



KHOKHO UGANDA STRATEGIC PLAN 2025/26-2029/30



KhoKho UGANDA

STRATEGIC PLAN

2025/26 2029/30

Vision

To be a leading and inclusive sports federation that develops world-class Khokho talent and positions Uganda as a continental and global force in Khokho

Goal

Establish a sustainable and competitive Khokho ecosystem that increases participation, develops elite athletes, and enhances Uganda's performance at regional and international levels.

Theme

Building a Strong Foundation for Excellence, Growth, and Global Competitiveness in Khokho

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FOREWORD

On behalf of the Khokho Uganda (KU), it gives me great honor and pleasure to present the Strategic Plan for the period 2025–2030. This strategic plan marks an important milestone in our collective journey to strengthen, professionalize, and grow KhoKho as a competitive and inclusive sport in Uganda.

KhoKho is a sport deeply rooted in discipline, teamwork, speed, and strategic thinking. Over the years, the Federation has made commendable progress in promoting the game across the country despite limited resources and emerging challenges. However, the evolving national and international sports environment demands deliberate planning, strong governance structures, and sustainable development approaches. This Strategic Plan therefore provides a clear roadmap to guide the Federation's actions and decisions over the next five years.

The Strategic Plan for the period 2025–2030 is guided by six interrelated Strategic Focus Areas that collectively aim to strengthen and grow KhoKho in Uganda. These include Governance, which seeks to enhance leadership, accountability, transparency, and institutional capacity within the Federation; Membership, focused on expanding and strengthening an inclusive and well-structured membership base across regions, clubs, and schools; KhoKho Development, aimed at grassroots growth, talent identification, coaching, officiating, and infrastructure development; Marketing and Communication, intended to improve visibility, branding, partnerships, and stakeholder engagement; Competitions and Events, which will ensure the organization of structured, regular, and high-quality national and regional competitions; and National Teams, dedicated to building competitive national teams through systematic training, performance management, and international exposure to elevate Uganda's presence in regional and global KhoKho arenas. This Strategic Plan is the result of broad consultation with stakeholders, including athletes, coaches, officials, administrators, partners, and government agencies. I extend my sincere appreciation to all those who contributed their time, expertise, and commitment to shaping this document.

Successful implementation of this plan will require collective effort, unity of purpose, and sustained commitment from all stakeholders. I therefore call upon our members, partners, sponsors, and the wider sports fraternity to work hand

in hand with the Federation as we strive to position Uganda as a respected force in regional and international KhoKho.

As we embark on this new strategic cycle, I remain confident that with strong leadership, shared responsibility, and unwavering dedication, Khokho Uganda will achieve its vision of excellence and growth.

Together, let us build a stronger future for KhoKho in Uganda.

Mr. Nsubuga Mustapha

PRESIDENT

ACKNOWLEDGEMENT

The development of the Strategic Plan for the KhoKho Uganda represents a significant milestone in the advancement and formalization of KhoKho as a structured sport in Uganda. This achievement has been made possible through the collective effort, commitment, and support of various individuals and institutions.

We express our sincere gratitude to the Government of Uganda, through the National Council of Sports, for its guidance, regulatory oversight, and continued support towards the development of sports in the country. Their commitment to promoting inclusive participation and structured sports development has been instrumental in shaping the direction of this Strategic Plan.

We extend our appreciation to the leadership and members of the KhoKho Uganda for their dedication, technical input, and visionary leadership throughout the planning process. Your passion for the growth of KhoKho in Uganda has been invaluable.

Special recognition goes to our partners, stakeholders, development partners, and sponsors whose financial and technical contributions have supported consultations, stakeholder engagements, and planning workshops that informed this document.

We also acknowledge the contributions of athletes, coaches, referees, and regional coordinators whose practical experiences and insights provided a strong foundation for realistic and impactful strategic priorities.

Finally, we appreciate all individuals and institutions that, in one way or another, contributed to the successful completion of this Strategic Plan. Your support has laid a strong foundation for the growth, governance, and international competitiveness of KhoKho in Uganda.

Together, we look forward to a vibrant, inclusive, and successful future for KhoKho in Uganda.

Harriet Margaret Apolot
General Secretary

LIST OF ACRONYMS

ANF	Africa KhoKho Federation
CD	Competitions Department
CRC	Constitutional Review Committee
EXCOM	Executive Committee
HR	Human Resource
INF	International KhoKho Federation
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
NDP	National Development Goals
NCS	National Council of Sports
TD	Technical Department
KU	Khokho Uganda

EXECUTIVE SUMMARY

The Khokho Uganda Strategic Plan 2025/26–2029/30 provides a strategic roadmap for the development, promotion, and professionalization of Khokho in Uganda over the next five years. Since its official recognition in Uganda in 2022, Khokho has registered notable growth through increased awareness, participation, and affiliation with regional and international Khokho bodies. However, the sport remains at an early stage of development and requires deliberate investments in governance, grassroots development, athlete development, competitions, infrastructure, partnerships, and resource mobilization.

The Strategic Plan is aligned with Uganda Vision 2040, the National Development Plan IV, the National Sports Act, and international sports development frameworks. It seeks to position Uganda as a leading Khokho nation in Africa while creating opportunities for youth participation, talent development, health promotion, and national unity.

SECTION 1: INTRODUCTION

1.0 Background

Khokho Uganda is the national governing body responsible for the promotion, development, regulation, and administration of Khokho in Uganda. The Association was officially established in 2022 and is mandated to coordinate all Khokho activities in the country.

The Association exists to provide leadership in the development of the sport, ensure adherence to international standards, coordinate competitions, develop athletes and officials, and promote Uganda's participation in regional and international Khokho events.

1.1 Legal Framework of KhoKho Uganda

The Strategic Plan is guided by:

- a) Constitution of the Republic of Uganda.
- b) National Sports Act.
- c) National Development Plan IV.
- d) Uganda Vision 2040.
- e) International Khokho Federation regulations.
- f) African Khokho Federation regulations.
- g) Khokho Uganda Constitution.

1.2 Purpose of the Strategic Plan

The Plan provides a framework for:

- a) Strategic direction;
- b) Resource mobilization;
- c) Performance measurement;
- d) Stakeholder coordination; and
- e) Sustainable growth of the sport.

1.3 Strategic Plan Formulation Process

The Khokho Uganda Strategic Plan (2025/26 – 2029/30) was developed through a consultative process. The strategic plan development process was spearheaded by the Interim executive committee under the leadership of the Federation President. The process was in collaboration with various stakeholders, including the delegates, KhoKho Uganda Clubs, the National Council for Sports, the selected officials from National Planning Authority, the Ministry of Education presented and approved by the Annual General meeting.

SECTION 2.0 SITUATIONAL ANALYSIS OF KHOKHO UGANDA

This section provides the situation analysis presenting, the institutional capacity of the Khokho Uganda, the key achievements and challenges over the previous plan period. The SWOT and stakeholder analysis and provides the summary of emerging issues and implications. This section provides the basis for the strategic direction of the federation for the next planning period.

2.1 SWOT Analysis for the KhoKho Industry

The SWOT analysis below provides an overview of the current situation of KhoKho in Uganda. This has been used to identify ways to build on our strengths and explore possible solutions to our challenges within the 5 Year Strategic Plan.

In summary, KhoKho main strengths, weaknesses, opportunities and threats are:

Table 1: Summary of the SWOT Analysis for the KhoKho Uganda Industry.

Strengths (Internal Environment)	Opportunities (Internal Environment)
a) Availability of local KhoKho Coaches. b) There is support from the government c) Existence of some Professionals in line of Coaching d) KhoKho enjoys a unique position as a predominantly a Cheap and easy to play a Sport and thus easy to market. e) It is convenient to the young people.	a) A vibrant media that promotes the game b) Abundant Sports Talents in the Community c) Existence of a big Indian Community d) There is room for partnering with the Game. e) Builds relationships and promotes social connectivity among peers and those involved in it. f) There is chance to increase on the capital base of the game g) Possibility of KhoKho in Schools h) It gives opportunity to belong.
Weakness(External Environment)	
a) Lack of talent identification mechanisms b) Inadequate qualified personnel to handle the game like umpires, coaches, managers and administrators	

c) Limited grass root KhoKho development d) Limited funding to the Sport. e) Lack of a health insurance scheme to benefit the injured players. f) Lack of Corporate Governance g) Lack of a secretariat to handle day to day work h) Lack of a home for the KhoKho family i) Lack of Professionalism in the Game j) Inadequate existence of the corporate world in the game. k) Absence of partners to give it support from the corporate/Private entities. l) Few local and international competitions m) Weak laws guiding the running of the Game n) Concentration of the game in a few districts.	i) Predominantly a big young population which is easily trainable. j) Existence of Schools and other Education Institutions which provide a breeding ground for new talent. k) Increase in technological adversity l) There is room for expanding membership. m) There is opportunity to create new Competition events Threats (External Environment) a) Some stakeholders who don't appreciate the value of the game b) Social cultural rigidities that discourage girls in sports c) Encroachment and grabbing of community Sports facilities land by investors d) Poor Sports Facilities e) Poverty f) Limited Support from Government in terms of Equipment, Finances and Facilities g) Covid19 and its Impacts on Sports h) Competition from other Sports Disciplines
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2.2 Stakeholder Analysis

KhoKho Uganda has a wide array of stakeholders. Thus, a stakeholder analysis was conducted to ensure that the strategies and interventions set for the next five

years are in line with the stakeholder expectations. The KhoKho stakeholder analysis is detailed in the table 2 below:

Table 2: The KhoKho Uganda stakeholder analysis Summary				
Sn	Stakeholder Group/ Category	Area of Concern	Expectations	Impact
Internal Stakeholders				
a)	Players	Player satisfaction	i. Attain relevant skills, exposure and opportunities. ii. Good reputation iii. recognised certificate Increased knowledge iii Allowances	i. Higher Sport Visibility ii. Good Skills attained iii. Good reputation
b)	National Council Sports	Quality Assurance Federations	Compliance with set/approved standards.	Quality and skilled players
c)	Ministry of Education and Sports	Policy direction, regulatory oversight, and funding for Federations	i. Compliance with government policies and regulations. ii. Alignment of Sports with national priorities.	Transformation of society and the country
d)	Ministry of Finance, Planning and Economic Development	Contribution of Federation to national social economic development, and funding the federations.	i. Compliance with government policies and regulations. ii. Alignment of Sports with national priorities.	Transformation of society and the country
e)	University Delegates	Effective and efficient performance	i. Improved standards of living; ii. Improved skills and exposure; iii. A good working environment;	Effectiveness and efficiency in service delivery

Table 2: The KhoKho Uganda stakeholder analysis Summary				
Sn	Stakeholder Group/ Category	Area of Concern	Expectations	Impact
			iv. Career growth	
f)	District Local Governments and Community	Opportunities for outreach and extension programs.	i. Support in terms of infrastructure, ii. Community engagement, iii. local partnerships.	Collaboration on community-based projects.
External stakeholders				
a)	Civil Society Organizations	Contribution of the University to solving societal challenges	Advocate for social issues, provide research and community support	Partnerships for community engagement, research collaborations, and advocacy efforts.
b)	Cross-border Development Partners	International collaborations and partnerships	Opportunities for global exposure and international participation	Opportunities for global exposure, international participation
c)	Donors	Support for specific projects and initiatives.	i. Durable relationships to have access to support collaborations for infrastructure development, capacity-building ii. Visibility.	Improved growth and reputation of the KhoKho Uganda
d)	Faith-Based Organizations	Moral and financial support, community engagement.	i. Strengthening ties for potential partnerships ii. Values alignment.	i. Delegates wellbeing ii. Community outreach.
e)	Private Sector	Industry insights	i. Collaboration on Sport	Potential for industry

Table 2: The KhoKho Uganda stakeholder analysis Summary				
Sn	Stakeholder Group/ Category	Area of Concern	Expectations	Impact
		and potential funding.	development and development projects.	partnerships,
f)	Other Federations	Increased market share	i. Collaborations and references	Increased market share
g)	Suppliers of goods and services	Transparent and continued business	i. Securing income ii. Timely payment iii. Successful execution of projects iv. Association and good working relationship with the Federation	i. Quality, timely supplies and services ii. Successful execution of projects
h)	Professional bodies	Maintained standards of the profession	Competent and quality of members	Professional linkages
i)	Cultural Institutions	Response to local needs and preserve of culture.	i. Partners to preserve cultural heritage, influence community values ii. Kho Kho's strong connection to the local populations.	Fostering trust, legitimacy, and community support for the Sport

SECTION 3.0: STRATEGIC FOCUS AREAS, GOALS, OBJECTIVES AND PRIORITY INTERVENTIONS

This section outlines the strategic direction of the federation for the period 2025/26 – 2029/30. The section presents the KhoKho Uganda's vision, mission, core values, and goal of the federation, strategic objectives, key interventions& corresponding actions. The strategic direction is informed by the findings from the situation analysis particularly focusing on consolidating the strengths of the federation, addressing the challenges and identified weakness over the previous period, and leveraging the opportunities

3.1 KU Vision

To position Uganda as a strong and respected force in Khokho at the Global Stage

3.2 KU Mission :

To promote and develop KhoKho in Uganda by nurturing talent, expanding participation and upholding excellence, integrity and teamwork in the sport.

3.3 KU Core Objectives

In order to pursue the vision and mission, KU has underlying core values to guide the actions of the fraternity. The following core values and principles will guide our operations: -

- a) **Integrity and fair play:** We uphold honesty, transparency and respect for all our dealings
- b) **Nurture:** Establish a strong system to grow sporting talent, people, finances and the Organization's capability.
- c) **Excellence.** We strive for high standards in performance, administration, coaching and officiating.

- d) **Team Work:** Cooperation in delivering of our targets with both internal and external stakeholders
- e) **Belonging:** Fulfilling obligations and enjoying rights of Association
- f) **Accountability and Transparency:** Being good stewards to our stakeholders.
- g) **Loyalty:** we shall adhere to the Policies and programs of Government, Sponsors, NCS, AKKF and IKKF in the Best interest of KU
- h) **Leadership:** Provide clear and exemplary administration and Management Direction

3.4 Tag Line

“Kho Kho Any Where, Khokho Every Where”

3.5 Strategic Objectives and Expected Outcomes

For the period 2025/6-2029/30, KU will aim to attain its aspirations and set goals through five (5) objectives:

- a) To establish effective governance systems, policies, structures, and operational mechanisms that ensure transparent, accountable, professional, and sustainable management of Khokho in Uganda.
- b) To increase awareness, accessibility, and participation in Khokho across all regions of Uganda through structured development programmes targeting schools, universities, communities, women, youth, and persons with disabilities.
- c) To develop a sustainable athlete pathway that identifies, nurtures, and supports talented players to achieve excellence at national, regional, continental, and international levels.

To develop and maintain high standards of coaching, officiating, competition management, safety, and integrity through training, certification, and enforcement of national and international Khokho regulations.

3.6 Khokho Uganda Strategic Plan results framework (2025/26–2029/30)

Table 3: Khokho Uganda Strategic Plan results framework (2025/26–2029/30)			
Strategic Objective	Key Focus Area	Expected Outcome	Performance Indicator
Strengthen Governance, Administration and Institutional Capacity of Khokho Uganda	Governance and Leadership	Improved governance and accountability within Khokho Uganda	Number of governance meetings held and resolutions implemented annually
	Policy Development and Compliance	Functional policies, regulations and operational guidelines established	Number of policies and operational manuals developed and implemented
	Membership Management	Increased membership and active participation of affiliates	Number of registered and active affiliated associations/clubs
	Information Management and Reporting	Improved organizational planning, reporting and decision-making	Percentage of planned reports produced and submitted on time
	Resource Mobilization and Financial Sustainability	Increased and diversified revenue base	Percentage increase in annual revenue mobilized
Promote Grassroots	School and University Development Programmes	Increased participation of learners in Khokho	Number of schools and institutions actively participating in Khokho
	Community Outreach and Awareness	Increased public awareness and popularity of Khokho	Number of awareness campaigns and promotional activities conducted annually

Development, Participation and Inclusiveness in Khokho	Regional and District Development	Expanded geographical coverage of Khokho across Uganda	Number of districts and regions with active Khokho programmes
	Gender Equity and Inclusion	Increased participation of women, girls, and marginalized groups	Percentage of female participants and officials in Khokho programmes
	Grassroots Competitions	Increased opportunities for participation and talent discovery	Number of grassroots competitions organized annually
Enhance Athlete Development and Competitive Excellence	Talent Identification and Development	Increased pool of talented athletes identified and nurtured	Number of athletes enrolled in talent development programmes
	National Team Development	Improved performance of national teams	Number of medals, rankings, or achievements attained in international competitions
	Athlete Welfare and Support	Improved athlete well-being and retention	Percentage of national athletes receiving welfare and support services
	Athlete Ranking System	Improved athlete performance tracking and selection processes	Functional national athlete ranking system established and updated annually
	High Performance Programmes	Improved competitiveness of elite athletes	Number of high-performance training camps conducted annually
	Coach Development	Increased number of	Number of certified coaches

Strengthen Technical Capacity and Quality Standards in Khokho		qualified coaches	trained
	Referee and Technical Officials Development	Improved quality of officiating and competition management	Number of certified referees and technical officials trained
	Competition Management	Standardized and professionally managed competitions	Number of competitions conducted according to approved standards
	Rules and Regulations Enforcement	Enhanced compliance with national and international standards	Percentage compliance with competition and governance regulations
	Safe Sport and Anti-Doping	Safe, ethical and drug-free sporting environment	Number of anti-doping and safe sport awareness programmes conducted
Strengthen Partnerships, Infrastructure Development and International Cooperation	Strategic Partnerships and Networking	Increased collaboration with key stakeholders	Number of active partnership agreements and MoUs signed
	Sponsorship and Fundraising	Increased financial and technical support for Khokho	Value of sponsorship and donor funding secured annually
	Infrastructure Development	Improved access to quality Khokho facilities	Number of standard Khokho courts/facilities established
	Hosting Competitions and Events	Enhanced visibility of Uganda as a Khokho destination	Number of national and international events hosted
	International Representation and	Increased Uganda participation and influence	Number of international competitions and meetings

	Cooperation	in global Khokho	attended
	Marketing and Visibility	Increased national and international recognition of Khokho Uganda	Growth in media coverage, social media reach and public engagement

SECTION 4.0: IMPLEMENTATION PLAN

4.1 Industry Set Up

The KU Strategic Plan 2024-2029 will be implemented within the Federation's Set Procedures of Planning, Budgeting and Annual Reviews in order to meet the KU President Manifesto, NDP111, Uganda Vision 2040 among others. The implementation shall be done by the Secretariat under the Supervision of the KU Excom. .

4.2. Monitoring and Evaluation.

Table 4: KU monitoring and evaluation framework

S/N		Indicator	Responsible Center	Timeline
1	Goal	Identify goal specific indicators	CEO's Office/EXCOM/M&E department	Per End of financial year/KU calendar year
2	Objectives	- Identify objective specific indicators - For example, Baseline data on Number of schools participating in the school KhoKho league	CEO's Office/EXCOM/M&E department	Per End of fiscal year
3	Activities/Inputs	- Resource allocation in the budget line - Highlight the activity on the KU annual workplan	CEO's Office/EXCOM/M&E department	Per End of fiscal year
4	Outputs	- Run an annual KhoKho school tournament per region - Opening up for more team to register and participate	CEO's Office/EXCOM/M&E department	Per End of fiscal year
5	Outcomes	Number of new team teams/ schools registered to participate	CEO's Office/EXCOM/M&E department	Per End of fiscal year

Table 4: KU monitoring and evaluation framework

S/N		Indicator	Responsible Center	Timeline
		• Cost-benefit outcomes		
6	Impact	• Increase in number of schools teams • Increase the number of boys playing KhoKho • Improved image of KhoKho • Number of break-out starts • Number of report presented to the AGM/Assembly	CEO's Office/EXCOM/M&E department	Per End of fiscal year

4.3. Annualized implementation Plan KU 2025/26-2029/30

Annual targets by strategic objectives, over the 5year period of the plan are stated in Table 5

Table 6: Annualized implementation Plan KU 2025/26-2029/30				
Strategic Goal: To improve resource utilization				
Sn	Output	Activity	Responsible office	Timeline
1.	To write annual work plan always	• Work plan in place • Activity reports	Secretariat	March Annually
2.	To come up with annual budget for approval before expenditure	• Budget in place • Minutes approving the Budget • Activity Reports	Secretariat	April Annually
3.	To ensure budget discipline through closely monitored budget performance reports	• Budget performance reports	Secretariat	Quarterly
4.	Establish an audit on resources utilized	• Audit Reports	Secretariat	August Annually
Strategic Goal: To enhance stakeholder confidence				
1.	To publish all reports, programs for all activities	• Activity reports • Publications	Secretariat / Marketing and Communication Department	Periodical
2.	Conducting Corporate Social Responsibility/Investment	• Activity Reports • Outreach programs	President / Secretariat / Marketing and Communication Department	January Annually
3.	Sensitize the Public about KU Activities through Outreach Programs and Media	• Number of outreach programs • Activity reports	President/ Secretariat / Marketing and Communication	February Annually

Table 6: Annualized implementation Plan KU 2025/26-2029/30				
Strategic Goal: To improve resource utilization				
Sn	Output	Activity	Responsible office	Timeline
			Department	
Strategic Goal: To improve accountability				
1.	To undertake annual audit of books of account	Audit reports	Secretariat	August annually
Strategic Goal: Improve performance of KU Human Resource				
1.	Establish a Secretariat	- Structure of a Secretariat in place - KU Recruitment Policy	EXCOM	April 2025
2.	Recruit Key Members of the Secretariat	- Report on Recruitment - Contracts in place - Pay slips	EXCOM	April 2026
3.	Establish a retainer fee for the KU Excom	- Retainer Fee Policy - Pay slips	EXCOM	From July 2026
4.	Appraise Staff	Report on Appraisal of Staff	Secretariat	By 30 th June Every year
Strategic Goal: Organizing Statutory and Strategic Events				
1.	Conducting an Annual General Meeting	Minutes	Secretariat/ EXCOM	June – August Annually
2.	Conducting quarterly Excom Meeting	Minutes	EXCOM	Quarterly
3.	Organizing an annual retreat for KhoKho stakeholders	Activity reports	Secretariat/ Excom	By June every year

Strategic Goal: To improve Performance of our Structures				
S/N	Objectives	KPIs	Responsible Centre	Time
1.	Create administrative units to enhance Efficiency	New administrative units in place	EXCOM/ Secretariat	Periodical
2.	Electing new office bearers for the created administrative units	- Guidelines on elections - New Office Bearers elected	Secretariat/ KU Electoral Commission	Periodical
3.	Meeting of administrative units chairpersons and General Secretaries	- Minutes - Activity reports	President/ Secretariat	Periodical
4.	Conducting at least 3 training workshops in each administrative units for referees, coaches and	Activity reports	Secretariat	Periodical

	administration			
5.	Organise Support Supervision visits	Activity reports	President/ Secretariat	Periodical
6.	Extending Financial Assistance to administrative units	- Payment Vouchers - Accountabilities	Secretariat	Periodical
7.	Providing Assistance to member districts	Accountabilities	Secretariat	Periodical

Strategic Goal: To increase mass participation in KhoKho both at grassroots and elite level				
Objective		KPIs/Measure	Responsible Center	Timeline
1	Establish, brand the KhoKho super league and the second Division league and all KU competitions	- Established league structure - Annual competitions reports - Create a League/Competitions management department - Timely release of the KU Annual national competitions calendar	Competitions Department	Periodical
2	Structure the KhoKho league system	Put in place a league management system	Competitions Department	By March, 2026
3	Establish the Regional and District league structure	- Increase the number of participating regions and districts - Set up regional/district KhoKho committees - Timely release of the KU national competitions calendar	Competitions Department/Regional/District KhoKho committees	By December, 2026 on wards
	Establish the Inter	Set up Refugee KhoKho committees	Competitions	By June, 2026

	Refugee Camps Tournaments	Timely release of the KU national competitions calendar	Department	on wards
	Establish the Inter Cities	- Set up Cities KhoKho committees - Timely release of the KU national competitions calendar	Competitions Department	By June, 2026 on wards
4	Establish inter-regional KhoKho league	- Creation of zones/regions - Criterion for participation - Increase in the number of team per region	Competitions Department/Regional/District KhoKho committees	By December, 2026
5	Establish and brand school/Education institutions KhoKho competitions	- Creation of annual KhoKho competitions calendar for education institutions/schools - Criterion for participation - Increase the number of participating schools/education institutions - Creation of boys' and Girls KhoKho teams per education institution	Competitions Department/Regional/District KhoKho committees/schools	By December, 2025 on words
6	To customize KhoKho rules and regulations at all levels.	- KhoKho competitions manual - KhoKho competitions rules and regulations - Set up a competitions department/committee at various levels - Set up a department/committee for KhoKho officials and referees - Annual competitions report	Competitions Department & Legal/Governance department	By March, 2026 Reviewed and update periodically
7	Establish various merit-based awards for outstanding KhoKho /teams in various categories	- Increase the number of awards categories to cater for various teams/players in various competitions - Create and reward outstanding KhoKho officials such as managers, umpires and ex-players and officials	Competitions Department/Communications/Secretariats/EXCO/Presidents' Office	Annually

Strategic Goal: Strengthen the KhoKho super league (Improve quality and capacity of participating clubs)				
Objective		KPIs/Measure	Responsible Center	Timeline
1	Undertake capacity building programs to improve the capacity and quality of participating clubs in Super league	- Run an annual pre-season club professionalization workshop - Establish standards for a professional club in KU leagues and other competitions	Secretariat Competitions Department KU accredited facilitators	By April, 2026 Annually
2	Improve the organisation of the KhoKho Leagues	- Establish a league management committee - Brand the super league and second division league	Secretariat Competitions Department	By April, 2026
3	Establish the club licensing criteria for all registered KhoKho clubs that wish to participate in various KU sanctioned competitions	Set up club licensing guidelines and regulations	Competitions Department	By September, 2026
4	Establish a league management system to cater for	- Establish a league management system - Disseminate information system for draws, fixtures, umpire allocations	Competitions Department	By September, 2026 onwards

	fixtures, draws, assignment of officials and dissemination of information swiftly		IT department	
5	Attract and retain robust fan base.	- Establish fan enjoyment clubs - Rewards for the most active fan base - Assist clubs to register and grow their fan base - Develop and grow social media fan engagement clubs	Competitions Department IT department Fan clubs	By December, 2026 on words

Strategic Goal: To brand and build the image of KU and its programs				
Objective		KPIs/Measure	Responsible Center	Timeline
1	Formulate a strategy to brand and build the image of KU and its programs	A marketing and branding policy strategy	Marketing department/Sec retariats office	By February, 2026
2	Formulate and implement a marketing strategy for KU and its competitions	A marketing and branding policy strategy	Marketing department/Sec retariats office	By February, 2026 on words
3	To Procure Branding Materials Including KU Flag, Pitch Boards, Pull-up	- Produce rebranded KU materials, logo, tents, corporate wear - Paint and rebrand the KU offices	Marketing department/Sec retariats office	February, 2026 on words on words

	Banners, Tents and Corporate Wear.			
4	Create and promote KU logos, national team's jersey, anthem, headed paper and other branded properties such as media banners and corporate wear	- Procure branded material for KU staff and executive - Create KU logo and promote it on all KU media platforms - Increase on the number of engagements with media and community through CSR for visibility	Marketing department/Secretariats office	By February, 2026 on words on words
5	Recruit/outsource a marketing personnel	- Recruit a marketing and promotions expert - Outsource branding and promotions services - Training of marketing department	Marketing department/Secretariats office	By February, 2026 on words on words

Strategic Goal:				
To improve communication, visibility and engagement				
Objective		KPIs/Measure	Responsible Center	Timeline
1	Formulate a strategy a KU communication strategy	A KU communication policy and strategy	Communication Department/Secretariat /Procurement department/IT department	By March, 2026
2	Procure equipment such as cameras, recorders, and video cameras	A number of communications gadgets procured and installed	Communication Department/Secretariats /Procurement	By July, 2026

			department/IT department	
3	Create KU content and promote it to grow local fan viewership	• Social media platforms such as YouTube, Twitter and Facebook • Increase fan viewership and engagement • Increase timely feedback from fans • Create and promote a functional website	Secretariats /IT department	By December, 2025 on words
4	Create and promote KU logos, national team's jersey, anthem, headed paper and other branded properties such as media banners and corporate wear	• Procure branded material for KU staff and executive • Create KU logo and promote it on all KU media platforms • Increase on the number of engagements with media and community through CSR for visibility	Marketing department/Secretariats /IT department	By December, 2025 on words
5	Recruit/outsource a communications personnel	• Recruit 2 communications personnel	Secretariats department/HR department	By December, 2025 on words

Strategic Goal:				
To increase and diversify revenue sources for KU and its Activities				
Objective		KPIs/Measure	Responsible Center	Timeline
1	Formulate commercialization and revenue collection strategy	• Policy and strategy	Secretariat department/Marketing department	By December, 2025
2	Create and diversify	• Create and increase KU electronic content	Secretariat	By July, 2026 on

	commercial offerings/services to boost revenues	• Increase leagues and competitions • Increase in KU merchandise sales • Improve and increase ticket sales for major KU events • Increase sponsorship income	/Marketing department/ Competitions Department	words
3	Diversify sources of revenue and funding activities/programs	• Increase or maintain government grants • Increase in international KhoKho grants • Engage private sector players • Engage non-profit organizations	Secretariat /Marketing department/ Competitions Department	By July, 2025 on words
4	Develop strategic partnership with key stakeholders	• Engagement activities with key stakeholders e.g., fan, clubs, sponsors, NGO's, Embassies, international Organizations	Secretariat /Marketing department/ Competitions Department	By December, 2025 on words

SECTION 5: FOCUS AREA: KHOKHO DEVELOPMENT

Strategic Goal: To Own and operate facilities for the game				
	Objectives	KPIs	Responsible Centre	Time
1.	Finding out and Payment of rent for KU Offices	Offices	Excom	By February, 2026 on words on words
2.	Purchasing and Processing land for the KhoKho Home	Land Title	Excom/Secretariat	By May, 2027
3.	Constructing a KhoKho Home with Offices, indoor and outdoor facilities and a Hotel/Guest House	Certificate of Completion	Excom / Secretariat	By April, 2028
4.	Construct 8 Sub-regional Outdoor Facilities	Facilities	Excom / Secretariat	By February, 2028
Goal: To Acquire Usable KhoKho Equipment				
	Objectives	KPIs	Responsible Centre	Time
1.	Procure umpire Equipment (Whistle, Uniform, Stop Watch, timer clock, Digital Score Board)	Number of Equipment available/ Distributed	Secretariat / TD	31 st October per annum
2.	Procure Training gear (Bibs, Cones, Dummies, Foot wear etc.)	Number of Equipment available/ Distributed	Secretariat /TD	31 st October per annum
Strategic Goal: Increasing the number of young people playing KhoKho				
S/N	Objectives	KPIs	Responsible Centre	Time
1.	Coming up and implementing a Mass KhoKho Strategy	- Strategy in place and activity Reports - Number of junior teams	Secretariat /TD/Member Associations	September 2025

		playing KhoKho - Number Primary and Secondary Schools playing KhoKho - Number of academies opened - Number of communities with junior teams		
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Strategic Goal: Establishing Beach KhoKho.				
1.	Coming up and Implementing a Beach KhoKho Development Strategy.	- activity Reports - Establishment of the Beach League - Increasing the number of participants playing the league -	Secretariat/ TD/CD	From 2026 on words
Strategic Goal: Retooling and Equipping KU				
S/N	Objectives	KPIs	Responsible Centre	Time
1.	Procuring 2 Vehicles for KU	- Vehicles in place	Secretariat	31 st August 2027
2.	Procuring furniture for the Federation Offices	- Furniture	Secretariat	31 st March 2026
3.	Purchasing Computers for the Secretariat and executives	- Computers and receipts	Secretariat	31 st September 2026
4.	Procuring a projector	- Projector	Secretariat	31 st December 2026

5.	Procuring a multi-purpose printer, Stationary and also acquiring competition software.	- Equipment and Software in Place	Secretariat	31 st September 2026
Strategic Goal: Increasing the quality and quantity of HR for the Game				
S/N	Objectives	KPIs	Responsible Centre	Time
1.	To conduct a training of 20 instructors for refereeing, Coaching and Administration.	- Number of instructors trained - Activity report	Secretariat	31 st February 2026
2.	Conduct beginners training courses for about 500 referees, Coaches and administrators annually	- Number of umpires, coaches and administrators trained. - Number of courses conducted - Activity reports	Secretariat	By December Annually
3.	To conduct up grading courses of Ugandan officials in refereeing, coaching and administration up to World Level	- Number of officials that have upgraded	Secretariat	31 st January 2027
4.	To conduct refresher courses of KhoKho Officials every year	• Number of Officials refreshed - Activity Reports	Secretariat	31 st July every year
5.	To conduct regional and National Fitness tests for umpires	- Activity reports	Secretariat	30 th August Every year
Strategic Goal: To conduct a sports Medicine/ Sports Science and Anti-Doping course every year				
1.	Anti-Doping	• Number of Anti-Doping training courses for players and Coaches	Secretariat/ TD	30 th December Every year

		- Anti-Doping Policy for KU and its Stake Holders		
2.	Sports Science	• Capacity Building workshop on player welfare and nutrition • Sports administration course • Workshops on improved methods of training and recovery for coaches. • Injury prevention and rehabilitation. - Number of workshops on player's mental health and wellbeing.	Secretariat/ TD	30 th December Every year
3.	Sports Medicine	• Modern workshop about injury diagnosis and rehabilitation. • Concussion management procedure • Management of medical emergencies in sports. - Pre participation medical screening for players	Secretariat/ TD	30 th December Every year

Strategic Goal: To Strengthen the KhoKho national teams to compete at elite level both regional and international competitions				
S/N	Objectives	KPIs	Responsible Centre	Time
1.	Appoint a	• Recruitment of competent	Competitions	By December, 2025

	competent technical team to lead the national teams	national coaching team at all level from senior national team to junior level Recruit support staff for national teams e.g team doctors, physios, fitness coach, nutritionists etc.	Department/National Teams Coordinator/ Secretariat /Presidents Office	Periodically reviewed
2.	Create national teams for various age categories as part of player development pathway	Categorize national teams for various age groups	Competitions Department/National Teams Coordinator/ Secretariat /Presidents Office	By December, 2025 Periodically reviewed
3.	Source and Present National Teams to various regional and international competition and friendlies	- Participation in regional and international competitions - International calendar to aid preparations - International friendly matches	Competitions Department/National Teams Coordinator/ Secretariat /Presidents Office	By December, 2025 Periodically reviewed
4.	Improve the welfare of national teams	- Remuneration - Health insurance scheme	Competitions Department/National Teams Coordinator/ Secretariat /Presidents Office	By December, 2025 Periodically reviewed
5.	Formulate a national team's strategy and policy	- National teams Communication policy - Player and coaching teams code of conduct	Competitions Department/National Teams Coordinator/ Secretariat /Presidents Office	By December, 2025 Periodically reviewed

		• National Teams player call-up strategy • Remuneration Policy	Office	
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Annexes

Annex 1: Trophy and Medals for Khokho Schools Tournament in Soroti



Annex 2: Khokho Uganda Female National Teams



Annex 3: Khokho Schools Competitions in Soroti District



Annex 4: International Press Conference



Annex 5: KhoKho Ugandan Team undergoing a Training Session in New Delhi





The Ladies Celebrate a win against England



Ojil Grace puts in a defense against Nepal at the Khokho World Cup Semi Finals in India