	<ul style="list-style-type: none"> Lead business processes of NCS; and Effective Revenue mobilization
9	Planning Unit	<ul style="list-style-type: none"> Lead the monitoring or follow up of implementation of the NCS Strategic Development Plan; Prepare annual planning and budgeting instruments such as BFP, MPS, and Physical Progress reports; Coordinate evaluative studies such as midterm review, end impact evaluation of the NCS Strategic Development Plan; Development of projects to facilitate the successful implementation of the plan; and Development of bankable project proposals for investment by both government and the private sector.
10	Finance/ Accounts	<ul style="list-style-type: none"> Lead the management of the finances of the institution Preparation of half year and annual financial statements to Accountant General Preparation of financial statements ready for external audit by the office of the OAG Processing the expenditure of NCS Supporting the preparation of the annual work plans and budgets of NCS Verifying accountabilities from NCS, management and national sports Federations/Associations Responding to audit issues from accountability bodies of government

NCS will implement the Strategic Development Plan using the existing government of Uganda institutional structures as well as the legal and regulatory frameworks. The roles of the different external stakeholders are provided below:

Table 18: Roles and responsibilities of key stakeholders

Key stakeholder	Roles and responsibilities
Cabinet	<ul style="list-style-type: none"> Making decisions with implications on public finances, or in determining, formulating and implementing Government policies; and Approve and submit budget framework papers to parliament
Parliament	<ul style="list-style-type: none"> Appropriation of funding to MDAs; Review and approve the National Budget Framework Paper; Review and approve the National Annual Budget; Oversee the implementation of the NCS Strategic Development Plan; Analyse policies and programmes; and Approve laws, policies and statutory instruments
Ministry of Finance Planning and Economic Development	<ul style="list-style-type: none"> Mobilizing and allocating resources for implementing NCS Strategic Development Plan; Conduct budget monitoring in line with the Plan; Coordinating annual planning, budgeting processes and reporting using the PBS; Appointment of accounting Officer; Assess compliance of projects under the Integrated Bank of Projects system; and Coordinating financing of plan activities and projects
National Planning Authority	<ul style="list-style-type: none"> Review annual budget to ensure alignment to the national development plan; Assess the implementation progress of the Plan at the strategic level; Undertake evaluation of programmes and projects; Develop baselines and review the performance of the Plan; and Partnership with OPM and UBOS to coordinate the development and review on performance indicators and targets by programme
Ministry of Education and Sports	<ul style="list-style-type: none"> Setting of service delivery standards; Drafting of policies and other legal frameworks. Inspect, monitor and offer technical advice, support, supervision and training; and Integration of NCS results in programme implementation reports
Office of the Prime Minister	<ul style="list-style-type: none"> Integration of NCS results into the overall M&E and Co-ordination framework; Conduct performance evaluations studies; Undertake performance assessment of the implementation of the plan; Coordinate the development and management of Management Information Systems; and partnership with NPA and UBOS to coordinate the development and review on performance indicators and targets by programme

Key stakeholder	Roles and responsibilities
Uganda Bureau of Statistics	<ul style="list-style-type: none"> Undertake periodic surveys to measure progress of implementation of the plan; Partnership with OPM and NPA to coordinate the development and review on performance indicators and targets by programme;
Office of the President	<ul style="list-style-type: none"> Overall oversight of the Plan implementation; and Provide overall leadership in Public Policy Management and promotion of good governance practices
Sports Federations/ Associations	<ul style="list-style-type: none"> Participate in budget conferences; Participate in plan performance reviews; Mobilization of financing; and Formulation of Federation / Association specific development plans
Equal Opportunities Commission	<ul style="list-style-type: none"> To access compliance by NCS on issues of gender, equity and crosscutting issues.
Uganda Olympic Committee (UOC)	<ul style="list-style-type: none"> Link Uganda to the International Olympic Committee (IOC) and other sports bodies at National, Continental and international levels.
Media	<ul style="list-style-type: none"> The media plays a crucial role in promoting sports events, raising awareness about sports development initiatives, and shaping public opinion about sports.
International Sports Federations:	<ul style="list-style-type: none"> These federations provide technical support, training opportunities, and access to international competitions for Ugandan athletes.
Private Sector:	<ul style="list-style-type: none"> Companies and organizations in the private sector can provide sponsorships, equipment, and other resources to support sports development.
Uganda Investment Authority (UIA)	<ul style="list-style-type: none"> The UIA works with NCS to promote sports tourism and attract investment in the sector.
Makerere University	<ul style="list-style-type: none"> As a key partner, Makerere University collaborates with NCS on sports infrastructure development and capacity building.
Local Governments	<ul style="list-style-type: none"> Local governments play a role in promoting sports at the grassroots level and developing local sports facilities.
General Public:	<ul style="list-style-type: none"> The public's participation and support through attendance at events, media engagement, and general interest in sports are vital for the sector's growth.
Sponsors	<ul style="list-style-type: none"> Both public and private sector sponsors provide financial and material support to sports organizations and events.
Coaches, Referees, and Sports Administrators:	<ul style="list-style-type: none"> These individuals play crucial roles in training, officiating, and managing sports activities.
Athletes:	<ul style="list-style-type: none"> The athletes are the direct participants in sports and are the primary beneficiaries of the sports development initiatives.

5.2 Sustainability Arrangements

During the implementation of the fourth NCS Strategic Development Plan, NCS shall review the approved structure of the council and recruit the remaining staff to suit the expanding mandate given the various infrastructure developments that are ongoing. The National Sports Act CAP 151 has empowered council to perform several functions that requires reviewing the current staff structure in order to meet the growth and paradigm shift in the sport landscape

and industry. There are seventy-six (76) staff positions which have all been filled.

The NCS Strategic Development Plan will be financed using resources from the consolidated fund of the Government of Uganda. Non tax revenues, donations from the private sector and development partners as well as contributions from Associations and Federations constitute the sources of financing of the NCS Strategic Development Plan.

6

COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

The successful implementation of this NCS Strategic Development Plan requires proactive involvement of relevant stakeholders.

The successful implementation of this NCS Strategic Development Plan requires proactive involvement of relevant stakeholders.

6.0 Rationale and Objectives of the Plan Communication Strategy

- i. The objectives of the communication strategy.
- ii. Increasing awareness of the key priorities of NCS over the next five years among different stakeholders.
- iii. Holistic marketing and branding strategy.
- iv. Increasing interest of the general public to actively participate in the implementation of the priorities of the plan.

6.1 Key Communication priorities and their implementation

The NCS Strategic Development Plan will be shared to the government of Uganda Ministries, Departments and Agencies, sports Federations/ Associations, Local governments, athletes, media, private sector players, NGOs, prospective financiers among others.

6.2 Strategies to communicate the plan to beneficiaries/ stakeholders

Stakeholders will be informed of the NCS Strategic Development Plan priorities using the different methods such as meetings, conferences, radio and television talk shows, publication on social and print media among others. Specifically, NCS will develop a communication strategy in the first year of implementation of this plan.

6.3 Mechanisms to generate feedback

During implementation of the NCS Strategic Development Plan, NCS will ensure that internal (staff and council members) stakeholders, and external (MDAs, NF/A's, and the General Public) stakeholders share the plan implementation and feedback in the following ways.

1. Participatory approach during the reviews and evaluation of the performance of the plan,
2. Decentralization of implementation of the plan to departments,
3. Enforcing internal controls on accountability, planning and budgeting,
4. Continuous monitoring and reporting of the strategic performance,
5. Create public awareness by publishing the Strategic Plan implementation progress in the voice and print media as well as on the websites,
6. Development and sharing of abridged version of the plan for various stakeholders,
7. Conducting of client satisfaction surveys on key results of the plan,
8. Organizing and or participation in policy dialogues at MDA and national levels and
9. Engagement of the media on the various priorities of the plan.

The key stakeholders, their influence, issues and channels of communication are presented below.

Table 19: Channels of communication by stakeholders

Stakeholder Name	Key issues/ areas/ messages to communicate with stakeholders	Channels and frequency of communication
Cabinet	Policies on sports and Planning and budgeting documents	<ul style="list-style-type: none"> • Regular mails and correspondences; • Meetings
Parliament	Policies on sports, Planning and budgeting documents, Performance reports, Laws and regulations, oversight	<ul style="list-style-type: none"> • Regular mails and correspondences; • Meetings.
Ministry of Finance Planning and Economic Development	Resource's mobilization, Indicative Planning Figures, Budget call circulars, Planning and budgeting documents, Performance reports, Laws and regulations	<ul style="list-style-type: none"> • Regular mails and correspondences; • Telephones calls; • Meetings; and • Periodic Mission inspection visits.
Office of the President	Policies and Performance reports	<ul style="list-style-type: none"> • Regular mails and correspondences; • meetings
National Sports Federations and Associations	Accountability, planning and budgeting documents, annual and quarterly performance reports, club related issues, international engagements, sports competitions	<ul style="list-style-type: none"> • Regular mails and correspondences; • Telephones calls; • Meetings; • Workshops; • Periodic Mission; and • inspection visits.
General public	Sports outcomes and competitions	<ul style="list-style-type: none"> • Voice, print and social media
District councils	Grassroots sports development and management issues	<ul style="list-style-type: none"> • Regular mails; • workshops • correspondences, • Telephones calls, • Meetings; and • Periodic Mission visits.
Corporate companies or organizations	Memorandum of Understanding, resources mobilization, championships	<ul style="list-style-type: none"> • Regular mails correspondences; • Telephones calls; • Meetings; and • Periodic Mission visits.
Ministries, Departments and Agencies	Feasibility studies, supervision of projects, consultancies, sports tourism, taxes, land administration, legal guidance	<ul style="list-style-type: none"> • Regular mails and correspondences; • Telephones calls; • Meetings; • Workshops; • Periodic Mission; and • inspection visits.

7

RISK MANAGEMENT

During the development of this NCS Strategic Development Plan, a number of assumptions were made. These are expected to influence the planning, budgeting and implementation of this plan. These may impact the attainment of the expected results. The table below identifies the risks, causes and some of the mitigation measures that are expected to try to minimize the impact of these risks.

CHAPTER SEVEN: RISK MANAGEMENT

Table 20: Risks and mitigation measures

Risk	Cause (s)	Consequences	Likelihood	Impact	Mitigation measures
Use of drugs by athletes	Weak monitoring and supervision of life styles	Ban from participation in local and international tournaments	Moderate	High	Establish routine tests Sensitisation of athletes about harmful substances Establish regulatory frameworks
Budget cuts occasioned by inadequate resources released from the MoFPED	Inadequate resources in the consolidated fund.	Failure to deliver on the planned results and staff turnover	Mode rate	Moderate	Undertake efficiency measures in the management of financial resources. PPP arrangements Undertake robust resource mobilization from different financing options
Increased expectations from stakeholders of NCS to solve all forms of sports issues as per the mandate.	Low awareness of the NCS's mandate and performance Increased interest in sports among the population	Erosion of the good- will of the stakeholders.	Mode rate	Moderate	Continuous information, education and communication Branding of NCS.
Mismanagement of financial resources	Weak administrative and institutional frameworks	Failure to attain planned results. Poor performances in national and	High	High	Building financial management capacity of key stakeholders
Possibility of failure to attract and retain the required skilled personnel.	Work hazard, inadequate facilitation of travel inland, inadequate training opportunities, workman service	Slow growth of the professionalization of sports	Low	Low	Build strong partnerships with national and international stakeholders Continue to build local capacities in sports management using existing avenues like universities, technical institutions

Risk	Cause (s)	Consequences	Likelihood	Impact	Mitigation measures
Inadequate technical expertise in National sports Federations and associations	Slow pace of investment in the sports sector Inadequate government investment in sports infrastructure	Poor performances in competitions Poorly run sports Federations leading to conflicts and its consequences	Mode rate	High	Training technical personnel and building capacity of sports Federations
Low dividends from sports to stakeholders	Poor preparedness for competition Weak reward and sanctions framework for sports personalities	Low levels of uptake of sports opportunities available in the locally	Medi um	High	Provision for adequate preparations for all sports. Institution of robust reward and sanctions framework during national competitions and across all levels.

8

MONITORING AND EVALUATION FRAMEWORK



CHAPTER EIGHT: MONITORING AND EVALUATION FRAMEWORK

8.0 Monitoring and Evaluation Arrangements

The successful implementation of the plan will depend on the annual planning, implementation, supervision, monitoring or follow up of implementation of prioritized actions aimed at attainment of planned results at intermediate outcome and output levels. NCS will track progress made through Quarterly, Bi-Annual, Annual, Mid-Term reviews and end evaluation of the plan. The Quarterly, Bi-Annual and Annual Performance measurement will be undertaken internally, while an independent consultant will be under take the Mid-Term Review and End Evaluation.

8.1 Progress Reporting

Using Ministerial Policy Statement that will be prepared annually, NCS will undertake planning and budgeting. This will be followed by quarterly monitoring and progress reporting on the intermediate outcomes and outputs targets using corresponding performance indicators as detailed in the Strategic Plan. The results of activities undertaken as a contribution to the plan implementation will be assessed including those of development partners.

Quarterly physical progress reports prepared by the technical teams and discussed by management and board before being shared with key stakeholders including the Ministry of Education and Sports; the Ministry of Finance, Planning and Economic Development; the National Planning Authority, Office of the President, Office of the Prime Minister among others.

8.2 MDA Performance Annual Review

NCS's Ministerial Policy Statements will provide details on the corporate achievements of the vote for the previous financial year, the annual and three months' work plans and intermediate outcome, the objectives, outputs, targets and performance indicators of the work plans and outcomes as provided for in the Public Finance Management Act (PFMA 2015). It will include annual recruitment plan and procurement plan of the vote. It will also include a statement of the actions taken by the vote to implement the recommendations of Parliament in respect to the report of the Auditor General of the

preceding financial year. In addition, the cash flow projections of the vote will be provided for. These will be reviewed on an annual basis in a planning and review meeting to be held in September of each year.

8.3 Mid-term Evaluation

One of the priorities of the plan is a midterm review that will be conducted after two and a half years of implementation as provided for in the comprehensive development planning framework and the NDPIV. This will be undertaken between July 2027 to December 2027. This review will guide the implementation of the second half of the plan and if necessary, determine the key priorities that will accelerate the attainment of the key results. It will also inform the development of the fifth NCS Strategic Plan and the NDP.

8.4 End of Term Evaluation

This will be undertaken between July to December 2031, one (1) year after completion of implementation of the plan. The review will assess the progress made towards the achievement of planned results at the goal, objective and interventions levels. It will illustrate how the plan contributed to the attainment of the overall goal and objectives of the fourth National Development Plan and the outcomes of the Human Capital Development Programme at the final outcome, and outcome levels. However, for completeness, intermediate outcome and output levels will also be assessed. The progress will be based on approved performance indicators as stipulated in NCS Strategic Development Plan as well as the NDPIV.

8.5 Monitoring and Evaluation Results Framework

The Result Framework of the plan will be used to assess and measure progress during implementation of the Strategic Plan. The results are at intermediate outcome and output levels measured using the corresponding performance indicators. The results of the plan will directly contribute to the NDPIV final outcomes (See appendix B for the Results Matrix at both intermediate outcome and output level).

9

PROJECT PROFILES

This section provides a summary of the two projects that will be implemented to facilitate the delivery of NCS Strategic Development Plan. These are: Sports Infrastructure Development Project and NCS Institutional Development Project.

9.1 Sports Infrastructure Development Project

Vote Code:	166
Vote Name:	National Council of Sports
Department Code:	01
Department Name:	Headquarters NCS
Program Code:	120000
Program Name:	Human Capital Development
Project Title:	Sports Infrastructure Development Project
Project No:	00008-166
Project Duration:	Start Date: FY2024/25, End Date: FY2028/29, Duration years: 5 years
Classification:	
Estimated Project Cost:	Approx. UGX. 1,706,450,519,004
Capital to Recurrent Ratio:	0/0
Responsible Officer:	Officer Title: General Secretary Officer Name: Dr. Benard Patrick Ogwel (PhD) Officer Mobile Phone: 417898500 Officer Phone: 751555033 Officer Email: patoogwela@yahoo.co.uk And Officer Title: Project Coordinator / Manager Officer Name: Mr. Oluga Joseph Officer Mobile Phone: 417898505 Officer Phone: 772770805 Officer Email: oluga.joseph@gmail.com
Date of Approval of Concept Note:	09-07-2024 07:48 AM

Project Background	<p>Sports Development has been highlighted as measure for development under the approved road map for the National Development Plan IV (NDPIV). Strategy 2.11: references promotion of Games and Sports as one of the avenues to enhance Human Capital Development along the entire life cycle. The strategy aims to harness the potential of games and sports subsector to stimulate economic growth, create jobs, and generate revenue during the NDPIV implementation.</p> <p>While football remains a major passion for Ugandans, the country's love for athletics has also grown significantly. Uganda has produced a string of exceptional long-distance runners who have made their mark on the world stage. Names like Joshua Cheptegei and Jacob Kiplimo have become synonymous with excellence in athletics. Beyond football and athletics, basketball is also gaining ground in Uganda.</p> <p>One of the key factors behind Uganda's success in sports is the focus on youth development. However, the country is brimming with raw sports personnel e.g., athletics, potential waiting to be harnessed. Talent identification programs and grassroots sports initiatives can help unearth young talents and nurture them into future champions.</p> <p>Sport can be an effective stimulus for economic development, especially at the local level. The linkages between the different elements of the sport sector are highly effective when harnessed locally because of existing economies of scale. Individually, each of the various sectors of the sports economy can create activity, jobs and wealth. To achieve this, the country needs to develop activities based on sport using existing sports facilities, sports and community-based programmes, and create jobs, particularly for young people, improve the capacity of the labour force, using sport-related activities, and sport as a valuable employment training tool. Stimulate economic development by the construction or rehabilitation of sports infrastructure and generate substantial revenues from sport, whether from professional sport or from hosting national and international events. And finally foster investment and employment opportunities through sport tourism.</p> <p>The availability and standard of sporting infrastructure also influences public participation and the quality of sports. In order to facilitate and encourage extensive participation, high standards and safety, and improved performance, attention must be paid to the available sport infrastructure.</p>
	<p>Therefore, it is prerequisite to establish facilities of an acceptable standard to allow for the development of a range of sports disciplines, establish a proper system of management for the management and maintenance of sporting facilities, urge government to ensure the availability of recreational space at schools, communities and housing developments, provide a special package of incentives to the private sectors for the establishment of sporting infrastructure, establish and preserve sports and recreational facilities constructed by the government alongside the community in residential, educational areas and industrial sites, utilise infrastructure from neighbouring countries for national sporting events; as well as establish regional infrastructures of excellence.</p>

	<p>The AFCON 2027 bring three East African country under one umbrella termed as AFCON 2027 PAMOJA BID where Uganda is a key partner. As the Uganda cerebrate the above achievements, there are important areas where the strong efforts of the government, in collaboration with its partners, is required in order to benefit from the 2027 AFCON EAC Pamoja host. Despite the passion and excellence exhibited in Ugandan sports, as the country gear up to AFCON 2027 East Africa under Pamoja bid 2027 some challenges must be addressed. While Uganda is making big advances in sports development in respect to policy, institutional set-ups, capacity building and competitions, the greatest challenge to the realization of a comprehensive, tangible and complete Sports development cycle is inadequacy and lack of sports facilities.</p>
Problem Statement	<p>The availability and standard of sporting infrastructure influences public participation and the quality of sports. In order to facilitate and encourage extensive participation, high standards and safety, and improved performance, attention must be paid to the available sport infrastructure. Therefore, it is prerequisite to establish facilities of an acceptable standard to allow for the development of a range of sports disciplines.</p> <p>Of particular concern Uganda, has lacked a CAF-approved stadium for nearly three years since Namboole Stadium was blacklisted in 2020 for falling below the required standard. However, comprehensive overhaul is underway and a remodeled complex is nearly completion. The second obstacle to the country is lack of resources and supportive sports infrastructure, particularly in rural areas. Regional stadia such as Kakindu, Kyabazinga stadium at Bugembe (Jinja), Pece (Gulu), Kakyeka (Mbarara), Boma (Hoima), Green Light (Arua), Mbale Municipal Stadium, Kavumba (Wakiso), Iganga, Lango (Lira), Kabale and King Goerge (Tororo) require massive overhauls to be up lifted to the expected standards.</p> <p>To date, Uganda experiences renovation delays and the main stadium remains incomplete. In additional, among the three East African nations involved in the joint bid to host AFCON 2027, Uganda stands out as the sole country with a CAF- least approved stadium.</p> <p>Therefore, there is need for swift completion of sports facilities and infrastructure like Mandela National Stadium, Construction and Completion of Hoima and Akibua Stadiums as well as auxiliary facilities.</p>
Technical Description	<p>The Project will be implemented under the following key components: Construction of 20,000-seater capacity Hoima and Akii-Bua Stadia Establishment of 9 training grounds (FUFA Kadiba, Makerere University, Kyambogo University, Hoima (Boma grounds), Masindi (Booma grounds), Sir Tito Winyi SS, Pece, Gulu University, and Lira University).</p> <p>Establishment of 5 regional sports-focused Stadia Procurement, supply, and installation of essential training equipment and tools Project monitoring and supervision.</p>

9.2 NCS Institutional Development Project

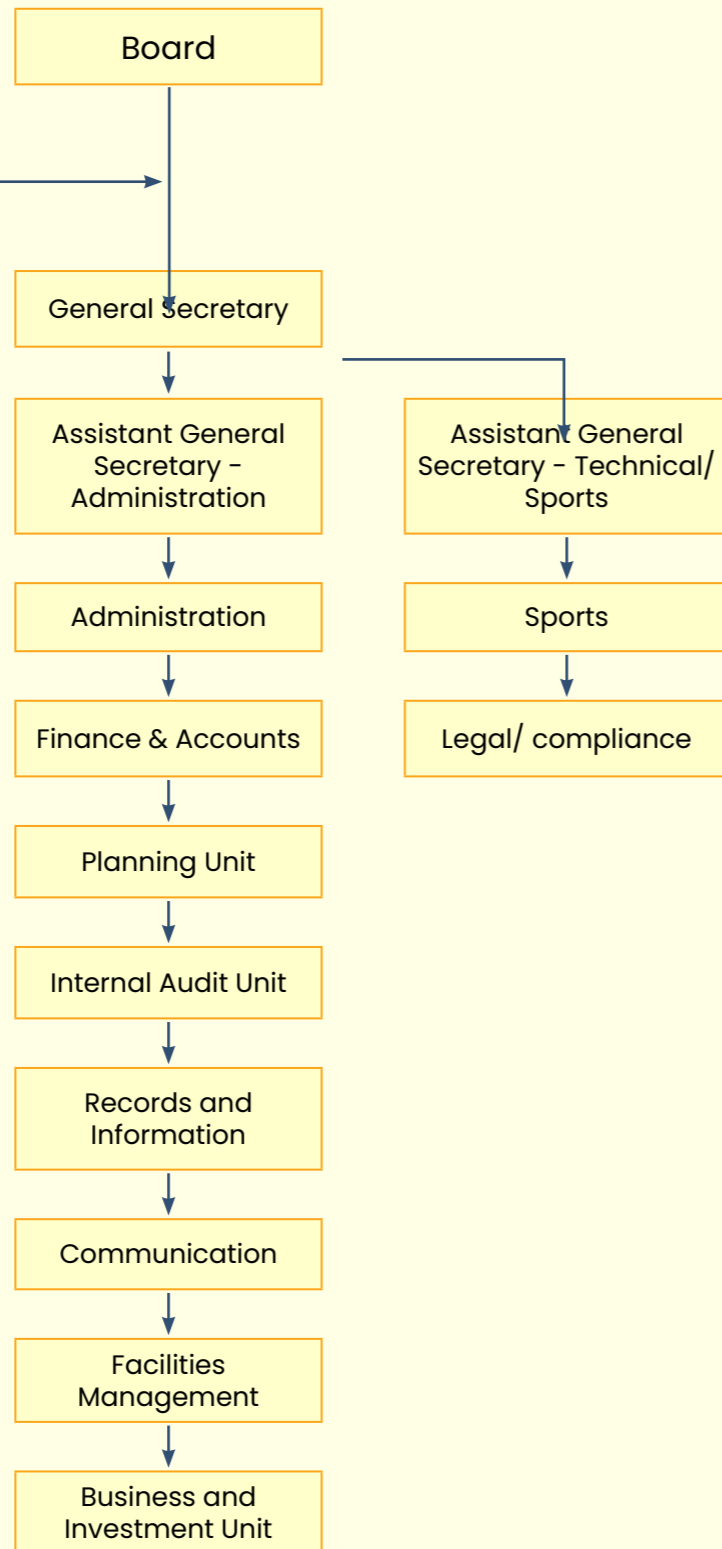
Vote Code:	166
Vote Name:	National Council of Sports
Department Code:	01
Department Name:	Headquarters NCS
Program Code:	140000
Program Name:	Public Sector Transformation
Function Code:	07
Function Name:	Physical Education and Sports
Project Title:	National Council of Sports institutional development Project
Project No:	00001-321-07
Project Duration:	Start Date: FY2024/25, End Date: FY2026/27, Duration years: 3 years
Classification:	Institutional Development Project
Estimated Project Cost:	Approx. UGX. 1,514,000,000
Capital to Recurrent Ratio:	0/0
Responsible Officer:	Officer Title: General Secretary Officer Name: Dr. Ogwel Benard Patrick Officer Mobile Phone: 750555033 Officer Phone: 414254477 Officer Email: patoogwela@gmail.com
Date of Approval of Concept note:	21-02-2024 11:28 AM
Situational Analysis	<p>Government of Uganda has over the years, demonstrated strong commitment to the Sports sector through enacting of guiding legal frameworks and regulations such as the 1964 National Sports Act and the 2014 NCS Regulations. This environment has ushered in robust growth in the sports sub sector and currently, the sector boasts of an impressive 51 sports disciplines spanning at least 30 professional sports Associations and Federations. These are complimented by the traditional games that are indigenou-s to the Ugandan populace.</p> <p>The delivery of both contemporary and traditional sports lies within the mandate of Ministry of Education and Sports supported by the National Council of Sports as well as other professional sports bodies such as the Uganda Olympic Committee, and National Sports Federations/Associations in execution of her mandate.</p>

	<p>The National Council of Sports [NCS] is a statutory organ whose establishment, status and powers are enshrined under the NCS Act of 1964 and the 2014 NCS Regulations to among other things; Develop, Promote and Control all forms of Sports activities in Uganda on behalf of Government, under the Ministry of Education and Sports.</p> <p>However, in December 2020, due to persistent delayed release of funds to the Council through the Subvention system and increased budgetary pressures on Vote 13 – Ministry of Education and Sports, which resulted in delayed implementation of Council activities, MoFPED granted NCS a Vote status to facilitate timely transfer of resources and improve the Council's discretion over their budget for timely implementation of planned activities.</p> <p>Currently the status of assets, staff levels, equipment, and furniture of NCS are as follows: 88% staffing level, 45 executive office chairs, 18 office tables, 18 filing cabinets, 11 Executive wooden file shelves for accounts office, 20 i pads, 20 Desktop computers, 2 motor vehicles & 1 motor cycle, 1 generator, 9 sports facilities (Hostel block, Gym Extension (Bathrooms & Toilets), National Hockey Pavilion, Cricket Pavilion, Cricket Media House and Scoreboard, Tennis Club House, Tennis Restaurant, Hockey Stands 1pc, Tennis Stands 1Pcs, Gymnasium Stand 1Pc, Basketball hoops 1Pair, Boxing Ring 2Pcs) need urgent attention of refurbishment.</p>
Problem Statement	<p>Since government funding to the NCS has been in form of Subventions through Vote 13 (Ministry of Education and Sports) and categorized under the consumptive items which receive the least attention during budgeting and always very prone to budget cuts, the Council has had to bear with challenges of inadequate office space for its staff, inadequate and obsolete office equipment to facilitate effective service delivery and inadequate transportation means to aid in the effective delivery of her mandate.</p> <p>As a result of the inability by the government to adequately facilitate the Council to fully execute its mandate, Uganda faces challenges of: misuse of sports facilities for respective sports facilities across the country; inadequacy of Sports facilities across the country; Human resource shortages in sports talent identification and development; Lack of sports academies to nurture identified talented individuals in respective sports; Lack of a clear framework to promote and regulate community sports; Limited adherence to physical safety standards and procedures in delivery of community sports; Absence of functional District Sports Councils to monitor sports at the grass root levels among others.</p> <p>It is therefore evident that, the inability of the NCS to effectively execute its functions and duties, not only disrupts daily execution of duties by individual staff, but fundamentally affect the overall performance of the Country in Sports and blocks the sector from fully growing and attaining its potential towards addressing majority of the socio-economic and development challenges faced in Uganda.</p>
Justification	<p>The Project will support NCS in improving the working environment within the Council's headquarters and other Federations through improved internet connectivity, , provision of office and sports equipment among other activities.</p>

Technical Description	<p>Provision of Office Equipment: 1 public address system, 1 Walk-behind Roller for Cricket Oval, 3 Adjustable Ladders, 10 fire extinguishers, 4 Walk Through Machines, 10 Metal Detectors;</p> <p>Provision of ICT equipment: 15 desktop computers, 15 laptops, 8 printers, 24 pads, 1 photocopying machines, 2 conference laser Projectors, Extension of CCTV System, 1 video conferencing;</p> <p>Provision of machinery: 1 Gang Mowers, 3 modified gates for the main entrance and other 2 entrances; and</p> <p>Provision of office furniture and fittings: 3 woollen carpets for MTN Arena, 30 executive chairs, 20 filing cabinets, 20 working tables, 12 sideboards, 10 executive office drawers, 5 Air-conditioning units, 30 Solar Security Lighting system and 1 Executive tent.</p>
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**APPENDIX A:
ORGANIZATIONAL STRUCTURE OF NATIONAL COUNCIL OF SPORTS**

- Standing Committees**
- Finance & Administration
 - Audit
 - BIU
 - Technical



Appendix B: Results Matrix

Result	Indicator	Baseline	Target	Target	Target	Target	Target	Data Source	Responsible Officer
		FY2023/24	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
Program Name: Human Capital Development									
Programme Goal: A healthy, knowledgeable, skilled, ethical and productive population									
Vote Goal: To achieve enhanced talent development and professionalization in sports; Improved Sports Infrastructure and Funding Mechanisms; and Administrative, Planning and financial management services improved.									
Programme Objective 2: Produce a knowledgeable, skilled, and ethical labour force.									
NCS Objective 1: To develop, promote and control all forms of sports on a national basis									
Vote Outcome .1.1: Enhanced Talent Development and Professionalization in Sports	Proportion of LGs with established sports councils	39.8	79.5	85.2	88.1	90.9	100	NCS	AGS/T
	Proportion of registered sports clubs with accredited coaches	10	15	22	30	35	40	NCS	AGS/T
	Proportion of registered Federations with appropriate professional club structures	13.7	39.2	58.8	88.2	100	100	NCS	AGS/T
	Percentage increase in medals won by Ugandan athletes in major international championships	0	10	10	10	10	10	NCS	AGS/T
Strategic Intervention 1: Develop and implement a framework for institutionalizing talent identification, development, and professionalization.									
PIAP/ Vote Output 1.1.1 : Framework for institutionalizing talent identification, development, and professionalization developed and implemented	Number of Sports Officers in Local Governments trained to organize, manage and administer Sports activities	167	170	170	175	177	177	NCS	AGS/T
	A framework for institutionalizing talent identification, development, and professionalization developed	-	-	1	-	-	-	NCS	AGS/T
	Number of sports coaches certified	105	110	115	120	125	130	NCS	SLCO
	Number of community sports clubs registered		160	180	200	220	230	NCS	SLCO
	Number of counselling and advisory services with athletes conducted		100	100	120	120	150		
	Number of national sports Association or a national sports Federation dissolved		1	1	1	1	1	NCS	SLCO

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
	Number of national sports Association or a national sports Federation that notified NCS General Secretary of the place where its register of beneficial owners is kept		51	51	51	51	51	NCS	AGS/T
	Number of athletes participating in national Federation leagues and tournaments	500	550	600	650	700	750	NCS	AGS/T
	Number of sports Federations meeting basic standards for professional sports governance	51	53	55	57	59	61	NCS	SLCO
	Number of Local Governments participating at National Competitions	150	170	170	175	177	177	NCS	AGS/T
	Number of sports referees and umpires certified	30	35	40	45	50	55	NCS	AGS/T
	Number of sports physio-therapists certified	25	30	35	40	45	50	NCS	SLCO
	Number of sports doctors certified	5	6	7	8	9	10	NCS	SLCO
	Number of sports administrators certified	100	110	120	130	140	150	NCS	SLCO
	Number of teachers trained in talent identification		500	500	500	500	500	NCS	AGS/T
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1	Training sports officers from all local governments to manage, organize and administer Sports activities		5.00	5.50	6.00	7.00	8.00	NCS	AGS/T
2	Establish a framework for institutionalizing talent identification, development, and professionalization		-	0.50	-	-	-	NCS	AGS/T
3.	Train and certify sports coaches		0.20	0.25	0.30	0.35	0.40	NCS	AGS/T
4.	Registration of community sports clubs		0.02	0.02	0.02	0.02	0.02	NCS	AGS/T
5	Conduct counselling and advisory services with athletes		0.03	0.03	0.03	0.03	0.03	NCS	AGS/T

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
6.	Enforcement of adherence to legal and regulatory frameworks		0.04	0.04	0.04	0.04	0.04	NCS	AGS/T
7.	Monitoring of premises and review of records of beneficial owners		0.05	0.05	0.05	0.05	0.05	NCS	AGS/T
8.	Support to athletes participating in national Federation leagues and tournaments.		0.5	0.6	0.7	0.8	0.9	NCS	AGS/T
9.	Train and certify sports referees and umpires		0.15	0.20	0.25	0.30	0.35	NCS	AGS/T
10.	Train and certify sports physio-therapists		0.15	0.20	0.25	0.30	0.35	NCS	AGS/T
11.	Train and certify sports doctors		0.15	0.20	0.25	0.30	0.35	NCS	AGS/T
12.	Train and certify sports administrators		0.15	0.20	0.25	0.30	0.35	NCS	AGS/T
13	Training teachers in talent identification,		1.0	2.0	2.5	3.0	3.5	NCS	AGS/T
Subtotal			7.44	9.79	10.64	12.49	13.44		
Strategic Intervention 2: Establish regional sports-focused schools/sports academies to support early talent identification and development									
PIAP/	Number of Regional Sports focused schools (centers of excellence) supported	1	-	-	1	-	-	NCS	AGS/T
Vote Output 1.2.1:	No. of operational sports academies with valid operational licenses		10	15	18	20	22	NCS	LO
	No. of sports national competitions organized		51	51	51	51	51	NCS	AGS/T
	Number of talent academies Licensed	-	1	1	1	1	1	NCS	LO
	Number of sports academies Licensed and supervised.		1	1	1	1	1	NCS	LO
	Number of national sports competitions participated in by National sports teams	60	70	80	90	100	110	NCS	AGS/T
	No. of sports clinics organised		20	20	20	20	20	NCS	AGS/T
	Number of sports academies established	-	1	1	2	1	1	NCS	AGS/T

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
	Number of National sports teams to participate in international sports competitions		23	30	35	38	43	NCS	AGS/T
	No. Of National Football Team to participate in AFCON		1	1	1			NCS	GS
	No. Of years AFCON organised and hosted		1	1	1			NCS	GS
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Supporting regional Sports focused schools (centers of excellence).				0.3			NCS	AGS/T
2.	License talent and performing Sports academies		0.05	0.05	0.05	0.05	0.05	NCS	LO
3.	Licensing and supervision of sports academies		0.01	0.01	0.01	0.01	0.01	NCS	LO
4.	Organizing sports national competitions at all levels		0.10	0.10	0.10	0.10	0.10	NCS	AGS/T
5.	Organizing sports clinics		5.00	6.00	8.00	9.00	10.00	NCS	AGS/T
6.	Establish regional talent/ sports academies		0.20	0.20	0.20	0.20	0.20	NCS	GS
7.	Support National sports teams to participate in international sports competitions		20.00	25.00	25.00	30.00	30.00	NCS	GS
8.	Support the National Football Team to participate in AFCON		7.00	9.00	6.00	-		NCS	GS
9.	Organise and host AFCON		8.00	10.00	7.00	-		NCS	GS
	Sub-total		40.36	50.36	46.66	39.36	40.36		
Strategic Intervention 3: Develop and implement professional sports club structures to promote formal sports participation									
PIAP/ Vote Output 1.3.1: Enhanced Professional sports participation and competition	No. of sports Federations and Associations registered	51	52	56	60	64	68	NCS	SLCO
	No. of Partnerships with international sports Federations and organizations	-	2	2	2	2	2	NCS	GS
	No. Of partnerships with private sector players to develop training programs for administrators, technical officials and professional athletes		4	4	4	4	4	NCS	GS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
	No. of Certified agents, promoters and managers of athletes		100	120	130	140	150	NCS	SLCO
	No. of management contracts with athletes registered with a national sports Association or a national sports Federation		50	60	65	68	70	NCS	SLCO
	No. of Annual financial reports of national sports Associations and national sports Federations reviewed		51	51	51	51	51	NCS	PA
	No. of audits of the books of accounts and records of a national sports Association or a national sports Federation conducted		51	51	51	51	51	NCS	SIA
	No. of approved Ugandan branded sports material, attire, apparel or other items		102	102	102	102	102	NCS	GS
	No. of sports museums maintained and operated				1	1		NCS	AGS/T
	National Anti Doping Organisation (NADO) established	-	1	-	-	-	-	NCS	GS
	No. of qualified sports administrators and technical officials trained	-	20	30	40	50	60	NCS	SHRO
	No. of statutory instrument and guidelines developed	1	1	1	1	1	1	NCS	SLCO
	No. of Federations and Associations with formal structures	15	20	25	30	35	40	NCS	AGS/T
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Register sports Federations and Associations		0.20	0.20	0.20	0.20	0.20	NCS	SLCO
2.	Partner with international sports Federations and organizations to provide specialize training and mentorship		0.50	0.50	0.50	0.50	0.50	NCS	GS

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
3.	Partner with private sector players to develop training programs for administrators, technical officials and professional athletes		0.50	0.50	0.50	0.50	0.50	NCS	GS
4.	Certifying of agents, promoters and managers of athletes		0.01	0.06	0.06	0.07	0.07	NCS	SLCO
5.	Review management of contracts of athletes registered with national sports Association or a national sports Federation		0.01	0.01	0.01	0.01	0.01	NCS	SLCO
6.	Review of Annual financial reports of national sports Associations and national sports Federations		0.02	0.02	0.02	0.02	0.02	NCS	PA
7.	Auditing of the books of accounts and records of a national sports Association or a national sports Federation		0.01	0.01	0.01	0.01	0.01	NCS	SIA
8.	Approval of brands for sports material, attire, apparel or other items		-	-	-	-	-	NCS	GS
9.	Establishment and management of sports museums				1.00	0.04	0.04	NCS	AGS/T
10.	Establish NADO in compliance with the National Sports Act		3.00	1.00	1.00	1.00	1.00	NCS	GS
11.	Training of sports administrators and technical officials.		0.2	0.3	0.41	0.6	0.7	NCS	SHRO
12.	Develop statutory instrument and guidelines		1.00	1.00	1.00	1.00	1.00	NCS	SLCO
13.	Enforce the requirement for all Federations and Associations to have approved formal structures		0.12	0.12	0.12	0.12	0.12	NCS	SLCO
	Sub-total		5.57	3.72	4.83	4.07	4.17		

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
Program Name: Human Capital Development									
Programme Goal: A healthy, knowledgeable, skilled, ethical and productive population									
Vote Goal: To achieve enhanced talent development and professionalization in sports; Improved Sports Infrastructure and Funding Mechanisms; and Administrative, Planning and financial management services improved.									
Programme Objective 2: Produce a knowledgeable, skilled, and ethical labour force.									
Objective 2: To enhance infrastructure development and financing for all forms of sports									
Vote Outcome : Improved Sports Infrastructure and Funding Mechanisms	Percentage of sports facilities compliant with international standards		18.18	63.64	100	100	100	NCS	AGS/T
	Proportion of sports clubs with standard training facilities	0	20	30	40	50	60	NCS	AGS/T
	Proportion of sub regions with accredited national sports stadium	0	20.0	20.0	33.3	33.3	46.7	NCS	AGS/T
	Total value of cash rewards from international competitions							NCS	AGS/T
	Total annual revenue turnover for registered amateur sports Associations and clubs by form of sport							NCS	AGS/T
Strategic Intervention 4: Protect and maintain existing sports facilities, construct appropriate and standardized recreation and sports infrastructure for AFCON									
PIAP/ Vote Output 2,4,1: Improved recreation and sports infrastructure for sports	Number of stadia constructed and equipped that meet CAF/FIFA standards for AFCON	-	2	2	2	2	2	NCS	SEOC
	Number of training facilities constructed and equipped that meet international standards	1	3	6	9	12	15	NCS	SEOC
	Number of personnel recruited and trained to operationalize the stadia		500	500	500	500	500	NCS	SHRO
	Kakyeka multi-purpose regional stadium upgraded		-	-	1	-	-	NCS	SEOC
	Buhinga multi-purpose regional stadiums constructed				1			NCS	SEOC
	Lugogo Sports Arena redeveloped into an international multi-sports complex		-	-	1	-	-	NCS	SEOC
	Cricket Oval established		-	1	-	-	-	NCS	SEOC

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
	Number of multi-purpose regional stadiums constructed/refurbished	-	1	2	2	2	2	NCS	SEOC
	National High Altitude Training Centre (NHATC) operationalized by providing mission infrastructure	-	-	1	-	-	-	NCS	SEOC
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Construct and equip National stadiums		306.40	283.60	600	800	700	NCS	SEOC
2.	Construct and equip training facilities that meet international standards.		137.72	275.44	413.16	550.88	688.6	NCS	SEOC
3.	Recruit and train personnel to operationalize the sports facilities (including administration, medical and emergency, maintenance, technical)		12.66	13.11	13.11	13.11	13.11	NCS	SHRO
4.	Upgrade Kakyeka multi-purpose regional stadium		-	-	5.00	-	-	NCS	SEOC
	Construct Buhinga multi-purpose regional stadiums		-	-	-	500.00	-	NCS	SEOC
6.	Construct and equip the national modern sports arena established at Lugogo Sports Complex (\$208m)		-	3,952	3,952			NCS	SEOC
7.	Construct and equip (training, preparation and maintenance) the cricket oval for national capacity		-	50.40	156.00	0.40	0.60	NCS	SEOC
8.	Construct / refurbish multi-purpose regional stadiums		200	400	400	400	400	NCS	SEOC
9.	Build accommodation facilities and provide training and maintenance equipment for the NHATC at Teryet in Phase 2		10.00	12.00	15.00	16.00	20.00	NCS	SEOC
	Sub-total		666.78	4986.55	5554.27	2280.39	1822.31		
Strategic Intervention 5: Leverage public private partnerships and internal competitions for funding of sports programmes									

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
PIAP/ Vote Output 2.5.1	No. of international sports (eg. Marathons) events organized to boost tourism	-	2	2	3	3	3	NCS	AGS/T
Support Team Uganda to participate in major championships and boost tourism	No. of MOUs for Sports	10	15	15	15	15	15	NCS	AGS/T
	No. of National Teams supported to participate in qualifiers for major international Championships	23	25	28	32	33	35	NCS	AGS/T
	No. of international sports competitions participated in.	60	70	80	90	100	110	NCS	AGS/T
	No. of major international sports events and competitions hosted	150	165	180	195	210	225	NCS	AGS/T
	No. of individual athletes participating in major international championships	3,000	3,300	3,600	3,900	4,200	4,500	NCS	AGS/T
	No. of medals won by Ugandan athletes in the major international championships.	386	397	407	417	427	437	NCS	AGS/T
	No. of pre-tournament camps organized	5	6	8	10	2	16	NCS	AGS/T
	No. of National sports competitions organized	300	330	360	390	420	450	NCS	AGS/T
	No. of mandatory health tests undertaken on athletes	1,500	1,600	1,800	1,850	2,200	2,500	NCS	AGS/T
	No. of anti-doping tests undertaken on athletes.	600	600	800	1,000	1,200	1,400	NCS	AGS/T
	No. of regional talent/sports academies established		1	1	1	1	1	NCS	AGS/T
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Organizing international sports (eg. Marathons) events to boost tourism		0.4	0.4	1	1	1	NCS	AGS/T
2.	Identifying, engaging, and signing MoUs with prospective sponsors for sports		0.2	0.2	0	0.2	0.2	NCS	AGS/T
3.	Supporting National Teams to participate in qualifiers for major international Championships		4.0	6.0	8	10.00	12	NCS	AGS/T

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
4.	Supporting International sports competitions participated in.		12.0	14.0	16	12	20	NCS	AGS/T
5.	Hosting major international sports events and competitions		8.0	12.0	16	18	20	NCS	AGS/T
6.	Supporting Individual athletes to participate in major international championships,		12.0	14.0	16	12	20	NCS	AGS/T
7.	Rewarding and recognising for talented and excelling Athletes		5.0	5.0	5	5	9	NCS	AGS/T
8.	Organizing pre-tournament camps		2.0	4.0	6	7	9	NCS	AGS/T
9.	Organizing National sports competitions		5.0	8.0	12	13	14	NCS	AGS/T
10.	Undertaking mandatory health tests on athletes		5.0	6.0				NCS	AGS/T
11.	Undertaking anti-doping tests on athletes.		3.0	4.0	6	8	12	NCS	AGS/T
12.	Establish regional talent/ sports academies		0.2	0.2	0	0.2	0.2	NCS	AGST
Sub-total			56.8	73.8	86	86.4	117.4		
Program Name: Human Capital Development									
Programme Goal: A healthy, knowledgeable, skilled, ethical and productive population									
Vote Goal: To achieve enhanced talent development and professionalization in sports; Improved Sports Infrastructure and Funding Mechanisms; and Administrative, Planning and financial management services improved.									
Programme Objective 2: Produce a knowledgeable, skilled, and ethical labour force.									
Objective 3: Strengthen policy, legal, institutional coordination and regulatory frameworks for sports									
Vote Outcome 3.1: Administrative, Planning and financial management services strengthened	Percentage of budget received against originally approved budget	96	97	98	99	99	99	NCS	PA
	Percentage of accurate financial statements submitted to AGO for consolidation within the statutory timelines	86	87	88	90	92	98	NCS	PA
	Percentage of NCS results on target	52	60	65	70	75	80	NCS	S/P
	Level of alignment of NCS budget to the NDP priorities	65	85	89	95	97	99	NCS	S/P
	Percentage of funds absorbed against funds released	97	98	99	99	99	99	NCS	PA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
Strategic Intervention 6: Capacitate NCS to deliver on its mandate									
PIAP/ Vote output 3.1,1: NCS administrative services provided	Number of audit reports prepared and disseminated	4	4	4	4	4	4	-	SIA
	Number of contracts Committee meetings conducted		48	48	48	48	48	-	PO
	No of MOUs signed for Sports		1	1	1	1	1	-	GS
	Report on implementation status of Cabinet decisions/ directives and Sectoral public policies in NCS monitored and evaluated.	1	1	1	1	1	1	-	GS
	Policy briefs and position papers on topical sectoral public policy issues developed.	1	4	4	4	4	4	NCS	GS
	No. Of Sports Federations/ Associations provided leadership and management by NCS.	51	51	52	54	56	58	NCS	AGS/T
	Number of financial books of accounts prepared		48	48	48	48	48	NCS	PA
	Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget
1	Preparing and disseminating of audit reports.		-	-	-	-	-	-	SIA
2	Conducting contracts committee meetings		0.03	0.03	0.03	0.03	0.03	-	PO
3	Signing MOUs for Sports.		-	-	-	-	-	-	GS
4	Prepare annual report on status of implementation of the Programme Implementation Action Plan and the Development Plan		0.1	0.1	0.1	0.1	0.1	-	S/P
5	Prepare Policy briefs and position papers on topical sports public policy issues		0.1	0.1	0.1	0.1	0.1	-	GS
6	Provide Leadership and Management to NCS and Federations / Associations		2.0	2.0	2.0	2.0	2.0	-	GS
7	Preparing financial books of accounts.		-	-	-	-	-	-	PA

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
8	Administrative cost overhead offset		4.0	5.0	5.0	5.0	5.0		AGS-A
	Sub-total		6.23	7.23	7.23	7.23	7.23		
PIAP/ vote output: 3.1.2: NCS human resources and capacity strengthened	Number of approved posts filled	60	67	67	67	67	67		SHRO
	Number of months staff are paid salary by the 28th day of the month	12	12	12	12	12	12		SHRO
	Canine section maintained	1	1	1	1	1	1		SHRO
	Number of staff paid gratuity by end of the financial year	57	63	68	70	79	80		SHRO
	Number of months employees NSSF is remitted by the 28th day of the month	57	63	68	70	79	80		SHRO
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Recruiting NCS staff		0.02	0.03	0.04	0.04	0.06	-	SHRO
2.	Processing NCS staff salary by the 28th day of the month		0	0	0	0	0	-	SHRO
3.	Maintaining Canine section		0.01	0.02	0.03	0.04	0.05	-	SHRO
4.	Processing NCS staff gratuity.		0	0	0	0	0	-	SHRO
5.	Processing employees NSSF is remitted by the 28th day of the month		0	0	0	0	0	-	SHRO
	Sub-total		0.03	0.05	0.07	0.08	0.11		
PIAP/ Vote Output 3.1.3: Sports Management Information Systems Strengthened	ICT Strategy implementation Plan developed			1			1	-	ITO
	No. Of assorted ICT equipment procured for NCS.		30	0	60	0	60	-	ITO
	No. Of NCS NCS Statistical report prepared and submitted.		1	1	1	1	1	-	S/P
	Number of IT Equipment and LAN procured and installed in sports facilities		0	20	10	0	30	-	ITO
	Internet services Procured		1	1	1	1	1	-	ITO

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
	Number of NCS staff in data ware house security and management		10	10	10	10	10	NCS	ITO
	Number of staff trained in data management - analytics & use		5	5	5	5	5	NCS	ITO
	Number of Federations/ Associations submitting MIS reports.	51	51	51	51	51	51	NCS	ITO
	Online sports channel		0	1	0	0	0	NCS	ITO
	No. of software licenses installed		40	40	50	50	60	NCS	ITO
	No. of hits on NCS website		60,000	66,000	72,600	79,860	87,846	NCS	ITO
	No. of combined social media followers for all platforms		120,000	132,000	145,200	159,720	175,692	NCS	ITO
	No of e-newsletters and posters	1	1	1	1	1	1	NCS	ITO
	Number of District Councils submitting quarterly sports management information	135	135	135	135	135	1	NCS	ITO
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1.	Develop ICT Strategy implementation Plan		-	0.005	-	-	1.000	NCS	ITO
2.	Retooling of NCS with ICT equipment		0.010	-	0.020	-	0.020	NCS	PDU
3.	Prepare and submit NCS Statistical report		0.015	0.015	0.015	0.015	0.015	NCS	ITO
4.	Procure, install IT Equipment and LAN in sports facilities		-	0.050	0.050	-	0.050	NCS	ITO
5.	Procure internet services		0.003	0.003	0.003	0.003	0.003	NCS	ITO
6.	Capacity building of NCS staff in data ware house security and management		0.002	0.002	0.002	0.002	0.002	NCS	ITO
7.	Capacity building in data management - analytics & use		0.004	0.004	0.004	0.004	0.004	NCS	ITO
8.	Submitting MIS reports by National sports Federations/ Associations.		0	0	0	0	0	NCS	ITO
9.	Online sports channel.		0	0	0	0	0	NCS	ITO

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
10.	Installing software licenses		0.06	0.06	0.06	0.06	0.06	NCS	ITO
11.	hits on NCS website		0	0	0	0	0	NCS	ITO
12.	combined social media followers for all platforms		0	0	0	0	0	NCS	ITO
13.	e-newsletters and posters		0.01	0.02	0.03	0.04	0.05	NCS	ITO
14.	District Councils submitting quarterly sports management information		0	0	0	0	0	NCS	ITO
Sub-total			0.104	0.159	0.184	0.124	1.204		
Strategic Intervention 7: Undertake monitoring, evaluation, and reporting of progress for sports									
PIAP/ Vote output 3.2.1: Monitoring and Evaluation enhanced	Functional M&E framework and M& E digital system for NCS	-	1	1	1	1	1	NCS	S/P
	NCS Project Monitoring Reports prepared and disseminated	1	4	4	4	4	4	NCS	S/P
	Number of political monitoring and oversight reports on NCS activities prepared	2	4	4	4	4	4	NCS	S/P
	Number of statistics reports for NCS produced		4	4	4	4	4	NCS	S/P
	Number of joint monitoring visits reported		4	4	4	4	4	NCS	S/P
	Annual, midterm and end term Joint performance Reviews held	1	1	1	1	1	1	NCS	S/P
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1	Conduct quarterly, semi annual, annual, joint performance Monitoring and Reporting		0.02	0.02	0.02	0.03	0.04	NCS	S/P
2	Preparing and disseminating NCS Project Monitoring Reports		0.04	0.05	0.06	0.08	0.10	NCS	S/P
3	Preparing political monitoring and oversight reports on NCS activities		0.01	0.01	0.002	0.02	0.03	NCS	S/P
4	Preparing statistics reports for NCS		0.02	0.03	0.04	0.04	0.06	NCS	S/P
5	Conducting joint monitoring visits		0.01	0.01	0.02	0.02	0.02	NCS	S/P

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
6	Holding annual, midterm and end term Joint performance Reviews		0.01	0.01	0.02	0.02	0.02	NCS	S/P
Sub-total			0.11	0.13	0.162	0.21	0.27		
PIAP/ Vote Output 3.2.2: Planning and budgeting strengthened	Quarterly performance reviews at national & sub-national level held		4	4	4	4	4	NCS	S/P
	Annual joint reviews at national and sub- national level Organized and held		2	2	2	2	2	NCS	S/P
	National Council of Sports Strategic Plan developed		1					NCS	S/P
	Joint Annual Workplans & Budgets developed.		2	2	2	2	2	NCS	S/P
	Budget Framework Paper developed	1	1	1	1	1	1	NCS	S/P
	Ministerial Policy Statement developed	1	1	1	1	1	1	NCS	S/P
	Number of quarterly budget performance progress report prepared and submitted to MoFPED.	4	4	4	4	4	4	NCS	S/P
	Number of planning and review meetings conducted		4	4	4	4	4	NCS	S/P
MOU between NCS and strategic partners developed and guided		1	1	1	1	1	NCS	S/P	
Vote Activity No.	Activities		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off budget	Responsible Department or Unit
1	Hold quarterly performance reviews at national & sub-national level		0.08	0.01	0.01	0.01	0.02	NCS	S/P
2	Organize and hold annual joint reviews at national and sub-national level		0.01	0.01	0.02	0.02	0.02	NCS	S/P
3	Develop Institutional / Vote Strategic Plans		0.05					NCS	S/P
4	Develop Joint Annual Workplans & Budgets		0.01	0.01	0.01	0.01	0.06	NCS	S/P
5	Develop Budget Framework Papers		0.01	0.01	0.02	0.02	0.02	NCS	S/P
6	Develop Ministerial Policy Statements		0.01	0.01	0.02	0.02	0.02	NCS	S/P

Result	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Officer
7	Prepare Quarterly, Semi-annual and annual Budget Performance Reports		0.01	0.01	0.02	0.02	0.02	NCS	S/P
8	Conduct planning and review meetings		0.01	0.01	0.02	0.02	0.02	NCS	S/P
9	Guide and develop MOU between NCS and strategic partners		0.008	0.012	0.016	0.02	0.024	NCS	S/P
Subtotal			0.198	0.082	0.136	0.14	0.204		

Appendix C: Approved staff structure

Sn	Job Title	Salary Scale/ Grade	Approved / Establishment	Filled Positions	Vacant Positions
Office of the General Secretary /Council Secretariat					
1	General Secretary	NCS 1	1	1	0
2	Personal Secretary	NCS4	1	1	0
3	Driver	NCS 7	1	1	0
Sub total			3	3	0
Department of Human Resource Management and Administration					
1	Assistant General Secretary-Administration	NCS 2	1	1	0
2	Senior Administrative Officer	NCS3	1	1	0
3	Administrative Secretary	NCS 4	1	1	0
Sub total			3	3	0
Human Resource Management and Administration Division					
1	Senior Human Resource Officer	NCS 3	1	1	0
2	Human Resource Officer	NCS4	1	1	0
3	ICT Officer	NCS4	1	0	0
4	Records Officer	NCS 4	1	1	0
5	Assistant Records Officer	NCS5	1	1	0
6	Procurement Officer	NCS 4	1	1	0
7	Assistant Procurement Officer	NCS 5	1	1	0
Sub Total					
8	Assistant Inventory Management Officer	NCS 5	1	1	0
9	Front Desk Officer	NCS 4	1	1	0
10	Head of Security	NCS 6	1	1	0
11	Assistant Office Supervisor	NCS 6	1	1	0
12	Driver	NCS 7	2	1	1
13	Office Attendant	NCS 8	3	3	0
14	Foreman	NCS 9	1	1	0
15	Head Guard	NCS 10	1	1	0
16	Cleaner	NCS 11	10	10	0
17	Askari	NCS 11	10	10	0
18	Head Grounds Persons	NCS 11	1	1	0
19	Grounds Persons	NCS 11	4	4	0
Sub total			44	42	1

Sn	Job Title	Salary Scale/ Grade	Approved / Establishment	Filled Positions	Vacant Positions
Finance and Accounts Division					
1	Principal Accountant	NCS2	1	1	0
2	Senior Finance Officer	NZCS3	1	1	0
3	Senior Planner	NCS 3	1	1	0
4	Accountant	NCS 4	1	1	0
5	Senior Assistant Accountant	NCS 5	2	1	1
	Sub total		7	6	1
Internal Audit Division					
1	Senior Internal Auditor	NCS 3	1	1	0
2	Internal Auditor	NCS 4	1	1	0
	Sub total		2	2	0
Business and Investment Division					
1	Marketing Officer	NCS 4	1	1	0
2	Communications Officer	NCS 4	1	1	0
3	Corporate Sales Executive	NCS 4	3	3	0
	Sub total		5	5	0
Technical Services Department					
1	Assistant General Secretary/ Technical	NCS 2	1	0	1
2	Senior Legal Officer	NCS 3	1	1	0
3	Licensing Officer	NCS4	1	0	1
4	Senior Sports Officer	NCS3	1	1	0
5	Sports Officer	NCS4	4	4	0
6	Senior engineer	NCS3	1	0	1
7	Engineering Officer-Civil	NCS4	1	1	0
8	Engineering Officer Electrical	NCS4	1	0	1
9	Assistant Engineering Officer-Electrical	NCS5	1	0	1
10	Plumber	NCS5	1	0	1
	Sub total		12	7	5
	Grand Total		76	66	10

Appendix D: Sports Medals Won by Ugandan Athletes in different sports disciplines

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
FY 2020/21					
1	Athletics	Joshua Cheptegei	IAAF Diamond League, Monaco-France	5000M	Gold (WR)
		Joshua Cheptegei	NN World Record Day Celebration Run, Valencia Spain	10000M	Gold (WR)
		Jacob Kiplimo	IAAF Wanda Diamond League, Rome- Italy (3000M)	5000M	Gold
		Jacob Kiplimo	Golden Spike Meeting, Ostrava, Czech Republic	3000M	Gold
		Jacob Kiplimo	24th World Half Marathon, Gyndia - Poland	Half Marathon (21KM)	Gold
		Mens Team	24th World Half Marathon, Gyndia - Poland	Half Marathon (21KM)	Bronze
		Phillip Kiplimo	NBC Marathon and Half Marathon held on Saturday 21st November 2020 at Dodoma - Tanzania	Marathon (42KM - Men)	Gold
		Priscilla Chelengat	NBC Marathon and Half Marathon held on Saturday 21st November 2020 at Dodoma - Tanzania	Marathon (42KM - Women)	Silver
		Doreen Chemutai	NBC Marathon and Half Marathon held on Saturday 21st November 2020 at Dodoma - Tanzania	Half Marathon (21KM - Women)	Gold
		Winnie Nanyondo	Indoor Karlsruhe Meeting in Germany	1500M	Silver
Stephen Kissa	Airtel Delhi Marathon, New Delhi - India	Marathon	Bronze		
2	Football	U17 (CUBS) Football team	U17 CECAFA Zonal qualifiers – AFCON 2021.		Gold
		U20 (HIPPOS) Football Team	2021 TOTAL U 20 Central East Zone (CECAFA) AFCON qualifiers		Gold
		TOTAL			13
FY 2022/23					

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
1	Athletics		Uganda athletes at the Birmingham Commonwealth Games		3 Gold 2 Bronze
			the Oregon World Athletics Championships		1 Gold 2 Bronze
			Islamic Solidarity Games in Konya		2 Gold 4 Silver 3 Bronze
				World Under20 Athletics Championships in Cali, Colombia	
			2	Badminton	Team Uganda
Team Uganda	Uganda International Para Badminton Championships hosted at the Lugogo Indoor Stadium, Kampala				4 Silver 13 Bronze
	African Para-Badminton Championships at Lugogo Indoor Stadium.				5 Gold 8 Silver 18 Bronze
3	Swimming	15-year-old Para Swimmer, Husnah Kukundakwe	5th Islamic Solidarity Games, Konya 2022		2 Gold, 3 Silver and 1 Bronze)
4	Athletics	Abel Chebet	men's	10,000m	silver
		Janat Chemusto	Women's	5,000m	bronze
		Kirabo Namutebi	women's	50m (NR)	silver
5	University Sports	Makerere University	Championships 2023 at Johannesburg University, South Africa	3*3 FASU Basketball	Bronze
6	Table Tennis	National Table Tennis team (Ladies)	2023 Regional Senior Championship & Olympics Qualifier in Djibouti.		Silver
		National Table Tennis team (Men)	2023 Regional Senior Championship & Olympics Qualifier in Djibouti.		Bronze
		Uganda Table Tennis Clubs	Africa Table Tennis Club Championships in Nairobi, Kenya from 6th – 8th May 2023. (Kibuliss)		Silver
			Nakasero Primary School		Bronze
7	Tennis	Uganda's U12 Boys' team	East Africa Junior U-12 Tennis Championships in Kigali, Rwanda.		Gold

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
8	Weightlifting	David Niyoyita	2022 Africa Junior Weightlifting Championships in Casablanca, Morocco		3 Gold
9	Paralympics	Para Powerlifter Dennis Mbazira	2022 Africa Open Championships in Cairo, Egypt.		Bronze
		Husnah Kukundakwe	Para Swimming World Series in Italy.		2 bronze
		Oroma Peace T13	Women's 400m to qualify for Accra African Games and World Para Athletic Championships in Paris France.		Silver
			All Africa Games and World Para Athletic championship in Paris France.	1500 M	Bronze
		David Emong T46	World Para Athletics Championship in Paris and All Africa Games in Ghana.	800M	silver
10	Cycling	Chrles Kagimu	Elite Category of the 2022 Africa Individual Time Trials Road Race Championships in Ghana		Gold
		Lorot Lawrence	Individual Time Trials (Junior category)		Silver
		Team Ugnda			Bronze
		Total			94
FY 2023/24					
	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
1	Athletes	Team Uganda	19th World Athletics Championships, Budapest 2023		2 Gold
2	18 sports disciplines	Team Uganda	13th frican Games, Accra Ghana 2023		4 Gold, 6 Silver, 10 Bronze
3	Uganda Swimming	Gloria Muzito	13th frican Games, Accra Ghana 2023		Bronze
4	Uganda Badminton	Uganda Badminton team (Husnah Kobugabe)	13th frican Games, Accra Ghana 2023	women's Single	Silver
		Gladys Mbabazi & Husnah Kobugabe	13th frican Games, Accra Ghana 2023	Women's Double	Gold
		Fadillah Shamika	13th frican Games, Accra Ghana 2023	women's Single	Bronze

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
5	Weightlifting	Davis Niyotta	13th frican Games, Accra Ghana 2023	weightlifting competition in the snatch	2 Silver
			13th frican Games, Accra Ghana 2023		1 Bronze
6	Cycling	Charles Kagimu	14th frican Games, Accra Ghana 2023		Gold
7	Boxing	Uganda Bombers (Semuddu Muzamir, Murungi Kassim and Innocent Tumusiime)	15th frican Games, Accra Ghana 2023		3 Bronze
8	Athletics,	Halima Nakaayi	University of Ghana Sports Stadium	women's 800m	Silver
		Peruth Chemutai	Olympic championship	women's 3000m steeplechase	Silver
		Joyce Josephine	Olympic championship	women's Javelin Throw	Bronze (NR)
9	Football	Team Uganda (Under 20 men's Football competitions)	Olympic championship		Silver
		Team Uganda (Under 20 women's Football competitions)	Olympic championship		Bronze
		Uganda women's Under20 national football team	match at the Cape Coast		Bronze
10	Basketbal	The men's 3x3 basketball team			Bronze
11	Cricket			T20 competition	Bronze
12	Athletics,	Team Uganda (Jacob Kiplimo)	World Cross Country Championships,Belgrade 2024	Senior Men's 10Km	1 Gold
		Team Uganda (Joshua Cheptegei)	World Cross Country Championships,Belgrade 2025	Senior Men's team	Silver
		Senior women's team	World Cross Country Championships,Belgrade 2026	Senior Men's team	Bronze
		junior women's team	World Cross Country Championships,Belgrade 2027	Senior Men's team	Bronze
		junior men's team	World Cross Country Championships,Belgrade 2028	Senior Men's team	Bronze

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
			19th World Athletics Championships,Budapest 2023	Senior Men's team	2 Gold
		Team uganda	2024 CAA Africa Senior Athletics Championships in Duala, Cameroon	Senior Men's team	2 Gold and 4 Bronze
		Leonard Chemutai	2025 CAA Africa Senior Athletics Championships in Duala, Cameroon	men's 3000m Steeplechase	Gold
		Loice Chekwemoi	2026 CAA Africa Senior Athletics Championships in Duala, Cameroon	women's 3000m Steeplechase	Gold
		Tom Dradriga	2027 CAA Africa Senior Athletics Championships in Duala, Cameroon	(men's 800m),	Bronze
		Josephine Lalam	2028 CAA Africa Senior Athletics Championships in Duala, Cameroon	(women's Javelin throw)	Bronze
		Chebet Esther	2029 CAA Africa Senior Athletics Championships in Duala, Cameroon	(women's 1500m)	Bronze
		Chemutai Belinda	2030 CAA Africa Senior Athletics Championships in Duala, Cameroon	(women's 1500m).	Bonze
		Uganda Junior Team	2024 East and Central Africa Athletics Championships (EAAR) Under20 and Under18 in Zanzibar		7 Gold, 5 Silver and 2 Bronze
		Jacob Kiplimo	2025 East and Central Africa Athletics Championships (EAAR) Under20 and Under18 in Zanzibar	10km Valencia Ibercaja race	Gold (WR)
		Joshua Cheptegei	Laredo, Spain.	10,000km road race	Silver(WR)
		Halima Nakaayi	World Lead, in February 2024 in France	800m Metz Moselle Indoor Race	Gold
		Halimah Nakaayi	2024 USA Track & Field Los Angeles Grand Prix Los Angeles USA	women's 800m	Gold
		Joshua Cheptegei	2025 USA Track & Field Los Angeles Grand Prix Los Angeles USA		Bronze
		Solomon Mutai	2024 Ooredoo Doha Marathon in Qatar.		Gold
		Stephen Kissa	Osaka Japan.	Osaka Marathon	Silver

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
		Stephen Kissa	2024 Osaka Marathon in Osaka, Japan	5km	Silver
		Samuel Kibet	Oslo Half Marathon 2024 in Oslo, Norway.		Gold
		Joy Cheptoyek	women's 5km Festival of Running 2024 in Paris, France		Silver
		Belinda Chemutai	women's 5km Festival of Running 2024 in Paris, France		Bronze
		Maxwell Rotich	Prague Half Marathon 2024 in Czechia Republic.		Bronze
		Tarsis Orogot	Tom Jones Memorial in Gainesville 2024	men's 200m	Gold
		Tarsis Orogot	the SEC Championships in Gainesville in May 2024	men's 200m	Gold
		Esther Chebet	Roma 2024 European Athletics Championships Rome, Italy Rome	women's 5000m	Gold
		Samuel Cherop	Roma 2024 European Athletics Championships Rome, Italy Rome	men's 5000m	Gold
		Peruth Chemutai	2024 Prefontaine Classic of Wanda Diamond League, Hayward Field Eugen Oregon, USA	3000m SC	Gold (NR)
		Jacob Kiplimo	Wanda Diamond League Oslo League in May 2024.	5000m	Bronze
		Hosea Chemutai	2024 Meeting International Guadalajara in Espagne, Spain	Men's 3000m steeplechase	Gold
		Samuel Simba Cherop	2025 Meeting International Guadalajara in Espagne, Spain	Men's 3000m steeplechase	Silver
		Haron Adoli	2026 Meeting International Guadalajara in Espagne, Spain	men's 400m	Bronze
		Oscar Chelimo	Austria on Saturday 22nd June 2024.	track night Vienna	Gold
13	Badminton	Sarah Nazziwa	2024 in Cairo ,Egypt International Para badminton Championships		Bronze
		Ladies team (3-2)	All Africa Men's and Women's Team Championships in Egypt		Silver
		Team Uganda	Africa Para Badminton Championships 2023 in July at Lugogo Arena.		1 Gold, 7 Silver and 7 Bronze
		Uganda's Sarah Anzia (WS-WHI)	2024 Egypt Para Badminton International		Bronze

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
		Kobugabe/ Gladys Mbabazi	the Cameroon International in August 2023 in Cameroon	women's doubles	Silver
		Team Uganda	Benin International in September 2023;		1 Gold and 3 Bronze
		Team Uganda	Lugogo Arena	WS-SL3, WS-SL4, WS-WHI, WS-WHI, WD -SU5, WD SL3-, WD WHI-WH2, WHI-WH2 SU5	1 Silver and 7 Bronze
		Team Uganda	Kampala Badminton International 2023	Men's singles, men's doubles	2 Gold and 5 Bronze
		Team Uganda	Uganda International Series in October 2023		1 Gold, 1 Silver, and 3 Bronze
		Team Uganda	Uganda Junior International in 01/02/2024		1 Gold , 2 Silver , and 8 bronze
		Team Uganda	Zambia International in November 2023		Silver and 2 Bronze
		Team Uganda	Botswana International in November 2023;		3 Bronze
14	Body Building	Uganda's Yakub Bin Hassan	Mr. Physique Middle Weight Category at the 2024 Arnold Classic at the Greater Columbus Convention Center, USA.		Silver
15	Boxing	Uganda Bombers	IBA AFBC Elite Men and Women Boxing Championships in Yaoundé, Cameroon in July 2023		2 Silver and 5 Bronze
		Team Uganda	Mandela African Boxing Championships in Durban, South Africa in April 2024.		1 Silver and 2 Bronze
		Uganda's captain Joshua Tukamuhebwa	Africa Olympic Qualifier Boxing Championships (Road to Paris 2023) in Dakar		Bronze
16	Chess	Talia Atubet	2024 Africa Youth Chess Championships in South Africa.		bronze

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
17	Cycling	Uganda's Trinitah Namukasa	World Cycling Championships Tour de Femine in Burundi		Silver
		Aziz Ssempijja	Zanzibar International Festival Bicycle Tour in May 2024 in Zanzibar.		Gold
		Abraham Noor Lubega	Zanzibar International Festival Bicycle Tour in May 2024 in Zanzibar.		Bronze
18	Deaf Sports	Larry Feni	Special Olympics in Berlin, Germany	50m breaststroke and 25m Freestyle events at the 2023	2 Gold
19	Kabaddi	Team Uganda	Men's Kabaddi Africa Cup of Nations in Kasarani, Kenya in June 2024.	Men's	Silver
20	Paralympics	Sarah Nazziwa (WH1)	International Para Badminton Championships in Cairo, Egypt in January 2024		Bronze
		Nigo Mohamed	legendary category at the Para Powerlifting World Cup Egypt 2024 in Cairo		Silver
		Uganda Rugby Cranes 15s	2023 Victoria Cup held at Kampala		Gold
		Uganda Rugby Cranes 15s	2023 Elgon Cup in Kisumu.		Silver
21	Scrabble	Team Uganda Scrabble	13th African Games in Accra, Ghana.	Men's category	Gold
		Rihard Geri lifted	14th African Games in Accra, Ghana.		Silver
22	Skating	Team Uganda	East Africa Inter-Schools Skating Championships in Kakamega		6 Gold, 4 Silver and 1 Bronze
		Team Uganda	Open Speed Skating Championships in Kenya.	200m 200m and 500m events at the 2023 Eldoret	9 Gold
23	Swimming	Gloris Muzito	the XVI Africa Aquatics Championships 2024 in Luanda, Angola.		Gold
24	Table Tennis	Joseph Ssebatindira	Under11 and Under13 Boys Singles at the World Table Tennis Youth Championships in Qatar in January 2024		2 Gold

S/N	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
		Joseph Ssebatindira	the U-19 Boys 2023 World Table Tennis (WTT) Youth Contenders in Cairo, Egypt.		Gold
25	University Sports	Uganda's Seith Akampa	FISU World University Cross Country Championships in Oman in February 2024		Gold
		Yeko Dimas	31st FISU World University Games in Chengdu, China	the men's 10,000m finals	Gold
26	Weightlifting	Lydia Nakidde	African Senior Weightlifting Championships in Ismailia, Egypt in February 2024	Snatch 66kg,	Bronze
		Roy Mubiru	2024 Arnold Classic Sports Festival at the Greater Columbus Convection Centre in USA in March 2024		Gold
27	Zurkaneh	Uganda's Ivan Wong Senyondo	Wushu-Sanda Style at the Genocide Memorial Wushu Tournament in Kigali, Rwanda in June 2024.		Gold
		Total			211
			FY 2024/25		
S/n	Sport	Athlete/ Team	Championship / Tournament	Event	Result/ Achievement
1	Athletics	Team Uganda	All Africa Senior Badminton Championships	Badminton	3 Bronze
		Joshual Cheptegei	world and Olympic champion	10,000 m	1 Gold
		Peruth Chemutai	world and Olympic champion	Women's 3,000 m steeplechase	1 Silver
		Loice Chekwemoi	U20 World Athletics Championships	Women's 3,000 m steeplechase finals	1 Silver
2	Badminton	Team Uganda (Meble Namakoye and Oliva Nakajja)	Uganda International Badminton series	International Badminton series	2 Bronze
3	Boxing	Erina Namutebi	Africa Military Games Boxing Tournament	2nd Africa Military Games Boxing Tournament	8 medals (Four (4) Golds, Three (3) silvers and One (1) bronze)
		Total			24
		Grand total			342



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