



**NATIONAL LOTTERIES AND  
GAMING REGULATORY BOARD**

Responsible Gaming

**NATIONAL LOTTERIES AND GAMING  
REGULATORY BOARD**

# **STRATEGIC PLAN**

**2020/21- 2024/25**







## FOREWORD

The National Lotteries and Gaming Regulatory Board is entering four years (4) of operations as a regulator of the gaming sector. Significant progress was made in the implementation of the 2017/18-2019/20 Strategic Plan that saw the development of regulations and guidelines, institutional policies and procedures, ICT systems, business workflow processes and human resource capacity among others.

The NLGRB Strategic Plan covers the Financial Years (FYs 2020/21-2024/25) and orchestrates the Board's Vision, Mission, mandate and core values taking into account the policies, legislations and aspirations subsidized by the Board and other frameworks namely; Vision 2040, the NDP III, The

Lotteries and Gaming Act,(2016),The Lotteries and Gaming (Fees) Regulations, 2017, The Lotteries and Gaming (Licensing) Regulations, 2017, The Lotteries and Gaming,(Minimum Capital Requirements) Regulations, 2017. The Lotteries and Gaming (Betting) Regulations,2017. The Lotteries and Gaming (Gaming and Betting machines) Regulations,2017.

The Plan is aligned to the NDP III, aims to identify the key strategic issues and appraise the Board's strengths, weaknesses, Opportunities, and Threats that the Board will track over the given period as planned. The plan is therefore essential in guiding the Board in achieving its quest to administer its mandate through a well improved service delivery.

The plan ensures that the Board's vision 'A technologically driven and revenue generating gaming sector free from adverse effects', its mission of licensing, regulating, set standards, investigate and arbitrate complaints in lotteries, gaming, betting and casinos in Uganda and the core values of the Board that is Integrity; Professionalism; Confidentiality and Partnership are key attributes to achievement of the activities in the strategic plan.

The main goal for the Board during the 2020/21-2024/25 plan period is to reduce adverse effects from gaming, increase revenue generated by the gaming sector and drive technology adoption and adaptation in the sector.

The key results during the plan will be on time and quality service delivery; quality partnership and responsible gaming. The Board will strengthen partnership with key stakeholders and undertake joint initiatives with the partners, with a target of 80% of joint initiatives being carried out.

The preparation of this adhered to the intricate process involving all stakeholders there by encouraging a common understanding of the plan to intensify commitment to the Board's activities and its mandates.

I therefore take this opportunity to restate my dedication to proffering my full support to the successful implementation of this plan.



P.P. *Hon Matia Kasaija (MP)*

**Minister of Finance, Planning and  
Economic Development.**

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## ACRONYM

NLGRB	National Lotteries and Gaming Regulatory Board
NDP	National Development Plan
PESTEL	Political, Economic, Socio-cultural, Technology, Ecology and Legal Environment
PFMA	Public Finance Management Act
SWOC	Strength, Weaknesses, Opportunities and Threats





## STATEMENT FROM THE CHAIR OF THE BOARD

I am delighted to present to you the National Lotteries and Gaming Regulatory Board (NLGRB) Strategic Plan 2020/21 – 2024/25 which outlines the strategic vision and results that we have set forth in order to achieve our full potential and fulfil our mission to regulate the gaming sector.

The last year has been one of immense challenge with all of us being hit hard unexpectedly by the COVID-19 pandemic. Nevertheless, I am exceptionally proud of the work we have done over the last three years. We have become a more unified industry with particular efforts made in aligning critical issues such as developing a sustainable legal framework aimed at streamlining gaming operations and the Board activities.

Our 2020/21-2024/25 Strategic Plan continues this momentum. It is aimed at strengthening our organisational capacity, business processes, financial stewardship and stakeholders interface to align the industry to pertinent issues like Responsible gaming.

The process of formulating this Strategic Plan has given us the opportunity to take stock of the past successes and failures. It is from these reflections that our vision and future goals have been developed. The challenges that lie ahead have been diagnosed, and the plan has outlined strategies that the Board will adopt, not only in response to changing needs but also as an active agent to drive social and economic changes.

This Strategic Plan was developed with three core themes in mind i.e. Service Excellence, Strategic Partnering and Compliance

With service excellence, the Board will endeavour to achieve on-time quality service delivery. On compliance, our desire is to achieve the result of responsible gaming. The Board will also focus on quality partnering as a result.

During the five years plan, the NLGRB will improve her infrastructure; increase uptake of technology and improve knowledge, skills and teamwork. The Board will also improve research and business processes in addition to increasing revenue and stakeholders satisfaction.

The 2020/21-2024/25 Strategic Plan attests to our commitment to achieving excellence through our core functions of Regulation, Compliance and Responsible Gaming.

We recognize the unprecedented pressures on businesses and some Operators have had to make tough choices to keep businesses open and stay afloat in recent months.

We will continue to ensure the Operators maintain high standards for a responsible and compliant gaming sector. We will collaborate with our key stakeholders in this noble cause.

We look forward to proactively address the new challenges that emerge over the five years and continue supporting this dynamic industry with a lot of passion and commitment.

We look forward to every Stakeholder's engagement and commitment to achieve the aspirations of this Plan.

Thank you

*Aloysius Mugasa Adyeri*

**CHAIRMAN- NATIONAL LOTTERIES  
AND GAMING REGULATORY BOARD**



## STATEMENT FROM THE AG. CEO

The Lotteries and Gaming Board Strategic Plan represents the concerted efforts of all our key stakeholders whose valuable input has been incorporated in this document. The Plan will be the Board's guide for the next five years as we aim at becoming a technologically driven and revenue generating gaming sector, free from adverse effects.

Looking at the past, we have noticed that the last few years have brought so much scrutiny onto the sector, its operations and contributions towards the wellbeing of Ugandans. We have witnessed increased interest in gaming from different stakeholders like the press, the youth and the public or community at large. This means that expectations are high. While the public is more attuned to issues around protection of minors and the

vulnerable, punters are concerned about fair play and safety of their investments. The gaming entities are concerned about revenue generation. This signifies the diversity of interests that stakeholders in the sector exhibit and gives a purview of the various aspects that had to be considered in the development of the 2020/21-2024/25 strategic plan.

As a regulator, we will continue to challenge ourselves, set standards and work towards achieving them through strengthening partnerships with key stakeholders, improving compliance and enhancing research, innovation and automation or uptake of technology in our regulation. We will harness the opportunities that arise in the gaming sector, while taking cognizant of the risks and challenges. One of the major

benefits that we have seen the sector contribute towards are employment and revenue to government. Over the years, the sector has employed a vast majority of Ugandans and to date, over 8000 Ugandans are employed by the sector. We have seen a rise in revenue generated from UGX 36bn in FY 2016/17 to UGX 50.6bn in 2019/20 and the trajectory continues to rise.

We believe that this plan will not only contribute towards responsible gaming but also increase revenue

collected from the gaming sector while at the same time delivering a high-quality consumer experience.

The last years have undoubtedly been turbulent for the industry. Nevertheless, considerable effort is being made in making gaming safer, fairer and compliant. As a regulator, we pledge to continue working with our different stakeholders because together we can achieve more.



*Mr Denis Mudene Ngabirano*

**AG. CHIEF EXECUTIVE OFFICER  
NATIONAL LOTTERIES AND GAMING  
REGULATORY BOARD**



## EXECUTIVE SUMMARY

This is the first comprehensive strategic plan for the National Lotteries and Gaming Board. The Plan sets the roadmap for the Board in the next five years (2020/21-2024/25). The statutory mandate of the Board as provided in the legal instruments includes: licensing casinos; licensing persons operating in a casino and any other employee of a casino; approving devices or equipment for lotteries, gaming, betting and casinos; designating and licensing premises for lotteries, gaming, betting and casinos; collection of lotteries, gaming, betting, and the casino tax from both the owners and the gamblers; approving games that may be made available for casinos lotteries, gaming, betting and casinos; approving and setting standards for the supply, installation or adaptation of gaming and betting software; protecting members of the public from adverse effects of gaming and betting including the promotion of transparency and accountability; implementing Government policy relating to lotteries, gaming, betting and casinos; promoting public awareness of the gaming and betting industry; receiving, investigating and arbitrating complaints relating to lotteries, gaming, betting and casinos and take appropriate action; and advising and making recommendations to the Minister on matters relating to lotteries, gaming, betting and casinos.

The plan covers the period 2020/21-2024/25. It presents the strategic direction that the NLGRB will take

in order to optimise performance in fulfilling its mandate. The Plan is anchored on twelve strategic objectives, which were determined based on the Balanced Scorecard methodology and in line with NLGRB's mandate.

An overarching objective of the plan is improving stakeholders' satisfaction. This will require reducing gaming harm, improving compliance, addressing key internal business processes and strengthening the existing organizational capacity. It will also require increasing technology uptake in order to cope with fast changing technologies being deployed by the operators.

The Strategic Plan has been developed considering challenges posed by COVID- 19 pandemic and takes cognizance of the strategic risks associated with the pandemic. It recognizes the migration to, and increased use of, online gaming platforms that intensifies the regulatory challenge for the Board.

The Plan builds on the achievements made during the previous years. The key thrust of the previous efforts focused on enhancing tax compliance, responsible gaming and public protection, sector standards and regulations (Central Monitoring System, online and local content regulations), Corporate Social Responsibility, communication and advocacy. These efforts aimed at strengthening supervision of gaming activities, protecting the public from

the negative effects of gaming, sensitizing the public about harmful effects of gaming, strengthening operating standards in the gaming sub-sector, enhancing effectiveness of gaming regulatory mechanisms and improving internal processes of the Board.

The plan was developed through a consultative process with the employees of the Board. Feedback from the punters and operators was taken into account based on the reports provided by NLGRB employees. Several workshops were held to analyse the current situation in the gaming sector in Uganda. Internal and external analysis included a critical examination of the strengths and weaknesses of NLGRB; the opportunities and challenges presented and posed by the external environment as well as the political, economic, social and demographic, technological, legal and governance context in which the Board operates. Global, regional and national trends in the industry were taken into account.

Stakeholder analysis was undertaken and a stakeholders influence-importance matrix developed. Stakeholders engagement strategies were derived from this analysis. The situation analysis also examined the achievements made by the Board since its inception in 2016, and the challenges the Board has faced.

Arising from the analysis, key strategic issues that included funding, compliance, technology and equipment, business processes, organisational capacity and stakeholders relations emerged.

These served as critical inputs in defining the Board's strategic direction.

Based on the processes above, Vision for the Board was established: 'A technologically driven and revenue generating gaming sector free from adverse effects'. The Mission of the Board is to license, regulate, set standards, investigate and arbitrate complaints in lotteries, gaming, betting and casinos in Uganda. The core values of the Board are Integrity; Professionalism; Confidentiality and Partnership.

This plan contributes to the private sector development programme under National Development Plan III (NDPIII). NDP III acknowledges private sector as the engine of growth, with more than 80% of employment being generated by the sector. NLGRB's plan supports the objectives of strengthening the enabling environment and enforcement standards and that of unlocking investments in strategic economic sectors. It acknowledges that the financial sector, in which the Board's work lies, is a strategic sector that spurs economic growth and employment creation. Another programme in the NDPIII that this plan contributes to is public sector transformation. The plan directly feeds into the objective of improving public sector response to the needs of the citizens and the private sector. Citizen needs are responded to through the employment opportunities generated by the gaming sector as well as the Board's compliance role on responsible gaming. A third NDP programme that the Board's plan

supports is community mobilization and mindset change. The relevant objective for the Board in this respect is empowering families, communities and citizens to embrace national values and actively participate in sustainable development. Additionally, the Board's plan contributes to several initiatives in the plan and indirectly contributes to the programmes on digital transformation as well as innovation, technology development and transfer. Overall, NLGRB plan contributes both directly and indirectly to five (05) programmes in NDPIII and more than fifteen (15) interventions.

The main goal for the Board during the 2020/21-2024/25 plan period is to reduce adverse effects from gaming, increase revenue generated by the gaming sector and drive technology adoption and adaptation in the sector. The key results during the plan will be on time and quality service delivery; quality partnership and responsible

gaming. The Board will strengthen partnership with key stakeholders and undertake joint initiatives with the partners, with a target of 80% of joint initiatives being carried out. Gaming harm will be reduced, with less than 10% of minors participating in gaming and not more than 20% of punters exhibiting gaming problems. The Board will also work to improve compliance in the sector, with a target of 90% of operators being compliant by the end of the plan period. The Board's internal business processes will also be improved, with 75% of these being optimized. Major business process automation interventions will be carried out. Uptake of technology will be increased, with 100% of operator systems being interfaced with National Central Electronic Monitoring System (NCEMS). Employees knowledge, skills and teamwork will be improved.

The Strategic Plan is estimated to cost UGX53.05 billion.

# CHAPTER *One*

## INTRODUCTION



## **1.0 Introduction**

The purpose of the Strategic Plan is to provide focus on the direction an organization will take in the foreseeable future. This plan provides the roadmap NLGRB will take in the next five years and identify the strategic results the Board will seek to achieve. The plan also brings clarity between the work of NLGRB, the National Development Plan (NDP III) and other policies. The plan will provide the basis for strategic performance reviews and lay the foundation for the desired change in the industry and within the NLGRB.

The Plan is anchored on twelve strategic objectives, which were determined based on the Balanced Scorecard methodology and in line with NLGRB's mandate. An overarching objective of the plan is improving stakeholders' satisfaction. This will require reducing gaming harm, improving compliance, addressing key internal business processes and strengthening the existing organizational capacity. It will also require increasing technology uptake in order to cope with fast changing technologies being deployed by the operators.

### **1.1 Background**

This section covers some background of the gaming industry. It proceeds to provide the legal and policy context of NLGRB, the mandate for the Board and its governance structure and concludes by stating the purpose of the strategic plan.

#### **1.1.1 The Gaming Industry**

The gaming industry allows consumers to wager money or something of value on an event with an uncertain outcome, with the main intent being to win money or material goods. The actors in the industry include game developers, technology platform providers, casinos, lotteries, online gambling, sports betting, and more. There are also other industries working in conjunction with the gambling industry, for example, hotels, and food and drink services. Globally, the gaming sector growth trajectory has been on an upward trend. This has been fueled by technological advancements. Playful and social uses of technology have become a fundamental part of contemporary culture.

The rise of digitization and the online gaming market, and the legalization of gambling in different areas has seen the industry grow fast in the recent year. The total value of the global sports betting market is difficult to estimate because of the lack of consistency in how it is regulated in different parts of the world. According to Statista, total gross gaming yield stood at US\$450 billion (in 2019) and betting makes up about 30 to 40 percent of the global gambling market, which also includes lotteries, casinos, poker and other gaming. Casinos on the other hand contribute up to 25% of the global gaming market share.

The growth in gaming has been fueled by the emergence of cloud gaming is driving the market; increasing array of games available and platforms on which

to engage in gaming, entry into the market of new startups that are developing games, and lockdown during the COVID-19 pandemic that increased time to be play games.

### **1.1.2 Gaming Operations in Uganda**

Gaming operations have been in existence in Uganda for over 50 years with lottery being the main gaming activity carried out in the 1960's when the first gaming laws were drafted.

The gaming industry was regulated by the National Lotteries Board (NLB) and guided by the National Lotteries Act of 1967, the Gaming and Pool Betting (Control and Taxation) Act of 1968, and an addendum of statutory guidelines introduced in 2012/13. However, due to the expansion of the gaming industry, with new games being introduced over time, and in light of technological advancements, many facets of the law relating to lottery and gaming became outdated.

Since the year 2000, the gaming industry in Uganda has experienced a rapid increase in activity, with various new modes and facilities being introduced. The growth of gaming has seen the industry diversify from the early forms of gaming like casino and lottery to new modes like sports betting, slot machines, bingo, pool betting, virtual games among other forms. This rapid increase is attributed to: i) the increase in internet access; ii) increased cable television industry; iii) increase in telecom platforms; iv) advertisement and signage; v) love for sports (both local and international); vi) huge premise of hope offered by betting and vii) increased payment platforms.

There are six (6) different forms of gaming in Uganda notably: lottery, casino, slot machines, general betting (Sports betting), bingo and pool betting.

## **1.2 Legal and Policy Context**

This section highlights the legal basis for the existence of NLGRB and laws that are related to the mandate of the Board. It also highlights some of the key policies and regulations on which NLGRB work is derived.

### **1.2.1 Legal Context**

The National Lotteries and Gaming Regulatory Board (NLGRB) was established under the Lotteries and Gaming Act No. 7 of 2016. The key legislations, policies and regulations that provide further statutory strength to the Board include: -

- The Ugandan Constitution 1995 as amended
- Public Finance Management (Amendment) Act 2015
- The Lotteries and Gaming Act, 2016 as amended
- Anti-Money Laundering Act 2013

- The Uganda Revenue Authority Act, Cap. 196 vol. 8 Laws of Uganda.
- The Computer Misuse Act, 2011
- The Electronic Transfer Act, 2011
- National Development Plan II (NDPII)
- The Lotteries and Gaming (Betting) Regulations, 2017
- The Lotteries and Gaming (Gaming and Betting Machines) Regulations, 2017
- The Lotteries and Gaming (Fees) Regulations, 2017
- The Lotteries and Gaming (Licensing) Regulations, 2017
- Tax Policies

### **1.2.2 Policy Context**

Gambling policies have been evolving around the world. However, policy and regulatory regimes and frameworks vary significantly from one country to another. There are no global policies that specifically target the gaming industry.

That notwithstanding, many gaming regulators have developed gaming regulations and an increasing number of countries have developed anti-money laundering policies.

Gaming providers are motivated to adopt innovative strategies and develop new technologies to increase revenues and introduce new customers to their products and services. The rapid incorporation of new technologies presents a consistent challenge for gambling regulators who struggle to adapt to the changing landscape. This challenge produces a tension in scenarios in which governments are responsible for both the provision and control of gambling. This tension results in part various policy dilemmas such as the need for promotion of gaming versus education of players; addictive opportunities for misperceptions about gaming versus informed rational play and increased availability and access to gaming versus planned gaming participation. Competing goals of generating revenues by following market principles versus promoting public health by limiting the negative effects of gambling is also a dilemma for many regulators who are under pressure to meet their revenue targets.

Regulators and industry providers are aware of the problem posed by gambling and their duty to minimize potential harm to consumers. Both gambling opportunities and responsible gambling provisions are premised on the ideal of customers as rational self-interested economic actors. Policy interventions consider problem gambling (i.e. continued participation despite experiencing significant harms, a clear contradiction of rational self-interested action). Problem gambling is partly addressed by labelling problem gambling as a medical issue.

The medicalization of problem gambling informs responsible gambling policies and strategies that focus on the detection and treatment of problem gambling.

The domestic revenue mobilization policy, anti-money laundering policy and regulations, fiscal and monetary policy are, among other policies, the basis on which this plan rests.

### **1.3 NLGRB Overall Mandate**

The core functions of Board are regulating and supervising the establishment, management and operation of lotteries, gaming, betting and casinos in Uganda;

- a) licensing casinos;
- b) licensing persons operating in a casino and any other employee of a casino;
- c) approving devices or equipment for lotteries, gaming, betting and casinos;
- d) designating and licensing premises for lotteries, gaming, betting and casinos;
- e) collection of lotteries, gaming, betting, and the casino tax from both the owners and the gamblers;
- f) approving games that may be made available for casinos lotteries, gaming, betting and casinos; approving and setting standards for the supply, installation or adaptation of gaming and betting software;
- g) protecting members of the public from adverse effects of gaming and betting including the promotion of transparency and accountability;
- h) implementing Government policy relating to lotteries, gaming, betting and casinos; promoting public awareness of the gaming and betting industry;
- i) receiving, investigating and arbitrating complaints relating to lotteries, gaming, betting and casinos and take appropriate action; and
- j) Advising and making recommendations to the Minister on matters relating to lotteries, gaming, betting and casinos.

#### **1.3.1 NLGRB Governance and Organizational Structure**

The Lotteries and Gaming Act, 2016 provides for appointment of the Board members from both the public and private sectors. The Board provides strategic direction and guidance to NLGRB. The Board is composed of a representative of the Ministry responsible for finance appointed by the Permanent Secretary and a representative of the Ministry responsible for internal affairs appointed by the Permanent Secretary and three persons, not being public officers who

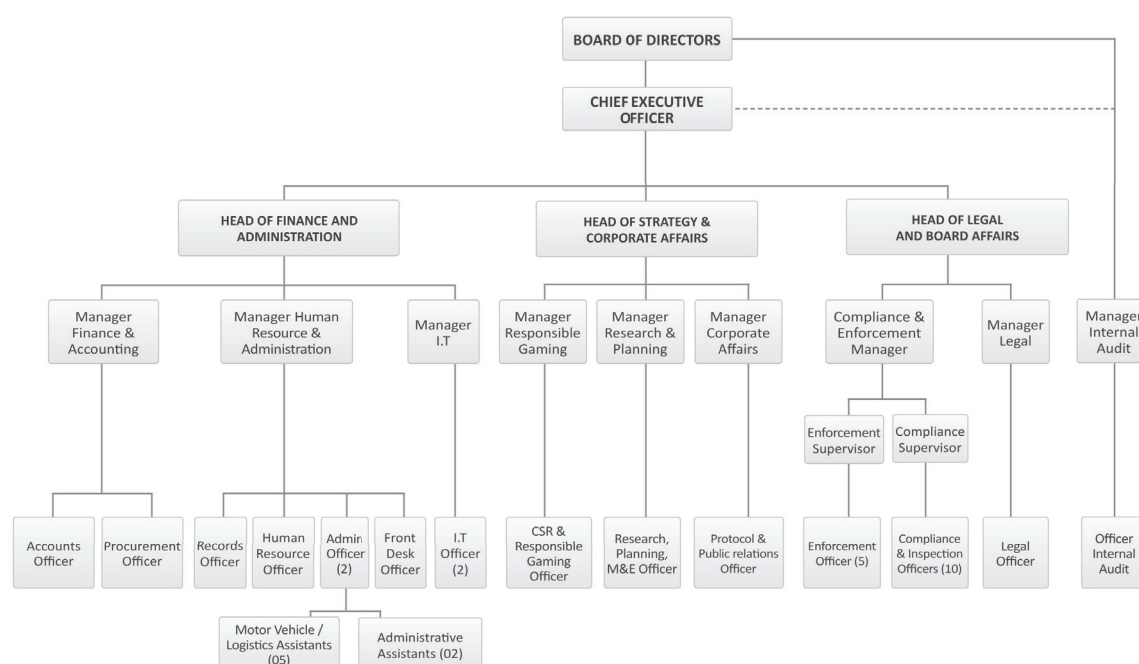
are knowledgeable and experienced in matters relating to the administration of casinos, gaming. The Board meets at least once every three months. The CEO is an ex-officio member of the Board.

The Chief Executive Officer is responsible for setting strategy and organizational direction; modelling and setting organizational goals; building, leading and guiding senior executive team; prioritising and allocating finances accordingly; and running NLGRB on a day-to-day basis as well as undertaking any other duties geared towards the positive steering of the Board. The Head of Legal and Board Affairs serves as the Board Secretary.

### 1.3.2 Organizational Structure

The Board comprises of three departments: Legal and Board Affairs; Strategy and Corporate Affairs and Finance and Administration. The current organisational structure of the Board is presented below.

Figure 1 NLGRB Organisational structure



The Legal and Board Affairs directorate comprises of compliance and inspection; enforcement and legal divisions. It is responsible for review and evaluation of applications made in line with the law; investigation of issues that require follow up; monitoring, reviewing and evaluating compliance of operations of sector to the law, as well as implementation of provisions of the law that seek to protect the

public and the vulnerable from the adverse effects of gaming. The directorate is also responsible for undertaking enforcements against illegality and non-compliance with the law, regulations and Board directives and coordination and recording of Board meeting proceedings and handling of legal matters by or against the Board.

The Strategy and Corporate affairs directorate is in charge of coordinating the Board's strategic planning and implementation, strategy implementation reviews, coordinating preparation of annual work plans in line with the strategic plan. It is also responsible for setting the Board research agenda in consultation with the Management team, planning and coordinating research, reviewing research findings, coordinating dissemination of research findings through policy briefs, workshops, and other media, and recommending policy and process improvement based on research findings. The directorate is also responsible for developing and implementing, monitoring and evaluating initiatives that promote responsible gaming and corporate social responsibility. The directorate is also in charge of public relations and corporate communications, aimed at promoting good public image for the Board. As such, the department is responsible for building and maintaining positive press and media relations, establishment of relevant international relations and sensitization of stakeholders.

The finance and Administration directorate is responsible for ensuring that the Board's finances are utilized effectively and that financial management systems, policies and processes are in line with international best practices. The directorate is also responsible for development, implementation and review of human capital management policies (including staffing, staff induction, performance appraisal, staff welfare, employee benefits management, employee records), asset management and maintenance, information technology (ICT) policy development, implementation and review, IT support to user directorates, units and individual employees and procurement. The Board assets management and records management also fall under this department.

The Internal Audit department is responsible for assurance aspects of governance, risk and internal control processes adopted by the Board are robust. The department is involved in the identification and prioritisation of risks, advising on remedial actions that should be taken to mitigate enterprise risks, auditing processes and systems that are in place and advising management and the Board on areas that should be improved as well as ensure compliance with Laws and Regulations.

#### **1.4 Purpose and Objectives of the Strategic Plan**

The purpose of the Strategic Plan is to provide focus on the direction NLGRB will take in the next five years and identify the strategic results the Board will seek to achieve. The plan also brings clarity between the work of NLGRB, the National

Development Plan (NDP III) and other policies. The plan will provide the basis for strategic performance reviews and lay the foundation for the desired change in the industry and within the NLGRB.

The Plan is anchored on twelve strategic objectives, which were determined based on the Balanced Scorecard methodology and in line with NLGRB's mandate. An overarching objective of the plan is improving stakeholders' satisfaction. This will require reducing gaming harm, improving compliance, addressing key internal business processes and strengthening the existing organizational capacity. It will also require increasing technology uptake in order to cope with fast changing technologies being deployed by the operators.

## **1.5 Strategic Plan Development Process**

This Strategic Plan was developed through a participatory and consultative process. The process involved a review of relevant Acts, Regulations that guide the work of NLGRB, National Development Plan (NDP III), and review of key relevant Government policy documents. This review provided an overarching link between the Strategic Plan, NLGRB's mandate and national level priorities to which NLGRB should align.

Part of the plan was developed at the height of COVID -19 pandemic. This occasioned several online meetings between the client and the facilitators of the Strategic Plan development process. Meetings were held with the counterpart team and the Board members. Additional on-site meetings with the counterpart team to further refine the plan were held.

Interviews with key stakeholders were also conducted. The process involved a review of the past performance of NLGRB in terms of its achievements and constraints in order to address performance gaps and design new interventions. Analysis of NLGRB's internal (strengths and weaknesses) and external (opportunities and challenges) as well as analysis of the political, economic, social-demographic, technological, legal and legislative environment was conducted. Further, stakeholder analysis was done with a view to identifying the needs and expectations of the stakeholders and designing stakeholder engagement strategies. Organizational risk analysis was also undertaken.

A process-oriented approach was adopted to ensure buy-in. The Strategic Plan was developed using the Balanced Scorecard approach.

### **1.5.1 Alignment to Vision 2040, NDP III, AU Agenda 2063 and SDGs and other Blueprints**

Strategic Planning requires that institutional plans be aligned to global, regional and national development plans and policies. To this end, NDP III, Uganda's Vision 2040, African Union (AU) Agenda 2063, East African Community (EAC) Vision 2050 and Sustainable Development Goals (SDGs) and sectoral plans and policies have been considered.

### **1.5.2 Alignment to Uganda Vision 2040**

Uganda's Vision 2040 acknowledges the need for ICT and ICT Enabled Services (ITES) as well as Science, Technology, Engineering and Innovation (STEI). The Vision fronts that ITES has the potential to transform the economy, create jobs, accelerate economic growth and increase productivity. The Vision acknowledges that ICT provides an opportunity to improve national productivity by making Government and business enterprises more efficient, effective and globally. The Vision also articulates the need to bridge the gap between industry and the academia, and commercialization of research and development.

On STEI, Vision 2040 articulates that Government ministries should budget and implement STEI joint initiatives between their R&D departments, academia and industry. The vision further fronts for the establishment of strategic R&D partnerships.

NLGRB's strategic plan resonates with these ambitions. The plan places significant importance to R&D and indeed has strategic partnering as one of its pillars. The case for establishment of R&D partnerships is addressed in the plan. The use of ICT is central to the roadmap set out in the plan, and as articulated in the vision for the Board, the gaming industry will be technologically driven. The establishment of the national central electronic monitoring system is envisaged during the plan period. This will boost compliance, efficiency and productivity.

The Uganda Vision 2040 identifies Science, Technology Engineering and Innovation (STEI) among the key fundamentals required to achieve the Vision aspirations. Increased investments in R&D are a key pillar to stimulating science, technology uptake and innovation.

### **1.5.3 Alignment to The National Development Plan III (NDP III)**

NDP III has several programmes including, but not limited to private sector development; community mobilisation and mindset change; public sector transformation and; innovation, technology development and transfer.

Under the private sector development programme, the plan acknowledges that private sector potential has not been fully tapped; and a number of constraints exist including high costs of doing business, limited innovation uptake and weak government support environment. There has also been a low level of technology uptake, low enforcement of standards and inefficiencies in the legal frameworks. Towards this end, NDPIII aims at strengthening the enabling environment and enforcement standards as well as strengthening the role of government in unlocking investment in strategic economic sectors. The work NLGRB plan has been formulated with these overarching objectives in mind. Under this programme, the interventions of i) strengthening research innovation capacity in support of private and public investment; ii) rationalising and harmonising standards and iii) improving data availability on the private sector are indeed objectives that resonate with the Board's five-year strategic direction.

The programme on community mobilisation and mindset change entails an objective that aims at empowering families, communities, citizens to embrace national values and actively participate in sustainable development. NDP III notes that there is need to rally citizens around a common goal and value system to instil values such as; patriotism, work ethics, integrity, positive attitudes and mind-sets, national identity, and positive cultural practices as the basis for participatory civic awareness and engagement. Citizen engagement in development is weak, and the level of dependency high. Addiction to gaming activities contributes to these aspects in the community. It is for this reason that responsible gaming, that is, promotion of gaming that is free from adverse effects remains a primary mandate for the Board. In this regard, the Board's strategic plan will contribute to the following interventions under this programme: i) reduction of negative social norms occasioned by gaming; ii) implementation of civic education programmes on both positive and negative effects of gaming and; improving ethical standards in the gaming sector.

Under the public sector transformation programme, NDP III pronounces itself to improve public sector response to the needs of citizens and the private sector. The Government in this respect aims at increasing attractiveness of Uganda as an investment destination; increasing transparency and eliminating corruption as well as enforcing compliance with rules and regulations. In order to support these interventions, NLGRB will grow the number of operators during the plan from the current 44 (as at 2020 calendar year). The Board had also issued 73 will also focus on enforcing compliance and reduce illegal operators in the sector.

On innovation, technology development and transfer, the gaming sector is characterised by multiple technology platforms. The technology is also dynamic, with rapid changes. LGRB will strengthen her R&D capacity, forge partnerships with academia and research institutions and promote collaborations across the gaming sector stakeholder's ecosystem.

The Board's strategy is in line with the Fiscal Strategy which aims at maintaining macroeconomic stability and supports inclusive job-rich growth, while preserving debt sustainability. This strategy aims to tighten the regulatory regime and increase compliance so that tax avoidance and weak capacity in revenue collection is minimized.

This is important to the Board since there are a number of illegal gaming operators and lack of full disclosure of revenues collected by operators and punters.

#### **1.5.4 Alignment with African Union Agenda 2063**

Aspiration two of the AU Agenda 2063 is on integration of the African continent. This aspiration notes importance of a well-developed ICT and digital economy. The use of technology, research and development in the integration and intra-African trade is acknowledged. For the NLGRB, an integrated gaming sector

which can be monitored through a National Central Electronic Monitoring System (NCEMS) is envisaged.

Aspiration three on good governance, democracy, respect for human rights, justice and the rule of law articulates the need for rules and merit-based public institutions that deliver effective and efficient services. The Board's compliance and enforcement role will be based on the rule of law. Improved compliance in the gaming sector is one of the aspirations of the Board's plan.

#### **1.5.5 Alignment with Sustainable Development Goals (SDGs)**

Three SDGs resonate with this Plan: SDG 8 on sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; SDG 9 on industry, innovation and infrastructure and; SDG 17 on strengthening the means of implementation and revitalize the global partnership for sustainable development.

SDG 8 articulates the need for a safe and secure work environment. As part of the compliance requirements, the Board ensures that the operators work in environments that are safe both for their employees and the punters. NLGRB's strategic plan also contributes to these goals by contributing to employment creation under SDG 8. This goal focuses on technological upgrading and innovation as well as employment creation. The gaming sector creates employment opportunities for small and medium enterprises and the citizens of Uganda. The sector employs a lot of youth. Under SDG 9, the plan supports technology uptake, research and innovation. The goal champions a cause for enhancing ICT access and increasing the number of R&D workers. This is consistent with the Board's plan by strengthening IT adoption in the gaming sector and consolidating the gains in R&D department.

SDG 17 (target 17.6) emphasizes the importance of technology transfer and adoption as well as promotion of science and innovation by promoting North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation, and enhance knowledge sharing. This SDG also addresses itself to the need to improve domestic capacity for tax and revenue collection. It also focuses on improving the availability, quality, timeliness and reliability of data. Through the enhanced M&E function at the Board, data will become more readily available. Strengthening the R&D capacity will also improve the quality of the data that is available in the sector.

#### **1.5.6 Alignment with East African Community Vision 2050**

The East African Vision 2050 articulates that STI is one of the key drivers of economic growth and sustainable development. EAC Vision 2050 acknowledges the importance of Science, Technology and Innovation; the need for market led research as well the need for good governance (which entails, *inter alia*, rule of law) and dealing with money laundering. The Board's strategic plan is in line with these pronouncements.

EAC Vision 2050 proposes ICT investment programs which focus on consolidating connectivity between regional and national backbones and leveraging private investment; integrating ICT in the delivery of public services and in sector projects; leveraging ICT innovation applications for transformation of public services and economic competitiveness as well as knowledge management and sharing. The vision further fronts for investments in research and innovative technologies aimed at increasing the region's competitiveness.

The EAC Vision 2050 advocates for joint collaborations that promote ICT policy enhancement and implementation, ICT mainstreaming, and use of ICT for peer learning, knowledge sharing and managing knowledge towards achieving the regional knowledge economy and cites internet as having the potential to transform various sectors and unlock potential to have ICT enables businesses increase the contribution to Africa's GDP by as much as US\$ 300 billion a year (McKinsey, 2014).

The vision raises the issues of illicit financing, illicit drugs and money laundering and states that these must be systematically and jointly addressed during the period of Vision 2050. Observance of and compliance with international and domestic laws, including those governing illicit trade. The Board's strategic road map acknowledges the importance of ICT. LGRB will play an important role in their compliance and enforcement role to ensure that operators in the gaming industry do not participate in the money laundering or illicit trade.

#### **1.5.8 Alignment with Ministry of Finance Planning and Economic Development (MOFPED) Strategic Plan and the Domestic Revenue Mobilization Strategy (DRMS)**

One of the Ministry of Finance and Economic Planning strategic goal is to increase revenue. Specifically, objective 33 aims to increase domestic revenue by 0.5% of GDP per annum. NLGRB will support this by strengthening compliance among the operators, leading to increased revenue. Enhanced compliance will bring in more operators into the tax and non-tax revenue regime.

The DRMS recognizes the need to support compliance and enhance revenues through sharper focus on registration, improved taxpayer services and education. The strategy advances the need to undertake research to understand the informal businesses and bring unregistered and operators within the Ugandan tax system.

## 1.6 Structure of the Plan

This Strategic Plan has nine chapters, in line with the requirements of the National Planning Authority strategic planning guidelines.

**Chapter 1** is Introduction. This chapter covers the alignment of the NLGRB strategic plan to the National Development Plan III, Uganda's Vision 2040, African Union Agenda 2063, The East African Community Vision 2050, Sustainable Development Goals, The Ministry of Finance, Planning and Economic Development Strategic Plan and the Domestic Revenue Mobilization Strategy. The chapter also provides the background to the Gaming Industry and gaming operations in Uganda, the legal and policy context in which the industry is rooted as well as the Lotteries and Gaming Regulatory Board mandate, governance, organizational structure and the purpose of the strategic plan. It concludes with the strategic plan development process.

**Chapter 2** presents the situation analysis. The chapter starts with a review of the previous workplan, distilling the key achievements made and challenges faced between 2017/18 to 2019/20 period. Lessons learnt are then synthesized. A summary of the revenue generated and funds received from the exchequer is presented. Strategic analysis is done by examining the internal and external environment. The Strengths, Weaknesses, Opportunities and Challenges (SWOC) and the Political, Economic, Socio-demographic, Technological, Legal and Environmental (PESTLE) tools are used. This is followed by stakeholders analysis. At the end of the chapter, issues that emerge from this analysis are distilled and strategic issues that require attention in the 2020/21 - 2024/25 plan presented.

**Chapter 3** maps out the strategic direction for NLGRB. The chapter entails the vision, mission, and core values. The goal of NLGRB over the plan period is to increase revenue generation, reduce adverse effects from gaming and drive technology adoption and adaptation in the gaming sector. The key themes (strategic plan pillars), the Balanced Scorecard perspectives, strategic results, the strategy house, strategic objectives and the strategy map are also presented. The strategic initiatives and the corporate scorecard is then presented. The corporate scorecard incorporates the targets to be achieved over the five years period.

**Chapter 4** provides the project profiles. These are the initiatives or interventions that the Board will implement in order to realize the goals and objectives set in the plan are achieved. Eleven interventions that incorporate stakeholders engagement, responsible gaming, National Centralized Electronic Monitoring System (NCEMS), compliance improvement, budget and cost management, organisational review and restructuring, research and development, business process automation, infrastructure development, performance management as well as employee development and organizational culture change are presented in this chapter.

**Chapter 5** presents the strategic plan implementation arrangements. The plan will be implemented through the Balanced Scorecard approach. Strategic plan implementation matrix is presented in this chapter and a section on initiative owners as well as critical success factors for the implementation of the plan presented.

**Chapter 6** outlines the financing framework for the plan. The chapter details the resource envelope required for successful implementation of the plan and the main sources for financing. The assumptions behind this are presented and cost estimates for the strategic plan implementation captured. The chapter concludes with some brief discussions on financial sustainability.

**Chapter 7** deals with the risk management. In this chapter, risk identification, assessment, risk management plan, review and evaluation of risk management plan and major risks and risk reporting is discussed. The risk mitigation measures are also presented.

**Chapter 8** covers the monitoring and evaluation framework. The chapter discusses how the implementation of the strategic plan will be monitored. The M&E mechanisms that the Board will put in place are presented and how results will be reported.

**Chapter 9** is on Communication Strategy. This chapter summarises how communication on strategic plan implementation will be channelled, particularly with respect to communicating with external stakeholders. The modes and frequency of communication are presented.

# CHAPTER

# *Two*

## SITUATION ANALYSIS



## **2.0 Introduction**

This chapter provides the situational analysis of the NLGRB. The chapter begins by establishing the gaming sector in Uganda and the context in which it operates. It proceeds to review the achievements made by the Board during the 2017/18 -2019/20 plan period and the challenges faced during the same period. An internal and external environment analysis is then conducted using both SWOC and PESTLE and a stakeholders analysis is also done. Thereafter, emerging strategic issues are filtered from the situation analysis. Based on these, strategic themes and results are formulated towards the end of the chapter.

### **2.0.1 Gaming Operations in Uganda**

Gaming operations have been in existence in Uganda for over 50 years with lottery being the main gaming activity carried out in the 1960's when the first gaming laws were drafted.

The gaming industry was regulated by the National Lotteries Board (NLB) and guided by the National Lotteries Act of 1967, the Gaming and Pool Betting (Control and Taxation) Act of 1968, and an addendum of statutory guidelines introduced in 2012/13. However, due to the expansion of the gaming industry, with new games being introduced over time, and in light of technological advancements, many facets of the law relating to lottery and gaming became outdated.

Since the year 2000, the gaming industry in Uganda has experienced a rapid increase in activity, with various new modes and facilities being introduced. The growth of gaming has seen the industry diversify from the early forms of gaming like casino and lottery to new modes like sports betting, slot machines, bingo, pool betting, virtual games among other forms. This rapid increase is attributed to: i) the increase in internet access; ii) increased cable television industry; iii) increase in telecom platforms; iv) advertisement and signage; v) love for sports (both local and international); vi) huge premise of hope offered by betting and vii) increased payment platforms. There are six (6) different forms of gaming in Uganda notably: lottery, casino, slot machines, general betting (Sports betting), bingo and pool betting.

The sector generated UGX45 billion in tax revenue in 2018/19, and this grew to UGX50.6 billion by the year 2019/20.

The sector employs 8,959 Ugandans in areas such as cashiers, branch managers, accountants, marketing agents/sales agents, security guards, chefs for casinos, cleaners and administration staff. There are 5,998 employees in Kampala Metropolitan and 2,961 in upcountry. 57% of employees are females and 43% males.

## 2.0.2 Gaming Operators

There were 49 licensed operators by the end of 2020. The **table (1)** below shows how the changes in the number of operators over time.

No	Year	Number of operators
1	2016	41
2	2017	44
3	2018	54
4	2019	49
5	2020	49

## 2.0.3 Gaming Premises

A total of 1442 premises were approved and licensed by the Board 655 up country accounting for 45% and 787 in the Kampala Metropolitan Area (Kampala, Mukono and Wakiso Districts for 2019) accounting for 55%.

**Table 2 shows Gaming Premises**

1	Upcountry	666
2	KMP	817
3	Total	1483

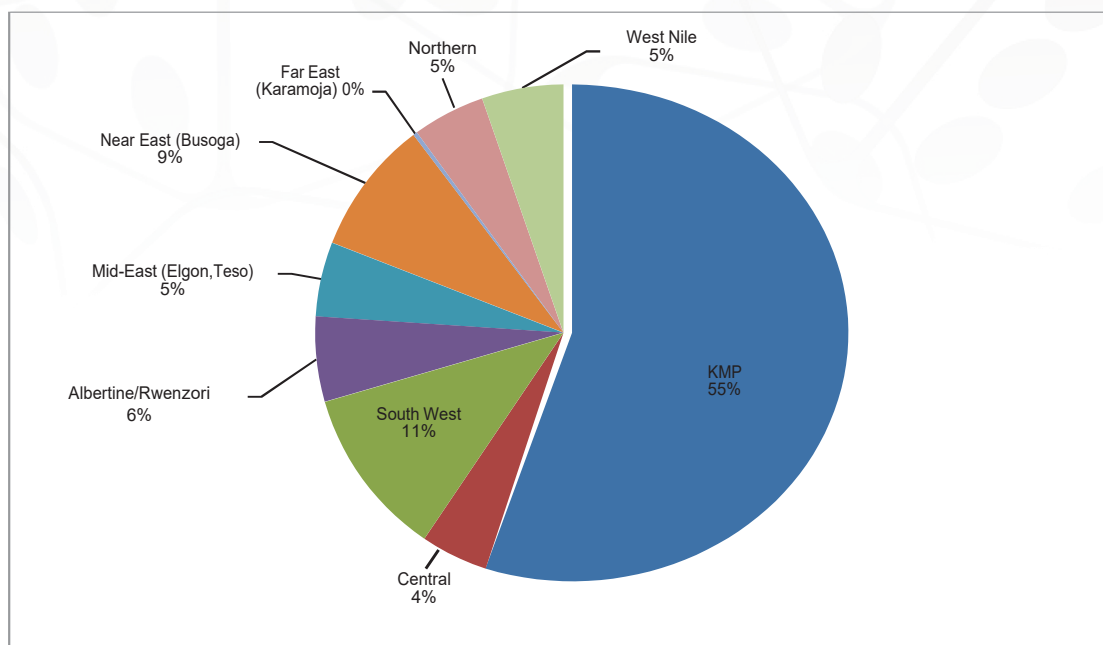
## Distribution of shops per region

**Table 3 shows the distribution of shops per region**

No	Region	Number of shops	%age
1	KMP	817	55%
2	Central	65	4.4%
3	South West	164	11%
4	Albertine/Rwenzori	82	5.5%
5	Mid-East (Elgon, Teso)	72	4.9%
6	Near East (Busoga)	130	8.8%
7	Far East (Karamoja)	4	0.3%
8	Northern	70	4.7%
9	West Nile	79	5.3%
	<b>Total</b>	<b>1483</b>	<b>100%</b>

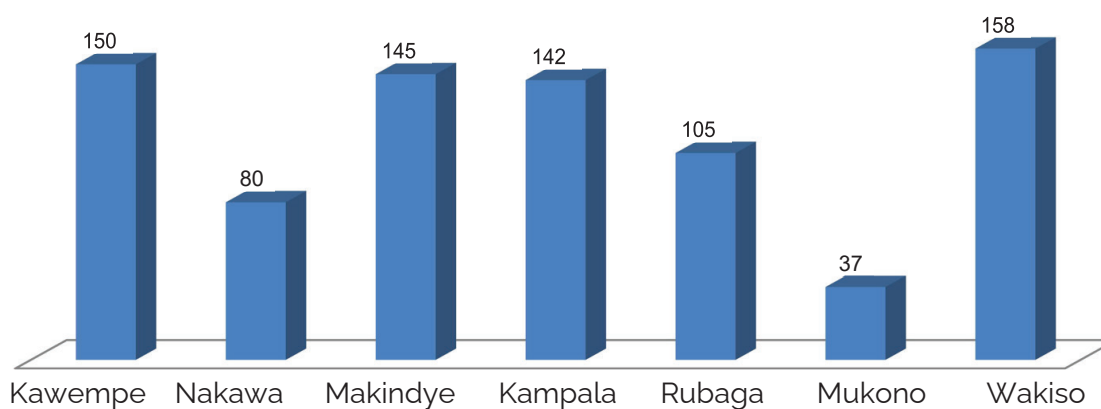
## Distribution of branches for operators in Kampala Metropolitan

Figure 2



## Number of Branches per Division

Figure 3



### 2.1 Performance during 2017/18-2019/20 Plan Period

NLGRB developed a work plan covering the period 2017/18-2019/20. In the sections below, a review of the achievements against the goals that the Board had set as well as the challenges faced and lessons learnt is provided.

The review of the past strategic plan period was carried out with the objective of informing the development of the strategic plan and involved a review of NLGRB's institutional capacity (financial resources, human resources development and management and functionality of monitoring and evaluation);

analysis of the key achievements and challenges/shortfalls experienced during the implementation of the plan and; distillation of key lessons learnt based on factors which led to the non- achievement of the goals and objectives.

### 2.1.0 Institutional Capacity

In this section, analysis of financial resources, human resources development and management and functionality of the M&E is presented.

### 2.1.1 Analysis of Financial Resources

During the three-year period under review, NLGRB collected UGX 141 billion against a target of UGX 153 billion, representing an out turn of 96%. Revenue grew from UGX 42Billion collected in the financial year 2017/2018, to UGX 51 billion collected in the financial year 2019/2020, representing 20% growth. This strong performance was achieved against the COVID-19 pandemic. The Board will continue to strive to grow government revenue. The table below shows the performance to target data on non-tax and tax revenue collection.

**Table 4 Revenue collection in UGX**

Year	2019/2020		
	Budget (UGX)	Actual (UGX)	Out-turn
Non Tax revenue	4,000,000,000.00	3,918,316,074.00	98%
Tax revenue	50,000,000,000.00	46,721,346,157.00	93%
<b>Total</b>	<b>54,000,000,000.00</b>	<b>50,639,662,231.00</b>	<b>94%</b>
Year	2018/2019		
	Budget (UGX)	Actual (UGX)	Out-turn
Non Tax revenue	2,500,000,000	2,273,650,000	91%
Tax revenue	50,000,000,000	45,572,987,320	91%
<b>Total</b>	<b>52,500,000,000.00</b>	<b>47,846,637,320.00</b>	<b>91%</b>
Year	2017/2018		
	Budget (UGX)	Actual (UGX)	Out-turn
Non Tax revenue	1,500,000,000	919,100,000	61%
Tax revenue	45,000,000,000	41,491,058,017	92%
<b>Total</b>	<b>46,500,000,000.00</b>	<b>42,410,158,017.00</b>	<b>91%</b>
<b>Total (3-year)</b>	<b>153,000,000,000.00</b>	<b>140,896,457,568.00</b>	<b>92%</b>

Table 5: Budget and Allocation over the 3 strategic plan (2017-2020)

Budget Components	FY 2017/18		FY 2018/19		FY 2019/20	
	Planned	Release	Planned	Release	Planned	Release
Recurrent (wage)	1,800,000,000	1,793,000,000	2,751,600,000	2,751,600,000	2,780,000,000	2,780,000,000
Recurrent (non-wage)	1,870,000,000	1,863,000,000	8,618,840,000	8,618,840,000	3,589,000,000	3,589,000,000
<b>Total Recurrent</b>	<b>3,670,000,000</b>	<b>3,656,000,000</b>	<b>11,370,000,000</b>	<b>9,248,672,486</b>	<b>6,369,000,000</b>	<b>6,369,000,000</b>
Development	0	0	0	0	0	0
External financing	0	0	0	0	0	0
Supplementary releases	0	0	0	0	0	0
<b>Total Budget</b>	<b>3,670,000,000</b>	<b>3,656,000,000</b>	<b>11,370,000,000</b>	<b>9,248,672,486</b>	<b>6,369,000,000</b>	<b>6,369,000,000</b>
Funding Gap (nominal)	0	0	0	0	0	0
Funding gap (%)	0	0	0	0	0	0
Share of Development to Total Budget	0	0	0	0	0	0

- Analysis on budget performance in relation to budget expenditure vis-à-vis releases and allocation.

**Table 6: budget performance in relation to budget expenditure vis-à-vis releases and allocation.**

	Approved Budget	Released	Spent	% Releases spent
<b>2017/18</b>	3,670,000,000	3,656,000,000	3,656,000,000	100
<b>2018/19</b>	11,370,000,000	11,370,000,000	9,248,672,486	84
<b>2019/20</b>	6,369,000,000	6,369,000,000	4,974,824,228	78
<b>Total</b>	21,409,000,000	21,395,000,000	17,879,496,714	83.5

Budget allocation from treasury increased from UGX 3.67 Billion in FY 2017/18 to UGX 11.37 Billion in FY 2018/19. This represented an increase of 170%. However, it reduced by 44% to UGX 6.37 Billion in FY 2019/20 financial year.

### 2.1.2 Budget Performance

The Budget absorption level was 100% in FY 2017/18, 84% in FY 2018/19 and 78% in FY 2019/20. The under absorption in 2018/19 was caused by staffing gaps while in 2019/20 it was caused by the COVID-19 lockdown where field activities could not be undertaken.

### 2.1.3 Analysis of Human Resources Development and Management

During the plan period, NLGRB established the core departments notably Finance and Administration, Strategy and Corporate Affairs and Legal and Board Affairs Departments. Directors to fill these positions were recruited. Several other positions were filled during the plan period. By the end of the plan, the Board had 56% of her staff compliment. 28 positions out of the 51 in the establishment were filled. However, critical areas such as Enforcement as well as Compliance and Enforcement suffered the highest staffing shortage as they only had 20% and 40% of the positions in the establishment filled respectively. Out of the 5 vacant positions in enforcement, only 1 had been filled, and only 4 out of 10 available positions had been filled in compliance and inspection. This shortage undermined the performance of the Board during the period under review.

Gaming Industry regulators need to be equipped with personnel having critical skills in, *inter alia*, legal aspects, IT skills, finance, research, M&E, HR and administration, procurement, audit (financial, forensic, investigative), fraud and money laundering detection and general management skills.

During the 2017/18-2019/20 period, the Board had staff in legal, IT, finance, audit, HR, procurement and M&E. The capacity existing in these areas requires further strengthening. This needs to be achieved by retooling the existing employees and increasing the workforce. Compliance and enforcement in particular will

require staff with sound knowledge of the law and enforcement entities in the country and how they work. The M&E function will require additional staff and further capacity enhancement. Overall, the institutional HR capacity will require more attention in the next plan period if the Board is to discharge its nation-wide mandate efficiently and effectively.

Staff were trained in several areas. A total of 10 employees benefitted from the training, representing 36% of staff. Gaming regulatory bodies invest in training their employees in areas such as regulation, cybercrime, information security, data protection, regulation policy, anti-money laundering as well as administration and managing the operators. However, a young regulator such as NLGRB would also require training in other areas such as project management (the entity will roll out a number of important initiatives in the coming plan period), public finance management and M&E to mention but a few.

NLGRB continued to enhance the institutional capacity by improving the Board's work processes and clarifying the business model with a view to becoming more data centric and results oriented. This is evident through the guidelines developed to guide the gaming sector, policies that the Board has developed and operational tools that are continuously being updated. It is envisaged that as the Board embarks on a new strategic road map, more tangible results that are in line with the statutory requirements will become even more evident.

#### **2.1.4 Functionality of Monitoring and Evaluation Function**

The Ministry of Finance, Planning and Economic Development (MOFPED) requires MDAs to report the progress on quarterly and annually basis. The reporting is informed by financial indicators including the budget absorption and implementation of planned activities.

Monitoring was done at various levels. At the The Board of Directors level, The NLGRB CEO reported the progress on the implementation of the strategic plan to the Board.

Within the Board's management circles, monitoring is done through weekly management meetings. During these meetings, Directors report on the progress of activities that were to be undertaken in their directorates. On daily basis, the directors are tasked to oversee the work of their employees and they approved the employees' workplans. At the employee level where each employee reported the progress made based on their performance agreements which were stipulated in their respective job descriptions and responsibilities assigned.

Managers, as the objective and initiative owners, were tasked to coordinate gathering of performance data on each of the objectives and initiatives respectively. Managers served as the implementation champions for the respective objectives and initiatives and were expected to make follow up with those tasked to execute activities related to the objectives.

Annual financial audits were conducted. There were also internal review meetings. These evaluations were aimed at assessing whether the implementation of planned activities were contributing to the NLGRB mandate. The evaluation was also assessed on the adequacy of resources being mobilized to implement the strategic plan and determine whether available resources are being utilized efficiently.

Quarterly strategy implementation meetings were held by the management team. Additionally, at the end of each financial year, a detailed strategy review meeting was conducted where annual achievement levels were discussed, and the strategy reviewed in the context of the changing operating environment. Based on these meetings, the targets for the subsequent year were established.

M&E indicators were not fully developed. This has been identified as a gap that will be addressed in the next planning horizon. Some of the indicators that were in use included budget absorption, timeliness in submission of progress reports, number of operators licensed, number of licenses issued, percentage of vacancies filled against the Board's workforce establishment and number of sensitization workshops held for responsible gaming. An automated M&E system has been lacking and has been identified as an area that will be addressed in the next planning horizon.

## **2.2 Key achievements and challenges of the work plan**

The 2017/18 -2019/20 work plan was based on two main strategic objectives:

- i) Strengthening supervision, regulation, management and operations of all gaming activities in Uganda; and
- ii) Strengthening the capacity of NLGRB to effectively and efficiently deliver its mandate.

During the period, the Board signed 10 MOUs with Financial Intelligence Authority (FIA), Kampala Capital City Authority, Uganda Revenue Authority and the Uganda National Bureau of Standards. The Board also signed MOUs with Kampala Central, Kawempe, Rubaga, Makindye and Nakawa Division and Entebbe and Jinja Municipality.

These MOUs focused on, *inter alia*, professional development of the parties to the MoU; sensitization of gaming and betting operators, and the general public on gaming and betting operations; cooperation and exchange of information regarding gaming and betting operations in the country; joint enforcement of the various laws regarding the gaming and betting operations and curbing illegal and barred operations in the Country; joint development of new policy on betting and gaming operations, as well as modification of existing ones; implementation of joint or closely related and respective mandates of each of the Parties; sharing of staff / attachments of authority staff/district staff to support

the Board activities in the Country and; establishment of gaming business in the respective authority/Municipality/staff/district.

Fifteen (15) stakeholders awareness forums were held. These were aimed at enlightening the stakeholders on important aspects in the gaming sector including, responsible gaming, the contribution of gaming in employment creation and the role and mandate of the Board.

**During the same period, 44 operators were licensed and 73 licenses issued. 5 inspection visits were conducted countrywide.**

A number of challenges were faced during the implementation of the work plan. The establishment had inadequate workforce. This limited the number of activities that could successfully be executed. The Board is also relatively young, having been established in 2016. The Chief Executive Officer who was in office also exited the Board. This, coupled with delays in getting all the Board members in office within time, slowed down the progress that could have been made. The Board also remained under a vote head in the Ministry of Finance. Financial resources allocated for the work the Board needed to undertake were not sufficient.

With regard to the operators, adoption and adaptation of technology has been on steep rise. Fast changing technology that is in use by the operators has posed significant challenges for the Board to regulate the operators effectively. Poverty levels in the country have also contributed to more people getting addicted to gaming, with the hope that they can win on the bets they place. Controlling the high levels of addiction often requires partnerships with stakeholders including religious groups and health care personnel and local administration. This in turn requires more resources, which were limited.

The table below gives a summary of key achievements and challenges during the 2017/18-2019/20 period.

**Table 7: Review of the past draft Strategic plan**

Table: Review of the 2017/18-2019/20 Draft Strategic plan				
Strategic Objective (or Result)	KPI	Target	Achievement(s)	Major Challenges
Strengthen the capacity of LGRB to effectively and efficiently deliver its mandate	Implementing a Central Monitoring System	System procured and implementation commenced by 2019/2020	Procurement completed and contract signed Initial implementation process affected by budgetary constraints	Budget constraints Disruption of operations by COVID-19 Increasing use of technology by operators
	Equitable allocation of funds to the different departments for program implementation	Operationalize all departments by end of 2018/2019	9 departments operationalized supporting the board work flow and processes	
	Proper planning, management and mandatory reports for the different Board activities carried out	Submission of departmental quarterly reports	12 Reports from operational departments submitted Mandatory reports produced as per the PFM Act	

Introduce and maintain proper internal mechanisms	Development and maintenance of positive public, stakeholder and international relations	Sign MoUs with partner stakeholders Sensitise stakeholders on existence of the Board and legal framework Develop and Implement a Responsible Gaming program Undertake research on the status of the gaming sector	10 MOUs signed with key stakeholders 15 key stakeholders sensitization sessions held 1 Responsible Gaming program drafted awaiting approval and implementation Research undertaken on the situation analysis of the gaming sector and effects of the COVID-19 pandemic to the same	
	Recruiting qualified and experienced personnel	Recruit all staff as per the structure by 2019/2020	28 Staff recruited Recruitment process on-going to fill the remaining posts	
	Developing high employee performance culture through performance management	Continuous training of all employees	10 Staff training carried out in a number of areas	
	Establishing and maintaining a sound employee health and safety framework during working hours	Procure medical insurance and work man's compensation	Insurance packages procured	

To strengthen the supervision, regulation, management and operations of all gaming activities in Uganda	Setting up and maintaining an up to date internal ICT infrastructure	Recruit an IT Manager Set up a server room Procure the compliance and enforcement system by 2018/2019	IT Manager recruited A server room established The compliance and enforcement system will be procured in the planning period.	
	Improving record keeping and management	Set up a records management system	Records Management System established Document scanner procured to support the records system	
	a) License all gaming operators, premises and key employees	License all eligible gaming operators who have applied for the different facilities.	44 Gaming operators licensed 73 Licenses issued	

	b) Set up a comprehensive framework for regular inspection and monitoring of operators	Recruit and set up a compliance and inspection team to inspect and monitor gaming operations Set up guidelines to monitor and inspect gaming operations	5 Regular inspection exercises conducted every quarter 24 Enforcement exercises conducted against illegal and non-compliant operators	
	c) Enforce strict adherence to sector rules and regulations	Enforcement against illegal and non-compliant operations	Over 533 illegal gaming equipment confiscated from illegal operators Stern actions including closing premises for illegal operators carried out	
	d) Work with the Financial Intelligence Authority (FIA) to curb money laundering	Report shared on money laundering cases in the sector	MOU signed with FIA Regular meetings attended and information shared with FIA	

## 2.3 Stakeholder analysis

NLGRB stakeholders were analyzed and clustered in several categories after taking into account their type of correlation and interaction with the NLGRB.

NLGRB has very powerful and influential stakeholders. Most stakeholders exhibit very high interest in their work (see the table below). This means the NLGRB will continue to engage the stakeholders and capitalize on their contributions. NLGRB will draw up its strategy in a way that aims at maintaining good stakeholder relations while at the same time maintaining their independence. We have produced a stakeholder map that summarizes the various relationships. All stakeholders on quadrant for top priority need continuous engagement, as well as those in secondary priority. The stakeholders on the low priority are equally important. NLGRB will continue to engage them on a need basis. A summary of the stakeholders matrix and heatmap is presented below. It presents the findings of the stakeholders' analysis shown as annex 1.

From the stakeholder analysis, NLGRB will endeavour to develop good working relationships with high influence and high interest stakeholders. The stakeholders with high influence and low interest/impact should be kept satisfied while those with low influence and high interest/impact will be kept informed and managed carefully. The Stakeholder analysis above shows that NLGRB have stakeholders with very high net impact.

**Table 8: Stakeholder Analysis**

S/no	Stakeholder	Needs/Expectations	Influence	Importance	Net Impact	Options/ Way forward
1	Staff members	<ul style="list-style-type: none"> <li>• Proper corporate governance</li> <li>• Adequate and timely communication</li> <li>• Health and Safety</li> <li>• Proper remuneration and Job</li> <li>• Career growth and development security</li> <li>• Job satisfaction accessing all staff benefits as stipulated in the HR Manual.</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Increase staff motivation through longer employment contracts, better pay and benefits</li> <li>• Continuous staff engagement</li> <li>• Provide necessary staff training</li> </ul>
2	The Board of Directors	<ul style="list-style-type: none"> <li>• Timely licensing Operator compliance</li> <li>• Collection of tax and non-tax revenues</li> <li>• Responsible gaming</li> <li>• Support from other stakeholders</li> <li>• Sufficient funding from government</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Excellent service delivery. Governance training.</li> <li>• Formation and operation of Board Committees.</li> </ul>

3	Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> <li>Accountability of funds received from government</li> <li>Propose new avenues of increasing revenue from the sector</li> <li>Approve proposals for amendment of laws</li> <li>Develop governing policies</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Timely accountability</li> <li>Develop proposed amendments</li> </ul>
4	Operators	<ul style="list-style-type: none"> <li>Licenses on time</li> <li>Elimination of illegalities from the sector</li> <li>Fairness in the implementations of the law</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Continued compliance to sector law, regulations rules, directives and guidelines</li> </ul>
5	Punters	<ul style="list-style-type: none"> <li>Protection against adverse effect of gaming</li> <li>Protection from exploitations by the gaming operators</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Responsible gaming</li> </ul>
6	The general public	<ul style="list-style-type: none"> <li>Sector compliance and sensitization.</li> </ul>	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> <li>Stakeholders engagements and</li> <li>Responsible gaming</li> </ul>
7	Uganda Revenue Authority	<ul style="list-style-type: none"> <li>Information sharing on tax related issues</li> </ul>	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> <li>Increased revenue collection from the sector</li> </ul>
8	Uganda Communication Commission	<ul style="list-style-type: none"> <li>Cooperation</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Continued cooperation and stakeholders engagements</li> </ul>
9	Local government	<ul style="list-style-type: none"> <li>Cooperation on information sharing and enforcement</li> </ul>	High	Moderate	Moderate	<ul style="list-style-type: none"> <li>Continued information sharing and stakeholders engagements</li> </ul>

10	Uganda Police	<ul style="list-style-type: none"> <li>• Reduce organised crime</li> <li>• Maximum security during enforcement operations</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Continued cooperation and timely payment</li> </ul>
11	National information Technology Authority -Uganda(NITA-U)	<ul style="list-style-type: none"> <li>• Provision of information technology services</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Continued cooperation</li> </ul>
12	Uganda National Bureau Standards (UNBS)	<ul style="list-style-type: none"> <li>• Approval of equipment standards</li> </ul>	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Continued approval of standards</li> </ul>
13	Uganda Registration Service Bureau (URSB)	<ul style="list-style-type: none"> <li>• Registration of companies and approval of company trade names</li> </ul>	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Continued information sharing and stakeholders engagements</li> </ul>
14	The media	<ul style="list-style-type: none"> <li>• Create awareness about responsible gaming</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Continued information sharing and stakeholders engagements</li> </ul>
15	Parliament of Uganda	<ul style="list-style-type: none"> <li>• Good governance and Accountability</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>• Sufficient accountability</li> </ul>
16	Testing laboratories	<ul style="list-style-type: none"> <li>• Testing and certification of gaming equipment and software</li> </ul>	Moderate	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Continued sharing of information</li> </ul>
17	Financial Intelligence Authority (FIA)	<ul style="list-style-type: none"> <li>• Cooperation on money laundering related issues</li> </ul>	Moderate	High	Moderate	<ul style="list-style-type: none"> <li>• Continued sharing of information</li> </ul>
18	KCCA	<ul style="list-style-type: none"> <li>• Joint operations</li> </ul>	Low	Low	Low	<ul style="list-style-type: none"> <li>• Continued information sharing and stakeholders engagements</li> </ul>

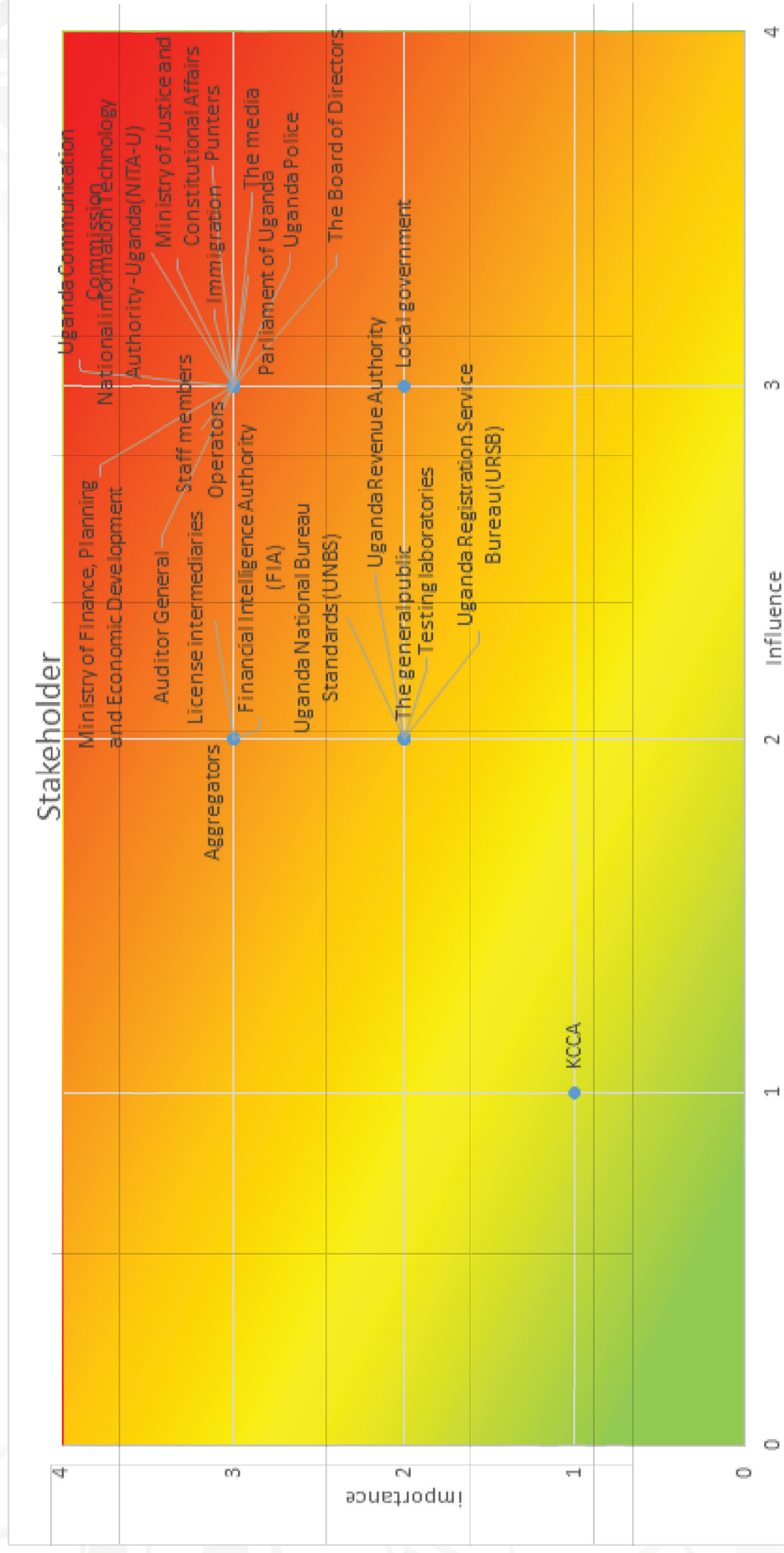


Figure 4 NLGRB Stakeholder heat map

## 2.4 Internal and External Analysis

Internal and external analysis was done using two approaches. Strengths, Weaknesses, Opportunities and Challenges (SWOC) and Political, Economic, Socio-demographic, Technological, Environment, Legal and Governance analysis.

### 2.4.1 SWOC Analysis

An analysis of Internal Strengths, Weaknesses, External Opportunities and Challenges (SWOC) was carried out.

The SWOC analysis is presented in the table below;

**Table 9 SWOC Analysis**

INTERNAL INFLUENCES	
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"><li>1. The existence of legal framework to streamline gaming operations and Board activities</li><li>2. Good working relations with other stakeholders for such as UNBS, URA, UCC etc.</li><li>3. Funding from government to perform the activities of the Board</li><li>4. Operational governance structures as stipulated in the law</li><li>5. The Board has recently been accorded vote status.</li><li>6. NLGRB is the only regulator of gaming in the country</li></ol>	<ol style="list-style-type: none"><li>1. Inadequate technological capacity to monitor all gaming activities in the country (online and land based now).</li><li>2. Limited number of staff to monitor gaming compared to the growing industry in the country.</li><li>3. Limited funding to the Board compared to the work we have to do.</li><li>4. Information flow from top management to officers on policies passed by the Board is limited and untimely.</li><li>5. Delays in accessing funds.</li><li>6. Lack of sufficient research that can assist in assessing the impact of gaming in the industry</li><li>7. Lack of policies that are backed up by evidence.</li><li>8. Lack of approved policies and procedures.</li><li>9. Inadequate staff skills, commitment and professionalism.</li></ol>

EXTERNAL INFLUENCES	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. The Gaming industry in Uganda is still upcoming which eases regulation, monitoring and molding into the preferred direction.</li> <li>2. Most of the current Operators in the industry are cooperative and willing to comply</li> <li>3. Willingness to partner with other research organizations to carry out studies pertaining gaming activities</li> <li>4. Established gaming regulators in the world from whom we can benchmark.</li> <li>5. Technology adoption in the sector is high, and centralized systems to monitor gaming activities are available and growing</li> <li>6. Developers are releasing new games at a higher frequency, pointing to a growing industry; and operators in Uganda have spread across many regions</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of support from some government officials (threats to ban the gaming industry on moral grounds)</li> <li>2. Poor attitude from the communities' especially religious leaders and Local Governments, which only look at the bad effects of gaming and not at the positives such as revenue, collected.</li> <li>3. The punters see gaming as a form of employment instead of a leisure activity which has led to several idlers spending their days nonproductively. This also fuels the negative attitude towards the gaming industry.</li> <li>4. The ever-changing technology in gaming poses a great challenge to the Board, as regulations established to monitor gaming in the country require to be regularly updated to be in tandem with the changing technology. New systems and equipment to monitor gaming activities e.g. online betting require to be in place</li> <li>5. Operator's failure to remit the stipulated withholding tax (WHT) on payouts.</li> <li>6. High risk of money laundering in the gaming sector.</li> <li>7. Lack of full disclosure on the part of the operators</li> </ol>

#### 2.4.2 Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Analysis.

The analysis considered variables at the three levels i.e., global, regional and national. The analysis using the PESTEL tool showed a fragile and an unpredictable business environment at all levels for the next five years of the plan implementation. The implication of this is that close monitoring on how each of these dimensions change over the plan period will be critical. The analysis is presented below.

## **PESTEL Analysis**

### **Political Analysis**

- a) Limited political support
- b) Negative perception of the sector by the general public
- c) Legislation takes a long time and some proposals are rejected e.g. reducing age restriction from 25 to 18
- d) Political interference.

### **Economics Analysis**

- a) Under declaration of taxes by operators
- b) Limited participation in online gaming due to required expensive gadgets
- c) Sector dominated by foreigners due to huge investment requirements
- d) Existence of many illegal gaming shops therefore leading to low tax realization
- e) Limited funding to the Board I the work to be executed.
- f) Repatriations of profits to other economies from foreign owned gaming companies yet there is little value addition to Ugandans
- g) Lost revenue opportunities due to the little regulated online space
- h) Low budget absorption rates.
- i) Perceived money laundering in gaming sector especially in casinos.

### **Social Analysis**

- a) Gaming has had a negative effect on society i.e. students using fees to bet, addiction, committing suicide, domestic violence etc.
- b) Limited support from social institutions like cultural and religious institutions.
- c) Many young people spending an increasing amount of time on games – changing social trends

### **Technical Analysis**

- a) Central Monitoring System not yet rolled out as required by the law.
- b) Automation of board services i.e. licensing, arbitration, responsible gaming among others is required but is still underway
- c) New emerging technologies coming into play and increased use of artificial intelligence and intelligent automation

### **Legal Analysis**

- a) Delayed drafting of proposed amendments to the legislation.
- b) Amendments required on existing sector laws and regulations.
- c) There is government Support in terms of approving laws of the Board.

- d) Delays in the judicial system. For example, illegal operators are not taken to court due to high levels of corruption and political interference in the sector.
- e) Inability to handle legal suits directly due to absence of licensed legal chambers.
- f) Operational tools such as Board charter, Compliance and enforcement manual, Records and Information Systems manual are not in place.
- g) The legal department is not fully constituted at the Board that slows down the legal processes

### **Environment Analysis**

- a) Absence of standard operator gaming rules leading to exploitation of punters.
- b) Pressures from local leaders against the gaming sector
- c) The sector has a security threat as access to the premises is not well regulated by operators
- d) Negative perception about the gaming sector
- e) Proximity between gaming operators in localities, which encourages many people to be addicted.
- f) Gaming facilities proximity to social amenities such as schools and churches.

### **Governance Analysis**

- a) Organizational structure is still not fully constituted e.g. corporate affairs which is very instrumental to our organization
- b) Information flow through the organization hierarchy is limited
- c) Operators belong to different associations that have political influence
- d) Board members being few makes it had to operationalize the activities of the board for example functional committee
- e) Operational tools such as board charter, compliance and enforcement manual, records and information systems manual are not in place.
- f) Absence of standard operator gaming rules leading to exploitations of punters.
- g) Board Committees not yet functional due to limited board numbers (5) and the board has not co-opted experts.

## **2.5 Summary of emerging issues and implications of Issues**

Based on the analysis that was conducted, issues that emerged were distilled and synthesized into strategic issues. Six issues related to funding, compliance, technology and equipment, business processes, organizational capacity and stakeholders relations emerged. The issues were framed with the BSC lenses in mind, particularly in view of the fact that the Board desired to have a BSC compliant strategic plan. The strategic issues informed the themes presented in Chapter three of this plan. The issues identified are presented in the sections below.

### **2.5.1 Funding**

The gaming sector in Uganda has been expanding, with gaming activities being widespread across the country. The available resource envelope for NLGRB is insufficient to allow the Board establish its presence in every region. It is also insufficient to comprehensively enforce compliance in the country. There are cases of revenue leakage and money laundering from some of the operators, and the Board is required to improve gaming revenue collection.

- i. How can NLGRB expand the service coverage given the limited resources?
- ii. How can NLGRB become more cost effective?
- iii. How can NLGRB reduce revenue leakage and improve gaming revenue collection?

### **2.5.2 Compliance**

The gaming industry has many foreign operators whose capitalization exceeds what most local operators can afford. It also has powerful players with political connections, and there are some politicians with an interest in the sector. Sector standards have been unfolding in this relatively young sub-sector since the formation of the Board.

As an evolving industry, which is also embracing new technologies, ensuring compliance in a fast changing high tech environment has been a challenge. The gaming industry has had harmful effects on the youth, many of who have turned to gaming as a source of income.

This has led to harmful effects amongst this productive young workforce. There are many illegal betting shops and a number of operators under-declare tax losing to loss of government revenue.

- i. How will NLGRB ensure compliance in high tech environment and deal with illegal betting shops?
- ii. How will NLGRB improve Sector Governance?

- iii. How will NLGRB improve gaming sector standards?
- iv. How will NLGRB reduce the harmful effects of gaming in Uganda?
- v. How will NLGRB ensure that operators do not under-declare tax revenue?
- vi. What should NLGRB do to improve gaming standards in Uganda?

### **2.5.3 Technology and equipment**

The gaming industry is tech savvy. Technological advancements have been ahead of NLGRB's capacity to keep pace with technological changes. Tech driven advertisements are used to lure the young people into gaming. The industry is growing with new players and emerging products. Technological infrastructure in NLGRB is not sufficient to monitor and test all the equipment used by the gamers.

The equipment(s) used for monitoring also requires to be upgraded in order to enhance monitoring.

- i. How will NLGRB improve its technology and technological infrastructure?
- ii. What will NLGRB do to keep up with technology and technological advancements being used in the gaming industry?

### **2.5.4 Business Processes**

In a fast-changing environment, constant review of NLGRB processes that enable the Board to monitor, supervise and ensure compliance to the set standards are vital. Stakeholders are consistently demanding higher levels of efficiency and effectiveness on NLGRB's processes, and the Lotteries and Gaming Act (2016) require the Board to "ensure efficiency in the management of casinos, lottery and gaming". In the discharge of the Board's mandate, best in class processes need to be put in place.

- i. Which systems, processes, and tools must NLGRB have to effectively monitor, supervise and enforce compliance in the gaming sector?
- ii. What must NLGRB do to improve the efficiency and effectiveness of its business processes?
- iii. How will NLGRB deliver value-adding services for existing and emerging products?

### **2.5.5 Organizational capacity**

The current staff establishment in NLGRB is insufficient to cope with increasing demand for the gaming services.

The workforce is inadequate in number and the skills and competence base is narrow in view of the diverse equipment and technology used in the gaming sector. The equipment needed to improve supervision and compliance is inadequate.

NLGRB is also just located in Kampala and there are no satellite offices in other cities to enable close monitoring of the operators, who are spread out throughout the country. The capacity to engage in research that can provide insights on emerging trends in the industry and benchmark with other countries is weak.

- i. What skills and competences should NLGRB invest in for effective supervision of gaming activities in Uganda?
- ii. What should NLGRB do to ensure that operators outside Kampala are regularly monitored and supervised?
- iii. What research will NLGRB carry out to assess trends in the industry and benchmark with other countries with respect to regulatory environment and compliance?

### **2.5.6 Stakeholders Relations**

There has been negative perception about gaming in Uganda. The religious groups as well as some communities view gaming negatively. Some students have used school fees for gaming activities.

The relationship between various operators and the NLGRB has been lukewarm on the one hand, and relationships between operators and communities within which gaming is done has not been healthy. There is lack of awareness of what gaming entails.

- i. What will NLGRB do to improve its relations with gaming operators, politicians and the public?
- ii. How will NLGRB change the perception of the stakeholders towards the gaming industry?
- iii. What will NLGRB do to assure safety and protection of values to the society?

### **2.5.7 Crosscutting Issues**

The Board integrates cross-cutting issues in her policies. Employees in the Board constitute 50% male and 50% female. Gender aspects are considered in the employment policy. During the period under review, this policy was upheld. The Board also monitors aspects such as gender inclusivity in her compliance and inspection visits. The environment in which the operators work is assessed against environmental considerations such as cleanliness; protection of the environment; proximity to institutions of learning and places of worship and; air pollution to mention but a few. It is also a requirement of the Board that gaming premise should be located within the town centre and at least 100 meters away from the marketplace.

NLGRB's human resources management manual extends medical insurance cover to include HIV Aids. The organization has HIV responsive policies and takes into account gender balance in the recruitment process. The entity embraces workforce diversity, acknowledging the importance of cultural, skills, experience and education background diversity. There are different age groups employed in the Board.

In addition to the above, the Board sensitized the public against the adverse effects of gaming using the Responsible Gaming Program. Among those sensitized were boda boda riders, gaming operators, Local Council authority and other key stakeholders. 523 boda boda riders across the country were registered and sensitized. This was done to remind the public to gamble responsibly because gaming can be addictive and psychologically harmful

-STRATEGY-



# CHAPTER *Three*

## STRATEGIC DIRECTION



### 3.0 Introduction

This Chapter provides the Vision, Mission, Core Values, Strategic Themes, Strategic Results, the Strategy House, Strategic Objectives, the Strategy Map and the NLGRB Corporate Scorecard. It is important to emphasize that the strategic direction has been set using the Balanced Scorecard approach, a choice informed by the benefits this approach has over other existing techniques. In the introduction chapter, the strategic fit for NLGRB, Uganda's Vision 2040, AU Agenda 2063, EAC Vision 2050, the SDGs and the MOFPED strategic plan was presented.

#### 3.1 Vision

A technologically driven and revenue generating gaming sector free from adverse effects.

#### 3.2 Mission

To license, regulate, set standards, investigate and arbitrate complaints in lotteries, gaming, betting and casinos in Uganda

#### 3.3 Core Values

The following core values of the NLGRB will provide the guiding principles, which help the board, management and staff to behave and relate with all stakeholders.

**Integrity:** We consistently deliver services with honesty and transparency. We uphold that which is moral, just, and fair in every situation. When faced with difficult decisions and hard choices, we do the right thing.

**Professionalism:** We promote quality and efficiency in service delivery. We commit to continuous professional development of our employees and take pride in delivering exceptional service to internal and external customers.

**Confidentiality:** We ensure that all confidential information is protected and stored within the secured systems. We put privacy, confidentiality, and all ethical aspects involved in gaming into all our business operations and rigorously uphold confidential data that they entrust us with.

**Partnership:** We endeavor to create long-term relationships with our stakeholders and embrace workplace synergy. We work with our partners to create sustainable value, based on mutual accountability, trust and constructive dialogue.

#### 3.4 Strategic Themes and Results

Strategic themes identify specific areas in which NLGRB must excel in order to achieve its vision. The themes will enable NLGRB to convert the vision and mission statements into more specific plans and projects.

The themes and the respective result for each theme are presented in the table below and further elaborated in sections 3.4.1, 3.4.2 and 3.4.3.

**Table 10 Strategic Themes and Results**

Theme	Result
<b>Service excellence</b>	On time and quality service delivery
<b>Strategic partnering</b>	Quality partnering
<b>Sector compliance</b>	Responsible gaming

### **3.4.1 Service Excellence**

NLGRB will seek to meet the clients' expectations. The Board will improve business processes, increase accessibility of services, cost effectiveness and create an innovative culture and a technology driven institution. NLGRB will endeavor to understand client preferences, deliver the products and services through multiple channels and optimize the Board's visibility. The Board will resolve matters with speed, remain proactive, continuously analyze, and improve every client touch point. The Board will improve employees' competencies while creating an enviable work environment.

In this theme, NLGRB will seek to:-

- i. Leverage on technology and create adequate capacity to monitor all gaming activities in the country
- ii. Improve processes, policies and systems
- iii. Improve quality of service delivery
- iv. Improve communication and governance
- v. Nurture competent and motivated professional workforce to spearhead realisation of the Boards mandate.
- vi. Improve funding to the Board
- vii. Create an apolitical institution

### **3.4.2 Strategic Partnering**

*NLGRB will develop mutually beneficial partnerships to leverage resources, capabilities, collective intelligence and strive to become a "partner of choice" in the gaming ecosystem. The Board will build sustainable strategic partnership that will help expand service coverage, mobilize resources, develop joint and innovative initiatives with partners. The Board will also engage in collaborative research and develop credible stakeholder engagement platforms that seek to jointly resolve key pressing challenges in the gaming sector.*

**With strong strategic partners, NLGRB will seek to:-**

- i. Create a robust working relation with stakeholders
- ii. Partner with other research organizations to carry out studies pertaining to gaming activities
- iii. Improve perception of the sector by the general public
- iv. Benchmark with established gaming regulators in the world
- v. Seek support from key partners
- vi. Seek government support with respect to the approval of relevant laws and policies for the sector and improved funding.

Ultimately, this will result in quality collaboration with partners.

### **3.4.3 Sector Compliance**

NLGRB is mandated to ensure the sector complies with rules and the laws of the country. Compliance in the gaming industry requires that operators and punters adhere to laws, regulations and guidelines established by the regulators with a view to protecting both the operators and players and ensuring that a fair, efficient and transparent environment for the industry is in place. Regulators seek to reduce operator, player and stakeholders' risks as well as financial and cyber (technology related) crimes. Regulators also seek to win citizen's confidence.

NLGRB will create a sustainable business environment that is free from gaming adverse effects and a prerequisite for the future success of the Board and the country by:-

- i. Strengthening the legal framework to streamline gaming operations
- ii. Encouraging self-regulations
- iii. Implementing the Responsible gaming program that will emphasise aspects to educate, promote and counsel problem gamblers
- iv. Encouraging fair play, efficiency and transparency
- v. Innovating and leveraging on emerging technologies to ease regulatory burden thus improving compliance.
- vi. Creating awareness of the negative effect of gaming
- vii. Formulating evidenced based policies for improving the gaming sector.

This will lead to a responsible gaming industry.

### 3.5 NLGRB's Goal

The themes and strategic results above are in line with the Board's goal to improve business environment for the operators; develop mutually beneficial partnerships; leverage resources and improve compliance in the gaming sector. These aspirations are also in tandem with the NDP III programme on private sector development which forms the bedrock of this plan. The plan is consistent with NDP III's aim of strengthening the enabling environment and enforcement standards as well as strengthening the role of government in unlocking investment in strategic economic sectors.

### 3.6 NLGRB Strategy house

The strategy house demonstrates the link between core values, strategic themes, strategic results, the mission and the vision. It presents a graphical approach through which the NLGRB's vision would be realized by focusing the Board's efforts on the three pillars of excellence. This is presented in the diagram below.

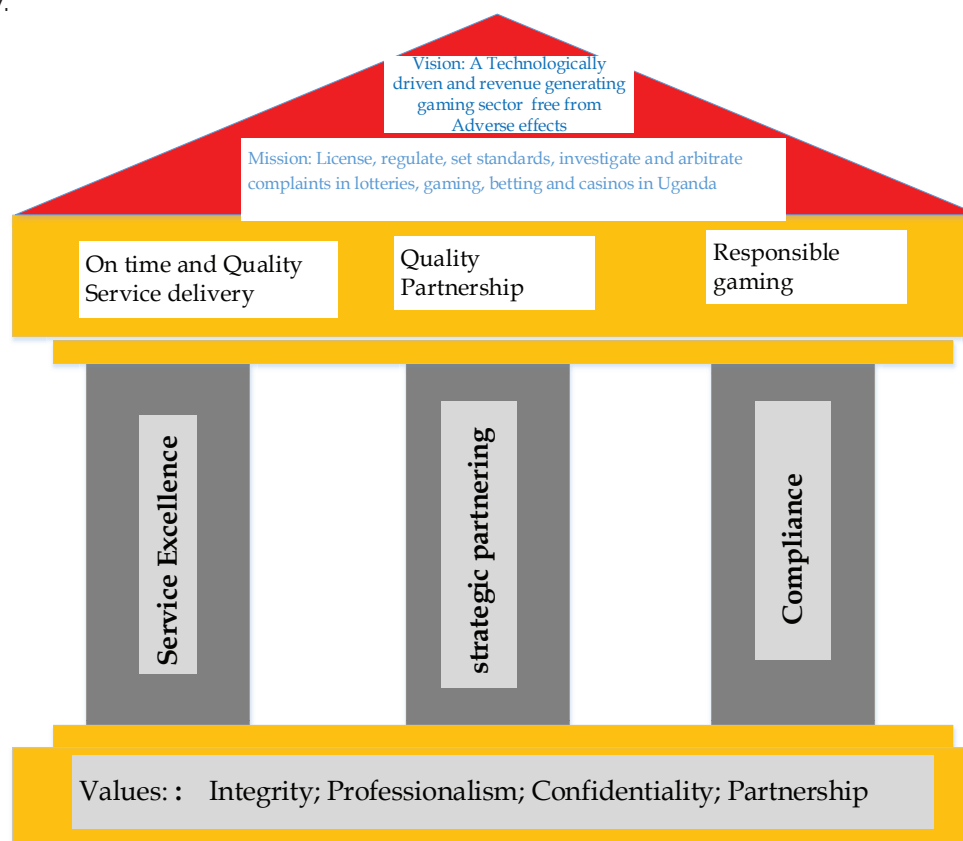


Figure 5 NLGRB Strategy House

### 3.7 Strategic objectives, descriptors, interventions, and actions

In this section, the four perspectives of the Balanced Scorecard are customized to reflect the context of the Board. The objectives for each perspective are outlined, described and the respective results under each objective outlined.

**Table 11**

Objective	Objective Description and interventions	Actions and Results
<b>Stakeholders</b>		
Strengthen partnership with Key stakeholders	<p>A strategic partnership is a mutually beneficial arrangement between organizations in the execution of their mandates. NLGRB needs collaboration with strategic partners in order to improve on the achievement of its mandate.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>Strengthen existing partnerships</li> <li>Sourcing new partners</li> <li>Integration of systems</li> <li>Joint research initiatives</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Signing MoUs with new partners</li> <li>Mobilize resources and commitment to joint initiatives with partners</li> <li>Establish a multi-agency coordination mechanism in execution of joint activities</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>Timely and efficient execution of activities</li> <li>Improved quality of service delivery</li> <li>Improved working relations</li> </ul>

Reduce gaming harm	<p>Gaming harm happens when the gambling activities start to cause problems for the player and the community. NLGRB is concerned about the increased harm from irresponsible gaming practices. This will be reduced them by:</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Mentorship and coaching programme for minors participating in gambling and those addicted to gaming, run jointly with partners</li> <li>• Awareness and sensitization workshops</li> <li>• Compliance to age limits for players and pre-set times and pre-committed amounts among operators</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Jointly develop mentorship and coaching programme for minors and gaming addicts</li> <li>• Conduct awareness campaigns and sensitization workshops on responsible gaming</li> <li>• Enforce compliance to pre-set times and pre-committed amounts among operators</li> <li>• Media inserts, press releases, TV documentaries</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Reduced number of minors participating in gaming</li> <li>• Reduction in number of reported cases of punters addicted to gaming</li> <li>• Improved perception of gaming</li> </ul>
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<p>Increase stakeholder satisfaction</p>	<p>Stakeholder satisfaction is the process of meeting the needs and expectations of the parties affected by the activities directly or indirectly. This will be achieved through strengthening stakeholder relationship management.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Strategic marketing and communication</li> <li>• Develop framework for sector focused engagements</li> <li>• Corporate social responsibility programmes</li> <li>• Complaint handling platform</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Hold press briefings, have media inserts, TV documentaries, interviews with radio presenters</li> <li>• Conduct stakeholder satisfaction surveys</li> <li>• Develop a stakeholder's charter and Stakeholders Relationship Management framework</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Reduced complaints in the gaming sector</li> <li>• Reduced time in responding to the issues and concerns of the stakeholders</li> <li>• Increased visibility and reputation of NLGRB</li> <li>• Improved stakeholder relations</li> </ul>
<p><b>Stewardship</b></p>		
<p>Increase revenue</p>	<p>One of the Board's legal mandates is to enhance revenue collection from the various gaming activities.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Develop proposals for funding</li> <li>• Conduct compliance checks for application of licenses</li> <li>• Automate operator revenue data capture</li> <li>• Roll out the National Central Electronic Monitoring System</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Increased contribution to the Treasury.</li> <li>• Increased budgetary appropriation to NLGRB for its activities.</li> <li>• Ensuring timely tax payments</li> <li>• Revising gaming sector fees where applicable</li> <li>• Ensuring leakages in collection of revenue are eliminated</li> <li>• Increase inspection and enforcement visits</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Timely revenue monitoring</li> <li>• Increased revenue</li> </ul>

Improve compliance	<p>The Board is aware that compliance to the law, policies and standards is important in executing its mandate. The Board is aware of the existence of illegal and non-compliant operators and its impact on the community.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Compliance audits and reviews</li> <li>• Enforcement tasks</li> <li>• Arbitration of complaints</li> <li>• Licensing of operators and special employees</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Training NLGRB staff on compliance</li> <li>• Representing NLGRB in courts of law, tribunals and other judicial bodies</li> <li>• Review and propose amendments to legal framework guiding the gaming sector</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Improved compliance</li> <li>• Skilled employees in compliance and enforcement</li> </ul>
Improve cost effectiveness and accountability	<p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Budget execution and alignment</li> <li>• Coordination of budget review meetings</li> <li>• Annual budget preparation</li> <li>• Internal financial controls and systems</li> <li>• Prepare periodic financial reports</li> <li>• Financial Audits</li> <li>• NLGRB risk management</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Monitor budget execution as per plan</li> <li>• Support budget and MTEF preparation</li> <li>• Support departments in costing their annual workplans</li> <li>• Develop, review and maintain internal financial controls</li> <li>• Prepare for periodic Audits</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Increased adherence to PFM Act</li> <li>• Improved planning</li> <li>• Improved budget execution</li> </ul>

Internal Business Process		
Improve governance and communication systems	<p>Governance in LGRB is concerned with structure and processes for decision-making, accountability and control. Governance will be improved through improving effectiveness of the Board and Board structures, better communication systems that present information in a timely and efficient manner, developing policies, manuals, charters and other guiding documents and implementing corporate social responsibility.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Organisational and Board structure alignment</li> <li>• Integration of Board processes</li> <li>• Roll out communication guidelines</li> <li>• CSR initiatives</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Skills audit</li> <li>• Board members training</li> <li>• Develop policies, manuals and charters</li> <li>• Develop, review and roll out communication guidelines</li> <li>• Roll out CSR initiatives</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Improved governance</li> <li>• Improved organisation culture</li> <li>• Balanced regulation</li> <li>• Good corporate citizenship</li> </ul>
Improve research and planning	<p>The changing trends and patterns in the gaming industry necessitate continuous research aimed at coming up with strategies to close regulatory gaps</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Develop joint research initiatives with partners</li> <li>• Coordinate the preparation of corporate annual and quarterly workplans</li> <li>• Coordinate annual, mid-term strategic plan reviews</li> <li>• Develop and implement M&amp;E system and tools</li> <li>• Develop and disseminate ministerial policy statement</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Monitoring the implementation of NLGRB strategic plan</li> <li>• Prepare and disseminate M&amp;E reports</li> <li>• Review policies related to gaming sector</li> <li>• Policy reviews and briefs</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Evidence based Policies</li> <li>• Corporate Plans</li> <li>• Ministerial Policy Statements</li> <li>• M&amp;E reports</li> <li>• Joint research initiatives</li> </ul>

Improve Business processes	<p>Business processes are a collection of linked tasks which find their end in the delivery of services to the Board's stakeholders through improving internal controls i.e. checks and balances, linking systems and processes, streamlining internal business processes, improving efficiency in service delivery and creativity and innovation in business processes</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Redesign key business processes</li> <li>• Integrate and automate core business processes</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Map/flow chart and analyze key business processes</li> <li>• Carry out a business process integration study</li> <li>• Integrate and automate core processes</li> <li>• Train staff/users and process owners on new business processes</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Key business processes flow charts (as are and should be)</li> <li>• Business process integration report</li> <li>• Shorter turnaround times</li> <li>• Improved quality of services</li> </ul>
<b>Organizational capacity</b>		
Improve infrastructure	<p>LGRB needs to acquire and maintain assets such as moving to LGRB's own premises, to cut costs on rent in the long term, and transport equipment to expand coverage.</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Asset acquisition, procurement and management</li> <li>• Office infrastructure expansion &amp; upgrade</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Procure office space</li> <li>• Acquire and maintain office assets and equipment</li> <li>• Acquire/rent regional office premises</li> <li>• Acquire land for the Board for office premises</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Asset expansion</li> <li>• Improved Board capacity</li> </ul>

<p>Increase uptake of technology</p>	<p>The Board recognizes the increasing trend in the development, assimilation and utilization of technology. The Board will adopt and adapt to the new emerging technologies by:</p> <ul style="list-style-type: none"> <li>• Automation of operational processes.</li> <li>• Identification of processes for automation.</li> <li>• Rolling out an integrated technology solution.</li> </ul> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Roll out the NCEMS</li> <li>• Gaming technology assessments &amp; benchmarking</li> <li>• Training staff on existing and new technologies adopted by the Board</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Gaming technology benchmarking</li> <li>• Staff training</li> <li>• Integration of operators to NCEMs</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Improved compliance</li> <li>• Improved sector monitoring and reporting</li> <li>• Improved data integrity and system security</li> <li>• Improved staff capacity</li> </ul>
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<p>Improve skills, Knowledge and team work</p>	<p>Staff skills are the core technical knowledge and soft qualities that employees need to execute their work. The board will undertake continuous team building activities, conduct a capability profile for the organization (analysis of Strategic Plan, work processes, competencies and training needs), match employee skills to Job profiles, conduct a training needs analysis and implement a staff-training plan, develop and implement an employee recognition and reward framework, fill the staff gaps to match the needs of the organization, institute mentoring and coaching of staff, review and implement staff performance management system, introduce incentives to motivate employees and develop a conducive environment to sustain high performance</p> <p><b>Interventions</b></p> <ul style="list-style-type: none"> <li>• Employee training needs analysis</li> <li>• Human resource development</li> <li>• Develop, review and implement HRM guidelines</li> <li>• Performance management</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Develop training plan and coordinate and monitor its implementation</li> <li>• Coordinate performance planning, performance monitoring and performance review sessions</li> <li>• Conduct employee satisfaction surveys</li> <li>• Carry out workload analysis</li> <li>• Undertake job evaluation</li> </ul> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Improved employee competence</li> <li>• Improved teamwork</li> </ul>
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**Table 7 Objective Descriptions**

### 3.8 NLGRB Strategy Map

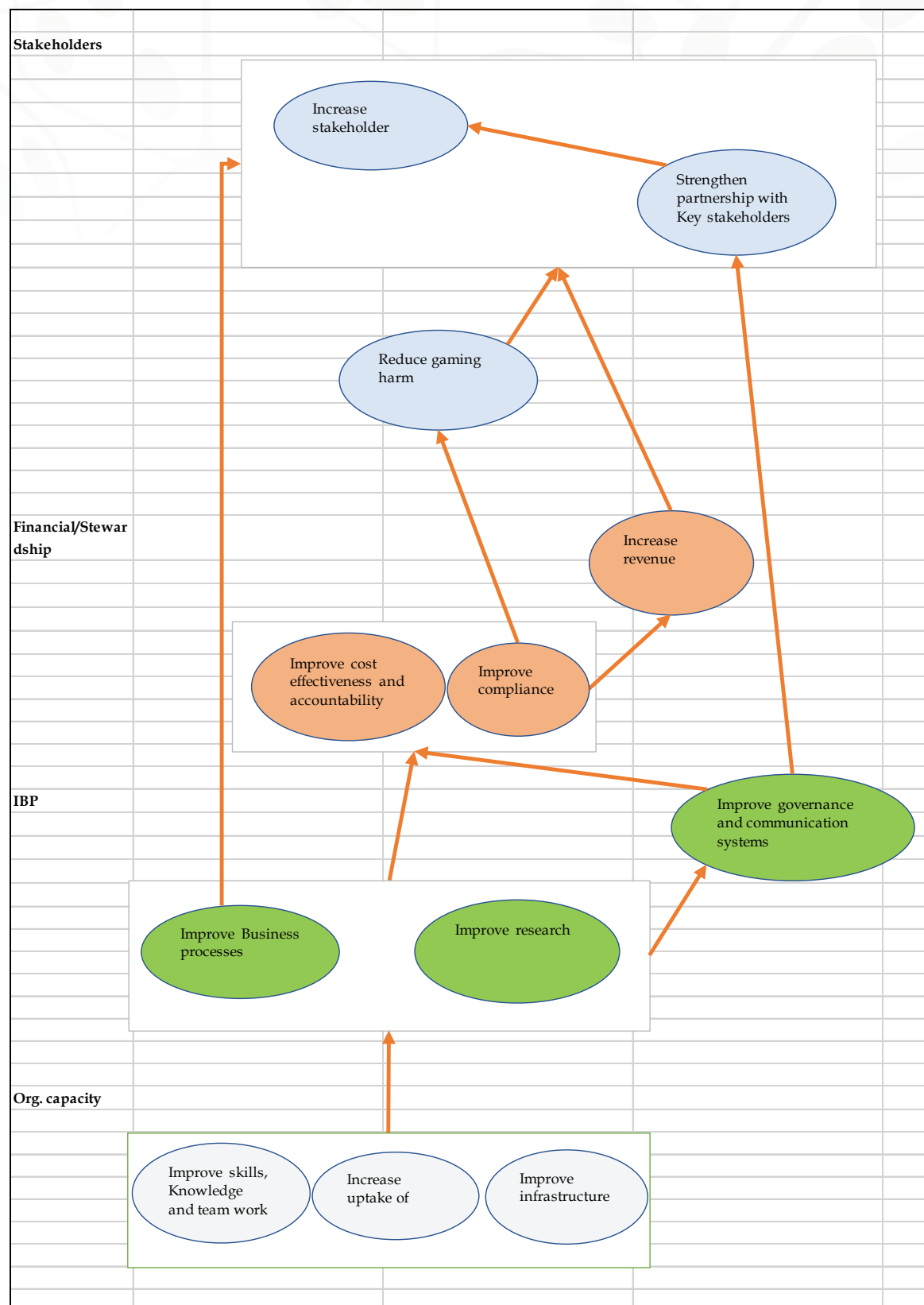


Figure 6 NLGRB Strategy Map

### 3.9 NLGRB Corporate Scorecard

Table 12 NLGRB Scorecard

Objective	Outcome/Adopted Intermediate Outcomes	INDICATORS	BASELINES (2019/20)	2024/25 TARGETS	Strategic Initiative
<b>Stakeholders</b>					
Strengthen partnership with Key stakeholders	<ul style="list-style-type: none"> <li>Timely and efficient execution of activities</li> <li>Improved quality of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>% of resources contributed by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>95% of targeted resources contributed by the partners</li> </ul>	Stakeholder engagement programme
	<ul style="list-style-type: none"> <li>Improved working relations</li> </ul>	<ul style="list-style-type: none"> <li>% of planned Joint initiatives being carried out</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>80 % of planned Joint initiatives being carried out</li> </ul>	
	<ul style="list-style-type: none"> <li>Reduced number of minors participating in gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of minors participating in gaming.</li> </ul>	<ul style="list-style-type: none"> <li>&lt;20%</li> </ul>	<ul style="list-style-type: none"> <li>Less than 10% minors and problem gamblers.</li> </ul>	
Reduce gaming harm	<ul style="list-style-type: none"> <li>Reduction in number of reported cases of punters addicted to gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of punters exhibiting gambling problems.</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>20% of punters exhibiting gambling problems.</li> </ul>	Responsible Gaming Programme
	<ul style="list-style-type: none"> <li>Improved perception of gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of the population sensitized on harmful gambling.</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> </ul>	<ul style="list-style-type: none"> <li>60% of the population sensitized on harmful gambling.</li> </ul>	

Increase stakeholder satisfaction	<ul style="list-style-type: none"> <li>Reduced complaints in the gaming sector</li> <li>Reduced time in responding to the issues and concerns of the stakeholders</li> <li>Increased visibility and reputation of NLGRB</li> <li>Improved stakeholder relations</li> </ul>	<ul style="list-style-type: none"> <li>% of stakeholders satisfied</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>70% of stakeholders satisfied</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement programme</li> </ul>
	Financial				
	Increase revenue	<ul style="list-style-type: none"> <li>Timely revenue monitoring</li> <li>Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>% of revenue (Tax and NTR) paid by licensees.</li> </ul>	<ul style="list-style-type: none"> <li>90%</li> </ul>	<ul style="list-style-type: none"> <li>100% revenue payment by licensed operators.</li> <li>National Central Electronic Monitoring Systems (NCEMS)</li> </ul>
	Improve compliance	<ul style="list-style-type: none"> <li>Improved compliance</li> <li>Skilled employees in compliance and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>% of compliant operators</li> </ul>	<ul style="list-style-type: none"> <li>80%</li> </ul>	<ul style="list-style-type: none"> <li>95% of compliant operators</li> <li>Compliance improvement programme</li> </ul>
Improve cost effectiveness and accountability	<ul style="list-style-type: none"> <li>Improved planning</li> <li>Improved budget execution</li> </ul>	<ul style="list-style-type: none"> <li>% variance of actual budget</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> </ul>	<ul style="list-style-type: none"> <li>Plus or minus 10% Budget variance</li> </ul>	<ul style="list-style-type: none"> <li>Budget and cost management programme</li> </ul>
		<ul style="list-style-type: none"> <li>Increased adherence to PFM Act</li> </ul>	<ul style="list-style-type: none"> <li>Number of outstanding audit findings</li> </ul>	<ul style="list-style-type: none"> <li>10%</li> </ul>	<ul style="list-style-type: none"> <li>Zero significant and repeat audit findings</li> </ul>

Internal Business Process					
Improve governance and communication systems	<ul style="list-style-type: none"> <li>Improved governance</li> <li>Balanced regulation</li> </ul>	<ul style="list-style-type: none"> <li>% of policies developed and revised</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>85% of policies developed and revised</li> </ul>	<ul style="list-style-type: none"> <li>Organisational review and restructuring Programme.</li> </ul>
	<ul style="list-style-type: none"> <li>Improved organization culture</li> </ul>	<ul style="list-style-type: none"> <li>% of functional board structures and organs.</li> </ul>	<ul style="list-style-type: none"> <li>65%</li> </ul>	<ul style="list-style-type: none"> <li>80% of functional board structures and organs.</li> </ul>	
Improve research and planning	<ul style="list-style-type: none"> <li>Evidence based Policies</li> <li>Joint research initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Number of research studies undertaken</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>5 research studies undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Research and Development Programme</li> </ul>
	<ul style="list-style-type: none"> <li>Ministerial Policy Statements</li> <li>Corporate Plans</li> <li>M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>% of policies revised based on research recommendation</li> </ul>	<ul style="list-style-type: none"> <li>70%</li> </ul>	<ul style="list-style-type: none"> <li>80% of the revised policies based on research recommendations</li> </ul>	
Improve Business processes	<ul style="list-style-type: none"> <li>Key business processes flow charts (as are and should be)</li> <li>Business process integration report</li> <li>Shorter turnaround times</li> <li>Improved quality of services</li> </ul>	<ul style="list-style-type: none"> <li>% of business processes optimized</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>75% of business processes optimized</li> </ul>	<ul style="list-style-type: none"> <li>Business process re-engineering and automation</li> </ul>

Organisational capacity						
Improve infrastructure	• Improved Board capacity	• % increase in coverage	• 30%	• 50% increase in coverage	• Infrastructure development project	
	• Asset expansion	• % of planned assets acquisition budget utilized	• 85%	• 90% of planned assets acquisition budget utilized		
Increase uptake of technology	• Improved compliance	• % of operator systems interfaced with the NCEMS.	• 0%	• 100% integration.	• National Central Electronic Monitoring System (NCEMS)	
	• Improved sector monitoring and reporting					
Improve skills, Knowledge and team work	• Improved staff capacity	• % of business processes automated.	• 70%	• 100% of pre- prioritized processes.	• Business processes and automation programme	
	• Improved data integrity and system security					
	• Improved employee competence	• % of staff attaining required professional certification	• 60%	• 80% of staff trained	• Performance management programme	
	• Improved teamwork	• % of team-based tasks completed on time	• 70%	• 80 % of team based tasks completed on time	• Employee development and organizational culture change	
	• Improved employee competence	• Percentage employee satisfaction level	• 70%	• 75% of employee engagement		

# CHAPTER

# *Four*

## FINANCING FRAMEWORK AND STRATEGY



## 4.0 Introduction

This chapter presents the financing framework of the plan. It provides the overall costs of the plan and the strategies to be employed in mobilizing the finances required to have the plan implemented. A summary table of the strategic plan budget, the MTEF, summary of the plan budget by source of funding, the resource mobilisation strategy and detailed cost of strategic plan implementation is provided.

### 4.1 Summary of the Strategic Plan Budget

The estimated cost of the implementing the plan in the in the first year of the plan is UGX 57.6 billion as indicate din the table on detailed costing of strategic plan implementation.

The snapshot of actual revenue (2019/2020), 2020/21 and projected revenues for the period 2021/22 to 2024/25 are presented in **Annex 2**.

For the year 2020/21, the receipts from the exchequer are projected at UGX 12.8 billion. The table below give a summary of projected revenue and expenditure expenses.

**Table 13: Summary of the Projected Revenue and expenditure (UGX 'M')**

CLASSIFICATION	2020/21	2021/22	2022/23	2023/24	2024/25
Projected Revenues	12,870.00	12,114.00	9,206.00	9,525.00	9,333.00
Projected Expenditure	<b>12,917.00</b>	12,114.00	9,206.00	9,525.00	9,333.00
Projected (shortfall) or excess of income over expenditure	<b>(47.00)</b>	-	-	-	-

The board expects that financial resources will be sufficient to meet the projected

## 4.2 Table 14: Summary of the MTEF

MTEF projections by source of funding									
	FY 2020/21	2021/22	2022/23	2023/24	2024/25	Totals			
CLASSIFICATION					GOU Donor	Total funding available			
Wage (Planned)	2.484	2.484	3.33	3.33	14.958 (MTEF)	(Projected)			
Source: GOU	2.484	2.484	2.484	2.484	12.42	12.42			
Donor	0	0	0	0	0	0			
Gap	0	0.846	0.846	2.538					
Non-Wage Recurrent (Planned)			9.792	8.517	5.93	5.926			
Source: GOU	3.292	5.83	5.83	5.83	26.612				
Donor	0	0	0	0	0				
Gap	6.5	2.687	0.1	0.096	9.483				
Total Recurrent (Planned)		12.276	11.001	9.26	9.26	9.256			
Source: GoU	5.776	8.314	8.314	8.314	39.032	39.032			
Donor	0	0	0	0	0				
Gap	6.5	2.687	0.946	0.942	12.021				
Development (Planned)		0	0.25	2	2.25	2			
Source: GoU	0	0	0	0	0				
Donor	0	0	0	0	0				
Gap	0	0.25	2	2.25	2	51.452			

### 4.3 Summary of strategic plan budget by source of funding

The implementation of the Strategic Plan will be financed largely by external sources. The Board expects the financial resources to come from the Ministry of Finance – the exchequer. The board will continue seeking additional support from other strategic partners. This will be done through joint research funding and development of proposals in areas that can be funded by partners. The table below shows the sources of finance.

**Table 15: Summary of strategic plan budget by source of funding**

Source of Finance	% of Budget
Ministry of Finance	85%
Development Partners	10%
Other Partners (Including in kind)	5%

### 4.4 Resource Mobilization Strategy

The Board will closely work with the Ministry of Finance and other stakeholders as well as development partners to mobilize the resources needed to finance the strategic plan. A large proportion of the finances will be drawn from the exchequer. However, the Board will also intensify efforts to develop joint research initiatives with key partners and leverage on both financial resources and expertise resident in these institutions. The Board will progressively build the internal capacity to develop funding proposals and enhance its resource mobilization initiatives. Areas that can attracting funding from development partners, international NGOs will be mapped and funding proposals developed.

The Board will sign MOUs with partners for joint initiatives and seek to share costs in the implementation of those initiatives. The Board will also collaborate with other Ministries that have a stake in the gaming sector such as the Internal Security, Ministry of Education, Home Affairs and others that are adversely affected by harmful gaming effects.

### 4.5 Detailed Cost implementation matrix

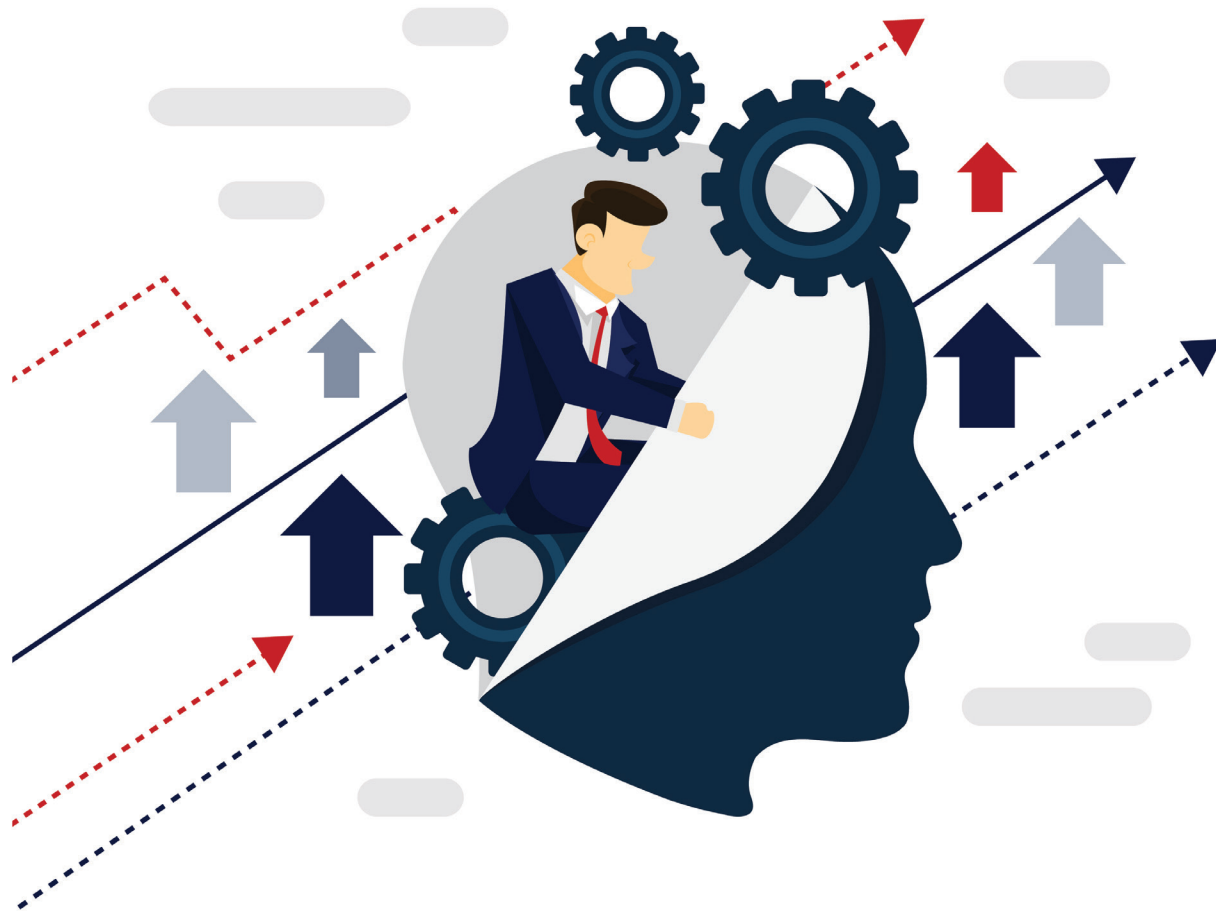
The table below shows the detailed cost implementation matrix for the plan. Preceding the table are the assumptions against which the costing has been made. The costing has been prepared in line with the objectives and the interventions that the Board will be involved in during the plan period. The implementation matrix is presented in **Annex 5**

#### **4.5.1 Assumptions**

Data from the previous financial years, show actual out turn on revenue received from government was about 85% of the allocation. Government of Uganda uses modified cash basis of accounting and budgeting and thus expenditure is equated to revenue received from the government.

Key assumptions for the projected revenue and expenditure are;

- Prompt remittance of the money by the Accountant General to the Board
- Timely implementation of the strategic initiatives
- Support from development partners and other stakeholders involved in financing the plan
- Goodwill from other Ministries and MDAs



# CHAPTER *Five*

## **INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN**



## **5.1 Introduction**

This chapter addresses implementation arrangements that will be put in place to ensure effective implementation of the strategic plan. The chapter outlines the roles and responsibilities of the internal and external stakeholders during the implementation of the plan and proceeds to discuss the institutional and financial sustainability as well as partnerships and collaboration. It concludes by presenting the human resource requirements. The initiative owners and the role of management team are emphasized.

## **5.2 Implementation Arrangements**

The strategic plan will be implemented using the Balanced Scorecard approach. Implementation of the plan will include internal and external stakeholders. The role of the external stakeholders is discussed in section 4.2.1.

The strategic objectives at the corporate level will be cascaded to Directorates and departments with clear measures and annual targets. Those targets will in turn be cascaded to individual employees and will form basis for performance reporting and assessment.

Implementation of Strategic Plan will be the responsibility of NLGRB Management. In order to increase efficiency and effectiveness of strategy, the directors will prepare basis of strategic plan and organization operational plan to guide the implementation of the strategic plan.

The directors will prepare directorate score cards which will clearly show the activities to be implemented in all directorates, departments and units. Each directorate will be required to develop annual work plan in line with organizational strategic plan. Each officer responsible for the implementation of a specific activity will keep their focus on the indicators of performance and targets to be achieved for each period. Performance data will be gathered on the basis of these indicators. Performance will be compared to target.

The strategic plan will be cascaded to departmental level and to the individual level (tier 3). This will ensure that annual performance agreements will be aligned to the strategy, allowing alignment of day-to-day activities to the plan. The plan will also have objective and initiative owners who will regularly report on the progress made in their scope of work. Performance indicators, against which performance will be reported, will be in place.

### **5.2.1 External Stakeholders Involved in the Implementation of the Plan**

The plan will be implemented in collaboration with key stakeholders. These include the Ministry of Finance and Economic Planning, The National Planning Authority, Uganda Police, Uganda Revenue Authority, development partners, religious groups and the Ministry of Health among others.

The Ministry of Finance and Economic Planning will play a central role in

financing the plan. As the parent ministry, it will oversee the implementation of the plan and provide important advice during plan implementation. The National Planning Authority will provide support in ensuring that the plan remains aligned to the national development plan. Uganda Police will be a valued partner in enforcement missions and collaborating with the Board's employees to ensure responsible gaming and compliance to the existing laws. The Board will collaborate with Uganda Revenue Authority on tax collections from the gaming sector. The development partners will complement the Board's efforts in funding capacity building and responsible gaming initiatives. The ministry of health will provide psycho social support to those addicted to gaming. Religious groups will be involved in awareness creation on the side effects of irresponsible gaming. The Board will establish joint corporate social responsibility projects as well as research initiatives with stakeholders.

### **5.3 Strategic Plan Implementation Matrix**

The scorecard contained in chapter 3 informs the strategy implementation plan. The implementation of the plan has been prepared considering the need to sustain strategic plan implementation thrust, thus assigning objectives to respective owners. This will ensure accountability and responsibility and institutional sustainability arrangements. The requisite key performance indicators and targets are also provided. The matrix is presented in Table 9 below.

Table 16 Strategy implementation Matrix

Objective	Outcome/Adopted Intermediate Outcomes	INDICATORS	BASELINES (2019/20)	2024/25 TARGETS	Strategic Initiative
<b>Stakeholders</b>					
Strengthen partnership with Key stakeholders	<ul style="list-style-type: none"> <li>Timely and efficient execution of activities</li> <li>Improved quality of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>% of resources contributed by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>95% of targeted resources contributed by the partners</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement programme</li> </ul>
	<ul style="list-style-type: none"> <li>Improved working relations</li> </ul>	<ul style="list-style-type: none"> <li>% of planned Joint initiatives being carried out</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>80 % of planned Joint initiatives being carried out</li> </ul>	
	<ul style="list-style-type: none"> <li>Reduced number of minors participating in gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of minors participating in gaming.</li> </ul>	<ul style="list-style-type: none"> <li>&lt;20%</li> </ul>	<ul style="list-style-type: none"> <li>Less than 10% minors and problem gamblers.</li> </ul>	
Reduce gaming harm	<ul style="list-style-type: none"> <li>Reduction in number of reported cases of punters addicted to gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of punters exhibiting gambling problems.</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>20% of punters exhibiting gambling problems.</li> </ul>	<ul style="list-style-type: none"> <li>Responsible Gaming Programme</li> </ul>
	<ul style="list-style-type: none"> <li>Improved perception of gaming</li> </ul>	<ul style="list-style-type: none"> <li>% of the population sensitized on harmful gambling.</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> </ul>	<ul style="list-style-type: none"> <li>60% of the population sensitized on harmful gambling.</li> </ul>	

Increase stakeholder satisfaction	<ul style="list-style-type: none"> <li>Reduced complaints in the gaming sector</li> <li>Reduced time in responding to the issues and concerns of the stakeholders</li> <li>Increased visibility and reputation of NLGRB</li> <li>Improved stakeholder relations</li> </ul>	<ul style="list-style-type: none"> <li>% of stakeholders satisfied</li> </ul>	<ul style="list-style-type: none"> <li>50%</li> </ul>	<ul style="list-style-type: none"> <li>70% of stakeholders satisfied</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement programme</li> </ul>
	Financial				
	Increase revenue	<ul style="list-style-type: none"> <li>Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>% of revenue (Tax and NTR) paid by licensees.</li> </ul>	<ul style="list-style-type: none"> <li>75%</li> </ul>	<ul style="list-style-type: none"> <li>100% revenue payment by licensed operators.</li> <li>National Central Electronic Monitoring Systems (NCEMS)</li> </ul>
	Improve compliance	<ul style="list-style-type: none"> <li>Improved compliance</li> </ul>	<ul style="list-style-type: none"> <li>% of compliant operators</li> </ul>	<ul style="list-style-type: none"> <li>80%</li> </ul>	<ul style="list-style-type: none"> <li>95% of compliant operators</li> <li>Compliance improvement programme</li> </ul>
Improve cost effectiveness and accountability	<ul style="list-style-type: none"> <li>Improved budget execution</li> </ul>	<ul style="list-style-type: none"> <li>% variance of actual budget</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> </ul>	<ul style="list-style-type: none"> <li>Plus or minus 10% Budget variance</li> <li>Budget and cost management programme</li> </ul>	
	<ul style="list-style-type: none"> <li>Increased adherence to PFM Act</li> </ul>	<ul style="list-style-type: none"> <li>Number of outstanding audit findings</li> </ul>	<ul style="list-style-type: none"> <li>10%</li> </ul>	<ul style="list-style-type: none"> <li>Zero significant and repeat audit findings</li> </ul>	

Internal Business Process					
Improve governance and communication systems	• Improved governance	• % of policies developed and revised	• 50%	• 85% of policies developed and revised	• Organisational review and restructuring Programme.
	• Improved organization culture	• % of functional board structures and organs.	• 65%	• 80% of functional board structures and organs.	
	• Good corporate citizenship	• Turnaround time in communicating with internal and external stakeholders.	• 0		
Improve research and planning	• Joint research initiatives	• Number of research studies undertaken	• 0	• 5 research studies undertaken	• Research and Development Programme
	• M&E reports	• % of policies revised based on research recommendation	• 0	• 80% of the revised policies based on research recommendations	
Improve Business processes	• Improved quality of services	• % of business processes optimized	• 50%	• 75% of business processes optimized	• Business process re-engineering and automation
Organisational capacity					
Improve infrastructure	• Improved Board capacity	• % increase in coverage	• 30%	• 50% increase in coverage	• Infrastructure development project
	• Asset expansion	• % of planned assets acquisition budget utilized	• 85%	• 90% of planned assets acquisition budget utilized	

Increase uptake of technology	<ul style="list-style-type: none"> <li>Improved sector monitoring and reporting</li> </ul>	<ul style="list-style-type: none"> <li>% of operator systems interfaced with the NCEMS.</li> </ul>	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100% integration.</li> </ul>	<ul style="list-style-type: none"> <li>National Central Electronic Monitoring System (NCEMS)</li> </ul>
	<ul style="list-style-type: none"> <li>Improved data integrity and system security</li> </ul>	<ul style="list-style-type: none"> <li>% of business processes automated.</li> </ul>	<ul style="list-style-type: none"> <li>70%</li> </ul>	<ul style="list-style-type: none"> <li>100% of pre- prioritized processes.</li> </ul>	<ul style="list-style-type: none"> <li>Business processes and automation programme</li> </ul>
Improve skills, Knowledge and team work	<ul style="list-style-type: none"> <li>Improved employee competence</li> </ul>	<ul style="list-style-type: none"> <li>% of staff attaining required professional certification</li> </ul>	<ul style="list-style-type: none"> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>80% of staff trained</li> </ul>	<ul style="list-style-type: none"> <li>Performance management programme</li> </ul>
	<ul style="list-style-type: none"> <li>Improved teamwork</li> </ul>	<ul style="list-style-type: none"> <li>% of team-based tasks completed on time</li> </ul>	<ul style="list-style-type: none"> <li>70%</li> </ul>	<ul style="list-style-type: none"> <li>80 % of team based tasks completed on time</li> </ul>	<ul style="list-style-type: none"> <li>Employee development and organizational culture change</li> </ul>
	<ul style="list-style-type: none"> <li>Improved employee competence</li> </ul>	<ul style="list-style-type: none"> <li>Percentage employee satisfaction level</li> </ul>	<ul style="list-style-type: none"> <li>70%</li> </ul>	<ul style="list-style-type: none"> <li>75% of employee engagement</li> </ul>	

**Table 17: Annualized targets for the five years of the plan are presented in the table below.**

Objective	Outcome/Adopted Intermediate Outcomes	KPI	Targets						Strategic Initiative
Stakeholders			FY 2020/21	FY 2021/22	FY 22/23	FY 23/24	FY 24/25	5 Year target	
Strengthen partnership with Key stakeholders	• Timely and efficient execution of activities	% of resources contributed by stakeholders	60%	66%	74%	80%	95%	95% of targeted resources contributed by the partners	• Stakeholder engagement programme
	• Improved quality of service delivery	% of planned Joint initiatives being carried out	60%	69%	65%	72%	80%	80 % of planned Joint initiatives being carried out	
Reduce gaming harm	• Reduced number of minors participating in gaming	% of minors participating in gaming.	<30%	<26%	<20%	<15%	<10%	Less than 10% minors and problem gamblers.	• Responsible Gaming Programme
	• Reduction in number of reported cases of punters addicted to gaming	% of punters exhibiting gambling problems.	34%	28%	23%	21%	20%	20% of punters exhibiting gambling problems.	
	• Improved perception of gaming	% of the population sensitized on harmful gambling.	45%	48%	52%	55%	60%	60% of the population sensitized on harmful gambling.	
Increase stakeholder satisfaction	• Improved stakeholder relations	%of stakeholders satisfied	52%	58%	62%	66%	70%	70%of stakeholders satisfied	• Stakeholder engagement programme

Financial										
Increase revenue	• Increased revenue	% of revenue (Tax and NTR) paid by licensees.	100%	100%	100%	100%	100%	100%	100% revenue payment by licensed operators.	• National Central Electronic Monitoring Systems (NCEMS)
Improve compliance	• Improved compliance	% of compliant operators	50%	78%	87%	95%	95%	95%	95% of compliant operators	• Compliance improvement programme
Improve cost effectiveness and accountability	• Improved budget execution	% variance of actual budget	%	2%	3%	4%	4%	4%	Plus or minus 10% Budget variance	• Budget and cost management programme
	• Increased adherence to PFM Act	Number of outstanding audit findings	0	0	0	0	0	0	Zero significant and repeat audit findings	
Internal Business Process										
Improve governance and communication systems	• Improved governance Good corporate citizenship	% of policies developed and revised	30%	20%	15%	10%	10%	10%	85% of policies developed and revised	• Organizational review and restructuring Programme.
	• Improved organisation culture	% of functional board structures and organs.	20%	15%	10%	15%	20%	20%	80% of functional board structures and organs.	

Improve research	• Joint research initiatives	Number of research studies undertaken	1	1	1	1	1	1	5 research studies undertaken	• Research and Development Programme
	• M&E reports	% of policies revised based on research recommendation	30%	40%	55%	75%	80%	80% of the revised policies based on research recommendations		
	• Key business processes flow charts (as are and should be)	% of business processes optimized	50%	62%	69%	72%	75%	75% of business processes optimized		
Organizational capacity										
Improve infrastructure	• Improved Board capacity	% increase in coverage	30%	35%	38%	45%	50%	50% increase in coverage	• Infrastructure development project	
	• Asset expansion	% of planned assets acquisition budget utilized	40%	60%	73%	83%	90%	90% of planned assets acquisition budget utilized		
Increase uptake of technology	• Improved sector monitoring and reporting	% of operator systems interfaced with the CEMS.	30%	50%	80%	90%	10%	100% integration.	• National Central Electronic Monitoring System (NCEMS)	
	• Improved data integrity and system security	% of business processes automated.	50%	60%	72%	85%	100%	100% of pre-prioritized processes.		• Business processes and automation programme

Improve skills, Knowledge and team work	• Improved employee competence	% of staff attaining required professional certification	65%	69%	75%	78%	80%	80% of staff trained	• Performance management programme
	• Improved teamwork	% of team-based tasks completed on time	65%	68%	71%	75%	80%	80 % of team based tasks completed on time	• Employee development and organizational culture change
	• Improved employee competence	Percentage employee satisfaction level	60%	63%	65%	71%	75%	75% of employee engagement	

### **5.3.1 Initiative Owners**

An initiative owner will be assigned for each initiative to be undertaken. The initiative owner will be responsible for ensuring that the initiative being implemented is on course and implemented. The initiative owner will coordinate other employees that contribute to the realization of the initiative. The initiative owner will be responsible for gathering and analysing performance data and reporting during the strategy review meetings.

### **5.3.2 Institutional Sustainability**

The Board will continuously build both institutional and employee capacity in order to ensure good strategic planning and implementation practices are sustained over time. At the institutional level, systems, policies, processes and procedures that support successful strategy execution will be put in place, reviewed from time to time and continuously updated. These systems include internal financial management controls to ensure expenditure according to the plan; alignment of human resources to the core objectives in the plan, succession planning and human resource development. Employee performance will be linked to the strategy. Investments will be made in infrastructure that supports the execution of the work of the Board. Additionally, the following will also be taken into account:-

#### **5.3.2.1 Risk Management**

Successful implementation of the strategic plan has to take into the unique risk management practices of the Board. NLGRB will proactively manage organisation-wide risks through the formulation and implementation of a risk management framework. Chapter Six focusses on risk analysis and management.

#### **5.3.2.2 Leadership and Organizational Commitment**

Leadership and organizational commitment will be key in sustaining the impetus in strategy execution. The flexibility to accommodate change, become more agile in a fast-changing operating environment and embrace new methods of work will play an important role in ensuring organisational success.

#### **5.3.2.3 Stakeholder and Employee Engagement**

Support from the Board of Directors, Management, NLGRB Staff and other key stakeholders, on a sustainable basis, is deemed necessary for the plan implementation to be successful. Management will work towards keeping

the employees engaged in the strategy implementation. Performance based contracts will be drawn and performance evaluation based on realization on targets that are aligned to the strategic plan.

#### **5.3.2.4 Innovations**

Research and Automation of business process will drive innovations during the plan period. Organisational renewal and sustainability will greatly depend on the Board's ability to re-imagine the most effective strategies in delivering the institution's mandate. Along these lines, investments will be made in technology and recruiting employees who will be encouraged to nurture their creativity and innovative approaches in carrying out their work.

### **5.4 Financial Sustainability**

The Board will seek to strengthen financial sustainability by;

- Collaborating with Ministry of Finance and other key stakeholders for prompt remittance of revenue.
- Growing revenue contributed by the gaming sector to the exchequer
- Develop a Resource Mobilisation Strategy to attract funding from cooperating partners and other stakeholders
- Strengthening internal financial controls
- Compliance with Public Financial Management Act and other related regulations
- Promoting corporate governance and Accountability
- Justifying increase in budgetary allocations to Parliament

### **5.5 Partnerships and Collaborations**

The Board will seek collaborations with law enforcement agencies, research institutions, development partners and other government ministries (Health, Education, Social Services). Joint initiatives that include resource sharing, resource mobilization and knowledge sharing and transfer will be initiated. Through these partnerships, sharing of resources (human, financial, equipment etc.) and exchange of knowledge and expertise will be encouraged.

### **5.6 Human Resource Plan**

During the plan period, the Board will fill the positions listed in the table below. This will address the staffing gap currently being experienced and allow the Board to effectively discharge her mandate.

**Table 18: Human Resource Recruitment Plan**

Vacant Positions		Salary scale	No. of Approved Posts		No. of Filled Posts	2021/22	2022/23	23/34	2023/24	2024/25
1	Manager Compliance and Enforcement	Lot 3	1	1	0	1	0			
2	Manager Human Resource and Administration	Lot 3	1	1	1	0	1	0		
3	Manager Legal	Lot 3	1	0	1	0	0			
4	Manager Corporate Affairs	Lot 3	1	1	0	1	0			
5	Manager Research and Planning	Lot 3	1	1	0	1	0	0		
6	Supervisor Compliance	Lot 4	1	0	1	0	0			
7	Supervisor Enforcement	Lot 4	1	0	1	0	0			
8	Compliance and Inspection Officers	Lot 5	10	1	8	0	0	0		
9	Enforcement Officers	Lot 5	5	1	4	1	0	0		
10	Administration Officer	Lot 5	2	1	0	0	1	0		
11	Officer Internal Audit	Lot 5	1	0	0	0	1	0		
12	IT Officer	Lot 5	2	0	0	1	0	0		
13	Driver/ Logistics Assistant	Lot 6	5	0	0	0	1	0		

## 5.7 Critical Success Factors In Implementation of the Plan

The successful implementation of this Strategic Plan will depend on the following factors:

# CHAPTER *Six*

## COMMUNICATION AND FEEDBACK STRATEGY



## **6.1 Introduction**

This chapter outlines the communication and feedback strategy that the Board will use. The objectives of this communication strategy is to explain the Board's Corporate Strategy and its application now and in the future. The target audiences will consist of both internal and external stakeholders.

## **6.2. Internal Stakeholders**

### **6.2.1 The Board of Directors**

The Board of Directors are particularly keen on the performance of the Board. Communication that will elicit interest at this level relates to the implementation of corporate strategy; financial performance; implementation of projects that have been approved; fulfilment of corporate social responsibility and the efficiency and effectiveness of the processes that are there within the NGLRB. The communication strategy will factor in providing the Board with progress reports across the BSC perspectives at the organization-wide level.

### **6.2.2 The Executive Management Team**

The Executive Management Team oversees the implementation of the Annual Operational Plans for the departments. These plans are drawn from the corporate strategic plan and are prepared in line with the departmental scorecards. As such, implementation and performance reports are generated using the balanced scorecard approach where reporting on the progress made is based on the data that has been gathered, as informed by the measures that have been approved. The management reports will be shared each time there is a management meeting, and a more comprehensive quarterly report will be presented by each department. The Directors are accountable for the performance for their respective departments.

The Executive Management will set the Corporate targets at the beginning of the year. These targets will then be assigned to the respective departments. Thereafter, the departments will establish their departmental scorecard cards. The Directors in the respective departments will ensure that these targets are then shared with the sections that constitute the department, and that the various sections and sub-sections then formulate their annual targets that are in line with the departmental targets.

### **6.2.3 The Senior Managers and Managers**

The Senior Manages are accountable for the performance of their sections. On the other hand, Managers are responsible for their sub-sections. The annual operational plans at the departmental level are broken down to tasks that are assigned to the sections and sub-sections that are within the department. The responsible officers report to their supervisors the progress made.

#### 6.2.4 Rest of NGLRB Staff

Activity implementation takes place at the individual level. Each employee has a job description which is aligned to the section and department in which they work. It is at this level where strategic plan is finally operationalized. Individual annual performance will be assessed based on the extent to which planned activities have been implemented and personal performance targets have been achieved. Targets will be set at all the levels – corporate, departmental, section and individual level.

Internally, communication will be relayed through internal memos, team meetings at departmental, section and supervisor-supervisee level. Staff meetings will be held from time to time to communicate achievements made by the Board.

### 6.3 External Stakeholders

External communication will be channelled through limited avenues. Information and external communication involving the media will be released through the Chairperson of the Board (only as need demands), the Chief Executive either through press releases, media briefings or print media inserts and the public relations officer who may participate in interviews with the print and electronic media, press releases as well as channelling information through social media platforms.

### 6.4 Communications Channels

Various communication channels including, but not limited to, newsletters, workshop presentations, information bulletins- hard copy and or electronic, instant messaging e.g. WhatsApp groups, emails, groupware, organisational intranets, organisational performance reports, message kits and town hall meetings will be used to communicate the initiatives of the Board and the progress made. The sections below provide an elaborate view of how the communication will flow.

#### 6.4.1 Internal Communication approaches

- **Accountability reports:** Officer in- charge of M&E takes a lead on receiving internal reports from different departmental heads/manager. However, the Board also encourages staff members to report weekly on their personal tasks.
- **Internal memos:** Another way the Board communicates is through internal memos. These come in a written format either presenting an issue or announcement.
- **Emails:** The Board sends and receives messages from staff and other stakeholders through an electronic format. Emails are considered to be one of the safest way to communicate because they show you are on record and act as a backup even when hard copies of messages get lost.

- **In- house training and meetings:** Different in house trainings and meetings are carried out by the Board to keep staff informed, updated and skilled. These are done based on the activities to be rolled out by the Board.

#### 6.4.2 External Communication approaches

- **Press Release:** The Board officially makes a statement in the media especially in Newspapers. This is normally done when the Board is announcing an item or clarifying on information that is going into the public regarding the gaming sector.
- **Website:** NLGRB has website open for the public to get information about the Board like it's history, services offered, Licensing requirements to mention but a few. This website is periodically updated based on the Board's FY plans.
- **Radio and TV adverts, promotional videos, Newspaper articles:** The Board has a good relationship with different media houses in Uganda in both mainstream media. The newspapers often publish articles about the Board and give relevant messages like adverts, congratulatory messages etc.
- **Periodic reports to relevant stakeholders:** Officer in- charge of M&E takes a lead on receiving internal reports from different departmental heads/ manager. However, the Board also encourages staff members to report weekly on their personal tasks.
- **Social media:** The public is frequently kept updated on the Board's social media pages like Twitter, Youtube and Facebook. Sensitization messages and announcements are posted on these forums. The public has an opportunity to also ask questions and post comments on the Board's social media in relation to gaming in Uganda.
- **Stakeholder trainings and meetings:** The stakeholder trainings and meetings are carried out on needs basis.
- **Assorted printed material like fliers, brochures etc:** Printouts are made for mostly punters and the gaming operators. These mostly have sensitization and awareness messages to protect the public from the adverse effects of gaming.
- **Management meetings:** Management meetings are carried out four times a week. These are held to discuss and articulate the Board's issues, present proposals and any other matter that concerns the progress of the Board. Departmental progress activities and matters arising from Board and secretariat activities.
- **Departmental meetings:** These are held to align employee expectations with the Board's vision and goal.

## 6.5 Feedback Mechanisms

The Board will be able to get feedback through:-

- **Polls and Surveys:**

An opinion poll, often simply referred to as a poll or a survey, is a human research survey of public opinion from a particular sample. In order to assess how the Board is performing, surveys are carried out with open-ended questions for the audience to fully express themselves.

- **Direct and Pre-recorded calls & texts from the Board's toll free numbers:**

The Board already has a toll free number in place for different stakeholders to call in case of any feedback or concern. Setting up a call centre is also being done to help in the Responsible Gaming program.

- **Performance appraisals or reviews:** NLGRB carries out appraisals on an annual basis to gauge the performance of staff, managers, and supervisors. It is from these performance reviews that the staff give feedback on what has stood out for them during their course of work, the challenges and plans towards the Board's growth. The supervisors and managers are also able to communicate their expectations through this. For the new employees appraisals are done after a period of six months.

- **Emails:** The Board uses this fast and easy way of sending and receiving messages electronically over a computer network as well as get feedback through it from staff and external stakeholders.

The feedback compiled is used to change policies, promote fairness in the gaming sector, enhance the Board's image as well as protect the public from adverse effects of gaming.

## 6.6 Frequency/periodicity of communication

Communication through Press Release is done twice a year. This is often done when licensing of gaming operators is going to take place.

The Board has a Protocol and PR Officer responsible for external communication. All external communication is channelled through this officer.

“

Communication through Press  
Release is done twice a year.

”



# CHAPTER *Seven*

## RISK ANALYSIS AND MANAGEMENT



## **7.1 Introduction**

This chapter focuses on key risks at the strategic level. Management and Board meetings will review and monitor the risks. It is noted that since new risks may emerge, management will keep assessing the environment in which NLGRB operates and update the risk register and bring to the attention of the Board any new strategic risks that emerge during the implementation of the plan. Management will proactively identify, evaluate and assess significant risks, then institute risk mitigation and risk management strategies in order to enhance achievement of the objectives.

## **7.2 Risk Identification**

*Risks are about events that, when triggered, cause problems or benefits. Hence, risk identification can start with the source of the problems or with the consequences of the problem. Risk sources may be internal or external to the LGRB. The Board will formulate a risk management framework for identification, analysis, treatment, and reporting of risks.*

## **7.3 Risk Assessment**

*This will entail NLGRB assessing the identified risks as to their potential severity of impact and to the probability of occurrence. These quantities can be either simple to measure or impossible to know for sure in the case of an unlikely event, the probability of occurrence of which is unknown. Therefore, the assessment process will require making the best-educated decisions in order to properly prioritize the implementation of the risk management plan.*

## **7.4 Risk Management**

*The Board's risk management will be guided by the provisions of the PFMA, 2015. Risk management will involve a prioritization process whereby the risks with the greatest potential loss or impact and the greatest probability of occurring will be handled first, and risks with lower probability of occurrence and lower loss will be handled in descending order.*

## **7.5 Risk Management Plan**

*LGRB will select appropriate controls or countermeasures to mitigate each risk. The Risk Management Plan will propose applicable and effective controls for managing the risks. The plan will contain a schedule for control implementation and responsible officers for those actions.*

## **7.6 Review and evaluation of the Risk Management Plan**

*LGRB will periodically review and update the risk management plan. Practice, experience, and actual loss results will necessitate changes in the plan and contribute information to allow possible different decisions to be made in dealing with the identified risks.*

## **7.7 Major Risks and Risk Reporting**

Identification, monitoring and risk mitigation will be an ongoing process throughout the strategic plan implementation period. Initiative owners will identify, monitor and mitigate risk at every operational level. Heads of department will proactively manage and monitor risks at their levels. At the corporate level, the Accounting Officer will ensure that risks are sufficiently addressed through processes and internal controls that minimize risk exposure. Assurance will be provided by the Head of the Internal Audit. The Board will receive a report on enterprise risks in each of their sittings and give directions on additional measures that should be taken for sustainable business continuity.

### **Major risks identified include:**

- i. Inadequate sector funding
- ii. Negative perception of the gaming sector
- iii. Revenue leakage
- iv. Non-responsive business processes (due to the dynamic environment)
- v. The Board's ability to adapt to the rapid pace of technological developments
- vi. Low stakeholder awareness levels
- vii. Budgetary and Financial Risk
- viii. Governance and reputation risk

Annex 4 contains the risks that identified during the strategic planning process.



# CHAPTER *Eight*

## MONITORING AND EVALUATION



## **8.1 Introduction**

In this chapter, Monitoring and Evaluation (M&E) of the strategic plan is discussed. The results framework is presented and the roles of different parties are elaborated. The chapter concludes with the monitoring and evaluation plan.

## **8.2 Monitoring and Evaluation Arrangements**

Monitoring of the plan will be done through weekly management meetings, monthly management reports, quarterly reporting to the Ministry of Finance and Economic Planning and Development and annual strategic review meetings. A midterm review of the plan will be done in the middle of year 3 of the plan implementation. On annual basis, the MTEF will be updated in order to more aptly reflect the resource envelope requirements, based on the progress made.

An annual performance report will be developed during the plan period. Annual retreats will be arranged by management to review the progress made, assess the changes in the operating environment and the strategies applied by the Board and their effectiveness. The relevance of the objectives being pursued will also be reviewed on an annual basis.

Quarterly reports will be shared with the parent Ministry and other key stakeholders. The Board will receive strategic plan implementation reports on quarterly basis and use these to provide further advise. Monthly and weekly management meetings will also be held.

The M&E manager will be responsible for coordinating the M&E reports, and will ensure their timeliness and quality. The indicators in the plan will primarily be used for collecting performance data to be used for analysing the performance and M&E reporting.

The strategic plan will be monitored through a number of indicators (measures). These measures will track the progress made towards the implementation of the plan. Data on these measures will be collected and reported on quarterly and annual basis. The frequency for gathering data for each respective measure is reflected in the M&E plan presented in the table entitle M&E matrix.

The measures will be cascaded to the departmental level (Tier 2) and individual employee level (Tier 3). At tier 3, these measures will comprise of the performance contract that employees will be assessed against on annual basis. This will serve to link the employees contracts (or job descriptions) to the strategic plan.

Tier one of the strategic plan implementation will be at the CEO level. This level will report to the NLGRB Board on the strategic objectives. Corporate measures are presented in the corporate scorecard.

At tier 2, heads of departments will use the measures that respectively relate to their departments to capture data and report on their performance.

At tier 3, employee scorecards (performance agreements) will be drawn based on the tasks that are to be carried out by the respective employee. Annual targets for each employee will be agreed upon between the employee and his or her supervisor. The supervisors will be responsible for monitoring the performance of their employees and assessing the employee performance on first instance.

### **8.3 Monitoring and Evaluation Mechanisms**

The strategic plan monitoring and evaluation will take place at various levels. The highest will be at the Board of Directors level where progress made will be reported. The NLGRB CEO will report progress on the implementation of the strategic plan to the Board. The second level will be at the Directors level. The respective Directors will report the progress made by their departments based on the departmental scorecards. This will take place as determined by the Management team. The third level will be at employee level where each employee will report of the progress made based on their performance agreements which are agreed upon at the beginning of the financial year.

Objective owners and initiative owners will be appointed to coordinate gathering of performance data on each of the objectives and initiatives respectively. Objective and initiative owners will serve as the implementation champions for the respective objectives and initiatives and will be expected to make follow up with those tasked to execute activities related to the initiatives and/or objectives.

There will be two types of Evaluation of the strategic Plan once every year using internal evaluators and another one after the first two and a half year using External evaluator. The aim of both evaluations will be to assess the outcome and whether strategic plan is contributing to better fulfilment of the mission and Vision of NLGRB. The evaluation will also assess the adequacy of resources being mobilized to implement the strategic plan and determine whether available resources are being utilized efficiently.

Supervisors and managers will meet with their staff on regular basis to discuss performance. They will be expected to feed into the Directors on quarterly basis to report on performance of their sections. The Directors will, every half year, report in the strategic review meetings, performance for RFA against the annual workplan which will be derived from the strategic plan. There will be an annual review by Senior Management on the performance of NLGRB.

Quarterly strategy implementation meetings will be held by the management team. Additionally, at the end of each financial year, a detailed strategy review meeting will be conducted where annual achievement levels will be discussed and the strategy reviewed in the context of the changing operating environment. Based on these meetings, the targets for the subsequent year will be established.

The M&E dissemination will be done through corporate review meetings; stakeholders forums; directorate and departmental reviews meetings and financial and technical reports. Results from the M&E will feed into:

- Performance improvement
- Sharing of lessons learnt
- Reviewing and amending procedures and policies
- Continuous improvement

The M&E plan will be update regularly to reflect the NLGRB dynamic business environment.

#### **8.4 Monitoring and Evaluation Data Gathering and Analysis**

Objective and initiative owners will coordinate gathering and analysis of performance data. Application of relevant templates will ease and standardise the process across the board. Objective and initiative owners will also serve as the implementation champions. The evaluation will also asses the adequacy of resources being mobilized to implement the strategic plan and determine whether available resources are being utilized efficiently.

NLGRB will use the single and double loop evaluation technique. The double loop review will involve re-evaluation of the objectives and where possible reformulation of the same.

#### **8.5 Results Framework**

A Monitoring and Evaluation framework anchored on the strategic plan implementation matrix is attached as an Annex 5.

**Table 19**

Objective	Outcome/Adopted Intermediate Outcomes	KPI	Targets							Data source	Frequency	Strategic Initiatives
Stakeholders			FY 2020/21	FY 2021/22	FY 22/23	FY 23/24	FY 24/25	5 Year target				
Strengthen partnership with Key stakeholders	• Timely and efficient execution of activities	% of resources contributed by stakeholders	60%	66%	74%	80%	95%	95% of targeted resources contributed by the partners	Stakeholder engagement programme Technical Report	Quarterly	Stakeholder engagement programme	
	• Improved quality of service delivery	% of planned Joint initiatives being carried out	60%	69%	65%	72%	80%	80 % of planned Joint initiatives being carried out				
Reduce gaming harm	• Reduced number of minors participating in gaming	% of minors participating in gaming.	<30%	<26%	<20%	<15%	<10%	Less than 10% minors and problem gamblers.	Responsible Gaming Programme Technical report	Quarterly	Responsible Gaming Programme	
	• Reduction in number of reported cases of punters addicted to gaming	% of punters exhibiting gambling problems.	34%	28%	23%	21%	20%	20% of punters exhibiting gambling problems.				
	• Improved perception of gaming	% of the population sensitized on harmful gambling.	45%	48%	52%	55%	60%	60% of the population sensitized on harmful gambling.				
Increase stakeholder satisfaction	• Improved stakeholder relations	%of stakeholders satisfied	52%	58%	62%	66%	70%	70%of stakeholders satisfied	Stakeholder engagement programme Technical report	Quarterly	Stakeholder engagement programme	

Financial												
Increase revenue	• Increased revenue	% of revenue (Tax and NTR) paid by licensees.	100%	100%	100%	100%	100%	100%	100%	100% revenue payment by licensed operators.	National Central Electronic Monitoring Systems (NCEMS)	Quarterly
Improve compliance	• Improved compliance	% of compliant operators	50%	65%	78%	87%	95%	95%	95%	95% of compliant operators	Compliance improvement programme Technical report	Quarterly
Improve cost effectiveness and accountability	• Improved budget execution	% variance of actual budget	20%	15%	14%	12%	10%	10%	10%	Plus or minus 10% Budget variance	Budget and cost management programme Financial report	Quarterly
	• Increased adherence to PFM Act	Number of outstanding audit findings	0	0	0	0	0	0	0	Zero significant and repeat audit findings	Budget and cost management Programme	
Internal Business Process												
Improve governance and communication systems	• Improved governance Good corporate citizenship	% of policies developed and revised	30%	20%	15%	10%	10%	10%	10%	85% of policies developed and revised	Organisational review and restructuring Programme. Technical report	Quarterly
	• Improved organisation culture	% of functional board structures and organs.	20%	15%	10%	15%	20%	20%	20%	80% of functional board structures and organs.	Organisational review and restructuring Programme.	

Improve research	• Joint research initiatives	Number of research studies undertaken	1	1	1	1	1	5 research studies undertaken	Research and Development Programme Technical report	Quarterly	Research and Development Programme
	• M&E reports	% of policies revised based on research recommendation	30%	40%	55%	75%	80%	80% of the revised policies based on research recommendations			
	• Key business processes flow charts (as are and should be)	% of business processes optimized	50%	62%	69%	72%	75%	75% of business processes optimized	Business process re-engineering and automation Technical Report	Quarterly	Business process re-engineering and automation
<b>Organizational capacity</b>											
Improve infrastructure	• Improved Board capacity	% Increase in coverage	30%	35%	38%	45%	50%	50% increase in coverage	Infrastructure development project Financial and Technical Report	Quarterly	Infrastructure development project
	• Asset expansion	% of planned assets acquisition budget utilized	40%	60%	73%	83%	90%	90% of planned assets acquisition budget utilized			
Increase uptake of technology	• Improved sector monitoring and reporting	% of operator systems interfaced with the CEMS.	30%	50%	80%	90%	10%	100% integration.	National Central Electronic Monitoring System (NCEMS) Technical Report	Quarterly	National Central Electronic Monitoring System (NCEMS)

	<ul style="list-style-type: none"> <li>Improved data integrity and system security</li> </ul>	% of business processes automated.	50%	60%	72%	85%	100%	100% of pre-prioritized processes.	Business processes and automation programme Technical Report	Quarterly	Business processes and automation programme
Improve skills, Knowledge and team work	<ul style="list-style-type: none"> <li>Improved employee competence</li> </ul>	% of staff attaining required professional certification	65%	69%	75%	78%	80%	80% of staff trained	Performance management programme Technical Report	Quarterly	Performance management programme
	<ul style="list-style-type: none"> <li>Improved teamwork</li> </ul>	% of team-based tasks completed on time	65%	68%	71%	75%	80%	80 % of team based tasks completed on time	Employee development and organizational culture change Technical Report	Quarterly	Employee development and organizational culture change
	<ul style="list-style-type: none"> <li>Improved employee competence</li> </ul>	Percentage employee satisfaction level	60%	63%	65%	71%	75%	75% of employee engagement			

# CHAPTER *Nine*

## PROJECT PROFILES



## 9.1 Introduction

This chapter details the projects that LGRB will embark on during the plan implementation period. These are also, in the context of the Balanced Scorecard, the initiatives.

The plan will be implemented through ten programmes. The programmes will cut across the functional areas of the Board. They will be implemented through cross functional teams and across the departments.

**Table 20: Project Profiles**

Strategic intervention (Initiative)	Objective	Outputs	Activities
Stakeholder engagement programme	<b>Strategic Objective 1: Strengthen partnerships with key stakeholders</b>	Functional stakeholder fora	Establish stakeholder engagement platforms
		Jointly planned activities implemented	Sign MoUs with partners and undertake jointly planned activities
		Stakeholders satisfaction survey reports	Conduct stakeholder satisfaction surveys
		Marketing & communication strategy	Develop a marketing and communication strategy
		Resources mobilized	Mobilize resources from partners
	<b>Strategic Objective 2: Increase stakeholders satisfaction</b>	Stakeholders relationship system	Roll out public awareness campaigns on NLGRB work
			Establish CSR programmes jointly with stakeholders
			Media briefings, inserts, documentaries, TV interviews and social media presence
			Develop & implement a stakeholders relationship system
	<b>Strategic Objective 3: Increase revenue</b>	Resources mobilized	Develop proposals for funding
		Compliance reports	Conduct compliance checks for application of licences
			Automate capture of operator revenue data
		NCEM System	Roll out the National Central Electronic Monitoring System

Responsible Gaming Programme	<b>Strategic Objective 1: Reduce gaming harm</b>	Responsible gaming guidelines	Develop responsible gaming guidelines
			Roll out corporate social responsibility programmes
			Conduct public awareness campaigns
			Conduct research on responsible gaming
		Minors receiving mentoring, counselling and treatment	Partner with Hospitals and other service providers for counselling, mentoring and treatment
		ToTs, operators and counsellors trained	Conducting TOTs for NLGRB staff, the operators and counsellors on responsible gaming
Compliance Improvement Programme	<b>Strategic Objective 1: Improve compliance</b>	Punters trained	Train punters on financial management and other life skills
		Compliance standards	Develop, review and roll out compliance standards
		Inspections and investigations reports	Conduct Quarterly compliance inspections and investigations
		National Register for Gaming Equipment	Establish and maintain a National Register of gaming equipment
		Compliance Audit and Reviews reports	Conduct compliance audits, reviews
		Enforcement reports	Carry out enforcement tasks
		Complaints arbitrated	Arbitrate complaints
		Licenses awarded	Licensing operators and special employees
		Employees trained on compliance	Train NGLRB staff on compliance
		Cases handled	Represent NGLRB in courts of law, tribunals and other judicial bodies
		Amendments proposed	Review and propose amendments to legal framework guiding the gaming sector
			Promote good Corporate Governance at NLGRB

Budget and cost management programme	<b>Strategic Objective 1: Improve cost effectiveness and Accountability</b>	Periodic financial reports	Monitor budget execution
		Costed Plan	Align corporate annual budgets to the Board's strategic plan
			Coordinate budget review meetings
		Departmental Annual Budgets	Support departments in costing their annual workplans
			Develop, review and maintain internal financial controls
			Prepare periodic financial reports
		Audit reports	Prepare for periodic Audits
		Risk Management manual	Prepare and review NLGRB risk management manual
Organisational Review & Restructuring Programme	<b>Strategic Objective 1: Improve governance and communication systems</b>	Improved Risk maturity level	Develop enterprise risk management guidelines
			Review existing internal controls
		Organisational review report	Assess the strategic fit between current organisational structure and the Board's Strategy
		Revised organisational structure	Develop an organisational structure aligned to the Board strategy
			Align staff to the new structure
		Communication guidelines	Develop and implement communication guidelines
			Integrate key processes of the Board

Research & Development Programme	<b>Strategic Objective 1: Improve research &amp; planning</b>	Research proposals	Develop research proposals
		Research reports	Conduct research
			Coordinate workshops for disseminating research findings
		MOUs signed with other research institutions	Establish partnerships with other research institutions
		Strategic plan review reports	Coordinate annual, mid-term strategic plan reviews
		Strategic Plan Implementation progress reports	Monitor the implementation of NLGRB strategic plan
		M&E system	Develop and implement M&E system and tools
		NLGRB Annual workplan	Coordinate the preparation of corporate annual and quarterly workplans
		M&E reports	Prepare and disseminate M&E reports
		Joint research funding proposals	Develop joint research initiatives with partners
		Policy review briefs	Review policies related to gaming sector
		Ministerial policy statement	Develop and disseminate ministerial policy statement
Business Process Re-engineering & Automation Programme	<b>Strategic Objective 1: Improve business processes</b>	2026/27-2030/31 Board Strategic Plan	Coordinate Development of the Board strategic plan 2026/27-2030/31
		Key business processes flow charts (as are)	Map/flow chart and analyze key business processes
		Key business processes flow charts (as should be)	Redesign key business processes
		Business process integration report	Carry out a business process integration study
		Integrated and automated business processes	Integrate and automate core business processes
		Staff/users and process owners trained	Train staff/users and process owners on new business processes

National Central Electronic Monitoring System (NCEMS)	<b>Strategic Objective 2: Increase uptake of technology</b>	Functional NCEMS	Implement/roll out the NCEMS
		Gaming Technologies Report	Assess technologies (new and those in use) applied in the gaming industry
		Technology solutions adapted/adopted	Adapt or adopt technology solutions
		Gaming Technology benchmarking report	Conduct a gaming technology benchmarking exercise
		Staff/operators trained	Train staff on existing and new technologies adopted by the Board
Infrastructure development project	<b>Strategic Objective 1: Improve infrastructure</b>	Asset acquisition & maintenance guideline	Develop asset acquisition and maintenance guidelines
		Procurement plan	Develop a Board procurement plan
		Sufficient office space for staff	Procure office space
		Assets and equipment procured and maintained	Acquire and maintain office assets and equipment
		Regional offices	Acquire/rent regional office premises
		Land	Acquire land for the Board for office premises

Performance Management Programme	<b>Strategic Objective 1: Improve skills, knowledge and teamwork</b>	Training needs report	Identify employee training needs
		Training plan	Develop training plan and coordinate and monitor its implementation
		Employee performance report	Coordinate performance planning, performance monitoring and performance review sessions
		HRM Guidelines	Develop, review and implement HRM guidelines
		Employee satisfaction survey report	Conduct employee satisfaction surveys
		Employee Remuneration	Salaries
			Gratuity
			Social security
		Staff Welfare and retention	Saving scheme
			Health insurance and workman compensation
			Retooling and improving working conditions
		Positions filled	Recruit for vacant positions in accordance with approved Board establishment
		Workload analysis report	Carry out workload analysis
		Job evaluation report	Undertake job evaluation
		Skills audit report	Conduct a skills audit for NLGRB

# ANNEXES



## Annex 2 Projected Revenue

**Table 21: Actual and Projected Revenue Expenditure by objective**

Summary- Projected Expenditure (UGX 'M')							2021/22	2022/23	2023/24	2024/25	2025/26
Perspective	SO Code	Strategic Objective	strategic Initiative/ Project ID No.	Strategic Initiative	Activities	Unit of measure	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost
		Increase stakeholder satisfaction Total					30	30	30	30	30
		Reduce gaming harm Total					174	2 99	284	301	321
		Improve compliance Total					566	6 66	476	598	547
		strengthen partnership with key stakeholders ITmotparlove					68	70	70	70	155
		effectiveness and accountability Total					112	112	112	112	126
		Increase revenue Total					6,500	4,333	-	-	-
		Improve Business Processes Total					130	1 80	80	90	-
		Improve governance and communication systems Total					411	3 60	400	400	400
		Improve research Total					100	80	80	-	80

		Improve governance and communication systems Total							-	20	-	-	-
		Improve skills, knowledge and team work Total						3,982	4,752	4,752	4,752	4,752	4,752
		Increase uptake of technology Total						-	-	-	-	-	-
		Improve infrastructure Total						797	1,212	2,922	3,172	2,922	2,922
		Grand Total						2,922	12,114	9,206	9,525	9,333	9,333

## Annex 4: Risks

**Table 22 Risk Matrix**

Objective	No.	Risk Caption	Risk Description	Likelihood	Impact	Rating	Mitigation
Strengthen partnership with Key stakeholders	1.1	Low stakeholder awareness levels	Low awareness levels may cause NLGRB to lose influence among its key stakeholders.	3	4	12	Implement stakeholder management strategy
	2.1	Weaknesses in the legal and regulatory framework to minimize harmful gaming.	The Gaming Act 2016 has minor penalties for illegal and harmful gaming.	4	3	12	Propose amendments to the Gaming Act and regulations including penalties and fines.
	2.2	Inadequate sector funding	Increase in regulation, responsible gaming and awareness requires a lot of funding. The sector may be unable to raise the required funds at the right time.	4	4	16	Justify the need for additional funding. Consider other sources of financing which target responsible gaming, e.g. donor funding, appropriation in aid.

Increase stakeholder satisfaction	2.3	Negative perception of the gaming sector	Gaming is perceived as morally destructive to society. NLGRB may be unable to justify its good intentions of reducing gaming harm.	4	4	16	Implement responsible gaming programmes Implement stakeholder management strategy
	3.1	Varying expectations and demands from stakeholders.	LGRB may not meet stakeholder demands due to limited resources.	4	3	12	Implement stakeholder management strategy.
	3.2	Low stakeholder awareness levels.	Low awareness levels may cause NLGRB to lose influence among its key stakeholders.	3	4	12	
	3.3	Unsatisfactory service levels	NLGRB may not provide service that is reliable, responsive, timely and with integrity.	3	5	15	Business Process Re-engineering and Organizational cultural change through training.

Increase revenue	4.1	Revenue leakage	Tax and Non-Tax Revenue may remain uncollected through weak systems, fraud and collusion.	4	4	16	Implement sector revenue collection strategy. Automate internal business processes Rollout the Central Monitoring System. Enhance the compliance and enforcement processes.
	4.2	Failure to exploit existing and potential revenue lines.	NLGRB may not collect revenue from all sources that are either currently provided for or not provided for in the gaming act.	4	3	12	Implement untapped revenue lines. Identify new revenue lines for inclusion in the Gaming Act and regulation.

Improve Compliance	5.1	Failure of licensees to comply with applicable laws	Licensees may fail to comply with applicable laws	3	5	15	Automate internal business processes Rollout the Central Monitoring System. Enhance the compliance and enforcement processes.
	5.2	External sector interference	NLGRB may fail to hold some politically exposed gaming sector players to account due to external influence.	2	4	8	Advocacy and stakeholder management.
	5.3	Lack of enabling legal and regulatory framework to compliance.	The Gaming Act 2016 has minor penalties for operator offences.	4	3	12	Propose amendments to the Gaming Act and regulations including penalties and fines. Implement a compliance framework.
	5.4	Slow pace of policy development to support regulatory reforms.	Regulatory reforms are guided through the laws and regulations which are enacted by parliament. Long legal procedures may imply that NLGRB is unable to quickly achieve desired sector changes.	4	3	12	Advocacy and stakeholder management.

Improve cost effectiveness and accountability	6.1	Poor accountability culture	Staff may be unwilling to comply with standing orders and value for money principles. In addition, audit recommendations may remain unimplemented for long after their due dates.	2	4	8	Roll out a Monitoring and Evaluation framework. Compliance with the PFMA and Regulations. Strengthen the internal audit function.
	6.2	Budgetary and Financial Risk	Failure to adhere to approved budgets and work plans.	3	4	12	
	6.3	Failure to implement internal controls	Absence of formal policy manuals and or override may hinder NLGRB's compliance to internal controls.	2	4	8	Standardize procedures and controls.
Improve governance and communication systems	7.1	Governance and reputation risk	NLGRB may face bad publicity resulting from increased gaming harm and misappropriation of funds.	3	4	12	Enforce accountability and transparency.
	7.2	Poor strategic decisions	Failure to embed risk management in strategic and business decisions may lead to less-than-optimal outcomes.	3	5	15	Develop and implement Governance, Risk Management & Compliance Frameworks.

Improve research	8.1	Resource constraints	Lack of adequate resources to undertake research activities.	4	3	12	Develop and implement funding strategy. Increase staff head count in the strategy function.
Improve business processes	9.1	Failure to comply with internal policies and procedures.	Staff may fail to comply with internal policies and procedures. This might imply that NLGRB is unable to deliver a quality service which meets customer expectations	2	4	8	Regular compliance monitoring and enforcement
	9.2	Nonresponsive business processes (due to the dynamic environment)	NLGRB processes may be long and inefficient. NLGRB may not be able to meet the required turnaround times for delivery of improved service quality.	4	4	16	Business process re-engineering and automation Define operational risk indicators Roll out a Monitoring and Evaluation framework.

Improve infrastructure	10.1	Resource constraints	Lack of adequate resources to improve infrastructure such as office premises and vehicles. For example, the Board is not regionally represented, lacks trucks to ferry confiscated equipment and the head office may be inadequate to accommodate increasing staff numbers.	3	3	9	Develop and implement funding strategy. Design and build new Corporate Head Office. Roll out regional offices.
Increase uptake of technology	11.1	Manual processes and lack of integrated IT systems	Most of NLGRB's processes are currently manual and the existing systems are not integrated. This implies internal inefficiencies in delivering services to our customers.	4	3	12	Roll out NCEMS. Develop and implement a Regulatory Information Management System Obtain ISO 27001 and ISO 27701 Certification Business process re-engineering and automation strategy.

11.2	The Board's ability to adapt to the rapid pace of technological developments	Lack of adequate resources to undertake desired IT adaptations. There is a risk that increasing competition for treasury funds reduces the annual appropriation and hence inability to fund technological developments when needed.	4	4	16	Develop and implement funding strategy Donor funding Appropriation in aid Justify the need for additional funding
12.1	Staff retention	NLGRB may find it difficult to attract and retain qualified staff because of increased competition for skilled staff from the market.	3	3	9	Implement retention and succession strategy
12.2	Low staffing levels	NLGRB's approved structure is only filled up to 42%. This implies that LGRB may not be able to deliver all its intended activities.	4	3	12	Perform an HR structure review and implement changes

	12.3	Poor performance management system	NLGRB may not be able to improve staff skills, knowledge and teamwork due to weaknesses in performance management.	4	2	8	Design and implement a robust competence assessment system
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Table 23: Legend

Score Range	Rating	Colour Code
1-4	Low	Green
5-15	Medium	Amber
16-25	High	Red

Probability	Score	Impact	Score
Very Low/Rare	1	Very Low	1
Low/Unlikely	2	Low	2
Medium/Possible	3	Medium	3
High/Likely	4	High	4
Very High/ Prob-able	5	Very High	5

## Annexe 5: Implementation Matrix

Table 24

Strategic intervention (Initiative)	Objective	Outputs	Activities	Timelines/costs					Responsibility centre	Estimated cost
				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
Stakeholder engagement programme	Strategic Objective 1: Strengthen partnerships with key stakeholders	Functional stakeholder fora	Establish stakeholder engagement platforms	20	20	20	20	20		100
				10	20	20	20	20		
				20	20	20	20	20		
					20					
		Resources mobilized	Mobilize resources from partners	60	5	5	5	300		1.020
	Strategic Objective 2: Increase stakeholders satisfaction		Roll out public awareness campaigns on NLGRB work	60	60	300	300			



			Conduct research on responsible gaming	100		100	100	100	100	300
		Minors receiving mentoring, counselling and treatment	Partner with Hospitals and other service providers for counselling, mentoring and treatment	116		180	180	180	180	656
		ToTs, operators and counsellors trained	Conducting TOTs for NLGRB staff, the operators and counsellors on responsible gaming	80		80	80	80	80	320
		Punters trained	Train punters on financial management and other life skills	40		80	80	80	80	280
Compliance Improvement Programme	Strategic Objective 1: Improve compliance	Compliance standards	Develop, review and roll out compliance standards	60	30					90
		Inspections and investigations reports	Conduct Quarterly compliance inspections and investigations	205	205	205	255	255	255	1,125
		National Register for Gaming Equipment	Establish and maintain a National Register of gaming equipment			150				150
		Compliance Audit and Reviews reports	Conduct compliance audits, reviews	20	20	20	20	20	20	100
		Enforcement reports	Carry out enforcement tasks	200	200	200	200	200	200	1,000
		Complaints arbitrated	Arbitrate complaints	10	10	10	10	10	10	50

		Licenses awarded	Licensing operators and special employees	40	40	40	40	40	40	200
		Employees trained on compliance	Train NGLRB staff on compliance		60	120	120	120	120	420
		Cases handled	Represent NGLRB in courts of law, tribunals and other judicial bodies	10	10	10	10	10	10	50
		Amendments proposed	Review and propose amendments to legal framework guiding the gaming sector		50	50	80	50	50	230
			Promote good Corporate Governance at NLGRB	311	311	311	311	311	311	1,555
Budget and cost management programme	Strategic Objective 1: Improve cost effectiveness and Accountability	Periodic financial reports	Monitor budget execution							
		Costed Plan	Align corporate annual budgets to the Board's strategic plan							
			Coordinate budget review meetings							
		Departmental Annual Budgets	Support departments in costing their annual workplans							
			Develop, review and maintain internal financial controls							











			Retooling and improving working conditions	205	205	400	205	370	1,385
		Positions filled	Recruit for vacant positions in accordance with approved Board establishment	15		64			79
		Workload analysis report	Carry out workload analysis						
		Job evaluation report	Undertake job evaluation						
		Skills audit report	Conduct a skills audit for NLGRB						
			Total	12,276	11,261	11,260	11,510	11,256	57,563