



## Strategic Plan 2013-2017

Delivering quality experiences



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<b>MNSL</b>	Mandela National Stadium Ltd
<b>FUFA</b>	Federation of Uganda Football Associations
<b>UAF</b>	Uganda Athletics Federation
<b>PERD</b>	Public Enterprises Reform and Divesture
<b>SWOT</b>	Strength, Weaknesses, Opportunities and Threats analysis
<b>ERP</b>	Enterprise Resource Planning
<b>CAF</b>	Confederation of African Football
<b>NCS</b>	National Council of Sports
<b>FIFA</b>	Fédération Internationale de Football Association
<b>VIP</b>	Very Important People
<b>MD</b>	Managing Director
<b>CFO</b>	Chief Finance Officer
<b>MOFPED</b>	Ministry of Finance, Planning and Economic Development
<b>HRAM</b>	Human Resource and Administration Manager
<b>SO</b>	Security Officer
<b>SDM</b>	Sports Development Manager
<b>HO</b>	Head of Operations
<b>PA</b>	Public Address System
<b>PPDA</b>	Public Procurement and Disposal Authority
<b>IAAF</b>	International Association of Athletics Federations

# ACRONYMS



# 1.0 EXECUTIVE SUMMARY

**M**andela National Stadium Limited (MNSL) was incorporated as a limited liability Company in 1999 with a share capital of Shs, 100,000,000 (Uganda Shillings one hundred million only) divided into 10,000 ordinary shares of Shs, 10,000 each. The Company's shares are owned equally by the Ministry of Finance, Planning and Economic Development (MoFPED) and the Ministry of Education and Sports (MoES). It is a wholly Government owned Company listed under Class II of the Public Enterprise Reform Divestiture Act (PERD) where Government of Uganda is to retain majority shareholding upon its divesture.

Mandela National Stadium is a multi-purpose stadium situated at Namboole, 8km on the Kampala – Jinja Highway. It was built under a Chinese Grant amounting to RMB 130,000,000, (UGX 30bn). The Stadium construction was completed in 1997 and was officially handed over to the Government of Uganda.

A situational analysis was carried out which was aimed at understanding the company and lay a framework for strategy formulation. In particular we identified a need for revamping the stadium, full utilization of company's assets, outsourcing activities and businesses where the company didn't have core competences, focusing on revenue growth and a phased revamping of the stadium. The vision, mission and values of the stadium were revised as below;

## Vision

To be the best provider of sports and recreational facilities in the region

## Mission

To be the best managed stadium by promoting and delivering value for money and attractive ambience for sports, recreation and entertainment.

## Strategic Objectives / Pillars

Our focus will be sustainable delivery of sporting, recreational and entertainment activities by maintaining an appropriate balance between services delivered and community and financial benefit. MNS will pursue the following strategic objectives (SO/Ps) in order to develop and promote the sports in Uganda and beyond.

Over the next five years we will:

- Develop high quality human resource, organisational flexibility and corporate governance
- Deliver excellent stadium experiences.
- Develop partnerships and alliances that create opportunities for MNS





- Optimise the use of MNS's facilities.
- Maximise the return on investment of MNS.
- Pursue integrated mode of operation and approach.
- Expand the portfolio of facilities.

## Values

The Core Values of MNS will define its fundamental, basic beliefs and guiding principles thus providing focus for organization actions and decision making.

### 1. **INTEGRITY**

Commitment to high ethical standards including but not limited to honesty, trust, loyalty, and open communication.

### 2. **TEAMWORK**

Utilizing collaborative efforts of participants, volunteers, staff and stakeholders.

### 3. **EXCELLENCE**

Continually strive for outstanding service and value.

### 4. **INCLUSIVENESS**

Provide for all our stakeholders.

### 5. **CUSTOMER FOCUS**

Respond to customer needs working in partnership with others, and providing services that safely and effectively meet the needs of our stakeholders.

### 6. **FUN**

Promote an environment where innovations, interaction and creativity will enhance enjoyment.

## Financial Strategy

During the strategy period, the Stadium shall focus on increasing its revenue, increase the capacity utilization of its assets, and invest in the improvement and maintenance of its facilities while maximizing the value of its expenditures.

During the strategy period revenue shall grow from **Ugx 3.2bn in 2013** to **Ugx 3.5bn in 2017**. Annual Expenses shall range between **Ugx 2.5 -2.8bn** during the period and Operating profit shall be over **Ushs 500m** for each of the strategy years. The Company shall invest in each of the financial years **Ugx 650 -700 m** in Capital Expenditure.

[www.mandelastadium.co.ug](http://www.mandelastadium.co.ug)



## 2.0 SITUATIONAL ANALYSIS

### 2.1 WHO WE ARE

Mandela National Stadium Limited (MNSL) was incorporated as a limited liability Company in 1999 with a share capital of Shs, 100,000,000 (Uganda Shillings one hundred million only) divided into 10,000 ordinary shares of Shs, 10,000 each. The Company's shares are owned equally by the Ministry of Finance, Planning and Economic Development (MoFPED) and the Ministry of Education and Sports (MoES). It is a wholly Government owned Company listed under Class II of the Public Enterprise Reform Divestiture Act (PERD) where Government of Uganda is to retain majority shareholding upon its divestiture.

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The Stadium is a 40,200 seater comprising of a track and field, a Presidential Suite, a VIP Lounge, Conference Halls, Offices, kiosks, lawn tennis, gym, basketball and volley ball courts, Sports Hostel, gardens

and a training pitch with ample parking space. It has four access gates.

The Stadium operates a hostel facility with 61 self-contained rooms, conference and meeting rooms, and a terrace bar. There is a rooftop space above the terrace bar that can be developed into a bar and restaurant.

### 2.2 MANDATE OF THE STADIUM

To promote sports and community development by providing adequate sports facilities both for local and international competitions. The objectives for which the company was incorporated are stipulated in the Articles and Memorandum of Association.

### 2.3 GOVERNANCE

MNSL has a nine member Board of Directors who are charged with a responsibility of governing the stadium. It has a management team headed by the Managing Director. The Office of the Auditor General is mandated to audit the operations of the stadium annually. This plan is therefore designed to strengthen the governance of the stadium.



## 2.4 FINANCIAL PERFORMANCE 2008 - 2012

### *Revenue performance for the period 2008-2012*

<b>FY</b>	<b>Projected Revenue in Ugx. 'Million'</b>	<b>Actual Revenue in Ugx. 'Million'</b>	<b>Actual performance against budget</b>
2008	1.723	1.152	67%
2009	2.721	1.305	48%
2010	2.720	1.107	41%
2011	1.538	1.026	67%
2012	1.517	1.573	103%
<b>Average budget performance in percentage</b>			<b>65%</b>

## 2.5 SWOT ANALYSIS

The **Strengths, Weaknesses, Opportunities and Threats (SWOT)** analysis looks at factors within and outside MNS which may either create an advantage or pose a disadvantage to the MNS' operations and future ambitions. The table below summarizes those factors. Strengths and weaknesses are internal factors while opportunities and threats are external factors to the company.

### STRENGTHS

- ▶ The Stadium has vast land. This land can be used for acquiring finances, partnership with the private sector and development.
- ▶ MNS is the only Stadium in the Country with a sitting capacity of 40,200.
- ▶ The Stadium has an unrivalled variety of sports facilities including track and field, volley and basketball courts, lawn tennis, gym, Sports Hostel in one complex.
- ▶ The Stadium has an internationally acceptable track and field.
- ▶ MNS is equipped with a 61-room hostel that can be used to hold residential training for sports as well as offering mid-market accommodation.
- ▶ The Stadium has ample parking space, for up to 966 vehicles.
- ▶ Given its good scenery and grounds, as well as available halls, the Stadium is an attractive banqueting venue for a variety of events.
- ▶ Because of the large crowds of people who come to watch football and other events, the Stadium is in a position to attract advertisers from the corporations.
- ▶ The Stadium has potential to attract stakeholder support because of its importance to the Country.
- ▶ The Stadium is a high value asset of over 40bn and can easily attract public private partnerships to invest in selected business units.
- ▶ The Stadium has a new Board and management team that is visionary and committed to lead the organisation.
- ▶ The stadium can easily be accessed by rail, road and air.
- ▶ There is a lot of potential for advertising space which the Stadium can leverage on.

### WEAKNESSES

- ▶ Lack of facilities to provide for the disabled.
- ▶ There has been a very high Staff turnover at senior management and this affects sustainability and knowledge transfer at the Stadium.
- ▶ There have been poor governance systems in the company.
- ▶ There are poor Human Resource Management practices characterized by the absence of Medical Schemes, employee performance appraisals, lack of staff development schemes and irregular appointments.
- ▶ No respect for structure and procedures.
- ▶ Absence of an ICT infrastructure to ease business processing to ease communication.
- ▶ Poor asset management.
- ▶ Lack of timely, accurate, and reliable financial reporting.
- ▶ Lack of brand identity.
- ▶ Lack of commitment to market MNSL services and products
- ▶ Poor remuneration
- ▶ Lack of standard tariffs
- ▶ Inadequate skilled manpower
- ▶ The high maintenance cost because of the obsolete technology.



## OPPORTUNITIES

- ▶ The Stadium has about 10 Hectares of Land that is undeveloped as per the master plan. This is an opportunity for the stadium to develop other sports facilities like hockey, swimming pool, children parks, sports shops, sports museum, sports clinic, tree planting, arena for indoor games, rugby pitch, football practicing fields etc.
- ▶ Existence of several sports associations without sports facilities increase the demand for stadium facilities.
- ▶ (The existence of the Public Private Partnership Policy gives MNSL the potential to implement the master plan.
- ▶ The stadium has goodwill from its stakeholders including the Shareholders, development partners and sporting community.

## THREATS

- ▶ Political interference in the day today running of the stadium forces management to take inappropriate decisions.
- ▶ Board participation in the day today running of the stadium operations.
- ▶ Competition with other stadia and recreational grounds affect the stadium revenues.
- ▶ Possibility of developing new stadia upcountry may lead to diversion of some events to these stadia.
- ▶ Overreliance on Chinese technology (Equipment) and support for maintaining Stadium facilities make it costly to run when the Donors exit.
- ▶ There is a risk of terrorism attacks at the stadium because it attracts large crowds and is too open to the public.
- ▶ Dwindling crowds at sports events affects the profitability of the Stadium.
- ▶ Keeping idle land exposes it to encroachers, development of slums and financial loss to the stadium
- ▶ The Stadium parking and green areas are too open and the idle people that roam these areas are a security risk and affect the image of the stadium.
- ▶ The public perception of MNSL as a venue for only Football and crusades.



## 3.0 STAKEHOLDER ANALYSIS

This section identifies the key stakeholders of the MNS and the strategic plan implications.

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	STRATEGIC IMPLICATIONS
<b>Government</b>	<ul style="list-style-type: none"> <li>• Hire venue for international and national events</li> <li>• Provision of jobs to citizens</li> <li>• Accountability</li> <li>• Maintenance</li> <li>• Provision of the best sports facilities</li> <li>• Fulfillment of the mandate of promoting sports and community development by providing adequate sports facilities both for local and international competitions</li> <li>• Well governed and self-sustaining organization</li> <li>• Good governance in terms of accountability</li> <li>• Managing relationships in the different sports governing bodies</li> <li>• Profit for the organization</li> <li>• Professional sports development</li> <li>• Contribution to Sports Development Fund</li> <li>• Contribution to GDP</li> <li>• Improving public awareness of sports services</li> <li>• Building and maintaining beneficial partnerships with the development partners, Public and Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Government may intervene in determining hire charges for some national events.</i></li> <li>• <i>The Company should address government concerns on accountability, policy on running sports stadia, governance, stakeholder relations, etc</i></li> </ul>



STAKEHOLDER	STAKEHOLDER EXPECTATIONS	STRATEGIC IMPLICATIONS
<b>National Council of Sports</b>	<ul style="list-style-type: none"> <li>Adherence to the provisions in the NCS Act.</li> <li>Sports development.</li> </ul>	<p><i>The strategy of MNSL should be in consonance with provisions of the NCS Act and policy on Sports Development.</i></p>
<b>Sports Federations i.e. FIFA, IAAF, IBF, FIBA, IRB</b>	<p>Compliance with international standards and regulations.</p>	<p><i>The Company shall continually engage Sports Federations in formulation and implementing this strategy.</i></p>
<b>Staff</b>	<ul style="list-style-type: none"> <li>Conducive working environment with adequate tools and skills. and recognition for carrying out their duties.</li> <li>Increased awareness about developments in the sports industry.</li> <li>Staff development programs.</li> <li>Equitable treatment.</li> </ul>	<p><i>Compliance with the provisions of the Human Resource Manual and best employee management practices and laws shall be taken care of in this strategy document.</i></p>
<b>Clients</b>	<ul style="list-style-type: none"> <li>Exceptional service .</li> <li>Well maintained facilities and equipment.</li> <li>Good reception and timely service delivery.</li> <li>New product/service development.</li> <li>Quality and affordable services.</li> <li>Awareness of the current trends of the industry.</li> </ul>	<p><i>We exist because of our customers. The strategy of the company shall be excellent service to all our clients while fulfilling our mandate.</i></p>



## 4.0 RISK ASSESSMENT

The Company considers addressing of key risks to achieving its activities as vital and that any strategy needs to have them addressed. Management has enshrined risks management in the strategy formulation process. Key risks identified have been categorized as Strategic, Financial, Compliance and Operational. A Risk Profile has been completed. In the risk profile (Appendix 1) key risks have been identified, evaluated, controls to manage these risks identified and mapped to respective risks. A culture of risk management shall be integrated in all management and operational processes.

Key risks for which strategies are to be developed include the Reputational Risk, The Governance Risk, the People Risk, the Liquidity Risk, Capacity Risk, People Risk, and Financing Risk.

***Details are in Appendix 1.***

### **Key strategic issues from the situation analysis**

The situational analysis culminates into a few but strategic issues that the company needs to address in order to remain sustainable and also relevant in the national and international arena in as far as sports development is concerned. The issues have been synthesized into seven (7) critical strategic objective / pillars to support the delivery of the MNSL mandate over the plan period.

A close-up photograph of a bird's eye, showing the iris and pupil in detail. The eye is light blue with a dark pupil and is surrounded by brown and orange feathers.

## 5.0 STRATEGIC OVERVIEW OF MANDELA NATIONAL STADIUM

### 5.1 Vision

To be the best provider of sports and recreational facilities in the region

### 5.2 Mission

To be the best managed stadium by promoting and delivering value for money and attractive ambience for sports, recreation and entertainment.

### 5.3 Strategic Objectives / Pillars

Our focus will be sustainable delivery of sporting, recreational and entertainment activities by maintaining an appropriate balance between services delivered and community and financial benefit. MNSL will pursue the following strategic objectives (SO/Ps) in order to develop and promote the sports in Uganda and beyond.

#### Over the next five years we will:

1. Develop high quality human resource, organisational flexibility and governance
2. Develop partnerships and alliances that create opportunities for MNSL
3. Optimise the use of MNSL's facilities.
4. Maximise the return on investment of MNSL.
5. Pursue integrated mode of operation and approach.
6. Expand the portfolio of facilities.

### 5.4 Values

The Core Values of MNSL will define its fundamental, basic beliefs and guiding principles thus providing focus for organization actions and decision making.

#### *Integrity*

Commitment to high ethical standards including but not limited to honesty, trust, loyalty, and open communication.

#### *Teamwork:*

Utilizing collaborative efforts of participants, volunteers, staff and stakeholders.

#### *Excellence:*

Continually strive for outstanding service and value.

#### *Inclusiveness:*

Provide for all our stakeholders.

#### *Customer focus:*

Respond to customer needs working in partnership with others, and providing services that safely and effectively meet the needs of our stakeholders.

#### *Fun:*

Promote an environment where innovations, interaction and creativity will enhance enjoyment.

## 6.0 THE STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

The key factors in the implementation of the strategic plan are: *Board of Directors, the Managing Director, the various committees, as well as the heads of the various departments in the company.* The reporting relationships and responsibilities are shown in appendix ? .

The table below indicates the scheduling of the strategic actions over the five-year period of the plan. This schedule will guide the company on how the key actions should be implemented over the 5-year period. It will also form the basis for preparing annual work plans and operational plans for the various departments within the company.



## STRATEGIC OBJECTIVE ONE:

Develop high quality human resource, organisational flexibility and governance.

## FOCUS:

Capitalize and build on our strengths and expertise, provide more targeted professional development for staff, configure our capital infrastructure program to best respond to the needs of the industries and the communities with whom we work

## OUTCOME:

A recognized professional (quality) organisation with sound business processes and practices and capacity to deliver

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Develop systems and processes to retain and share knowledge and achieve recognition as a Quality Assured Organisation.	1.1 Improve and implement a business management model for MNSL	<ul style="list-style-type: none"> <li>Identify critical business processes undertaken by MNS and establish information needs.</li> <li>Scope, establish and implement business systems (IT solutions) to support business processes.</li> <li>Conduct staff training program.</li> <li>Review and improve business processes.</li> <li>Pursue Quality Awards and Certification.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Business process identified and documented.</li> <li>Website developed and maintained.</li> <li>ICT Policy developed and implemented.</li> <li>All Staff mentored and coached on business process.</li> </ul>	Corporate services / Administration
		<ul style="list-style-type: none"> <li>Establish current human resources and future requirements.</li> <li>Conduct an organisation review.</li> <li>Analyse staff turnover periodically.</li> <li>Review staffing levels.</li> <li>Establish recruitment system and costs.</li> <li>Carry out staff performance appraisal.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Business processes reviewed.</li> <li>Quality awards and certification achieved.</li> </ul>	
Human Resource Review	1.2 Planning for the stadium work force <ul style="list-style-type: none"> <li>Staffing</li> <li>Establish performance management system</li> </ul>	<ul style="list-style-type: none"> <li>Empower staff by providing ready access to information relating to current performance of MNS.</li> <li>Conduct cross functional workshops to lead induction and refresher program for staff.</li> <li>Conduct periodic staff meetings to ensure staffs are empowered to maximise exposure of MNS' capabilities and business opportunities.</li> <li>Establish a desired culture for the stadium by adopting an organization wide set of values.</li> <li>Create Cross Functional teams to drive innovation.</li> <li>Identify areas of focus for training employees.</li> <li>Establish plan for personnel development.</li> <li>Implementation of Training, assessment and completion checks.</li> <li>Assess personnel competency after training.</li> <li>Establish timely employee reward and recognition scheme for outstanding performance.</li> <li>Educating staff about ethical conduct.</li> <li>Promoting core values.</li> <li>Ethics audit and Mechanisms for monitoring and ensuring compliance.</li> </ul>	✓					<ul style="list-style-type: none"> <li>HR review report.</li> <li>Organisation and remuneration structure.</li> <li>HR Report.</li> <li>HR Report.</li> <li>HR Policy updated.</li> <li>Recruitment budget developed.</li> <li>Staff appraisal reports.</li> </ul>	Corporate services / Administration
Foster employee engagement to improve retention and operational performance.	1.3 Gather and communicate information in relation to the performance of MNS and issues impacting upon it.	<ul style="list-style-type: none"> <li>Establish timely employee reward and recognition scheme for outstanding performance.</li> <li>Educating staff about ethical conduct.</li> <li>Promoting core values.</li> <li>Ethics audit and Mechanisms for monitoring and ensuring compliance.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Performance reports.</li> <li>Workshops and seminars conducted annually.</li> <li>Budget developed.</li> <li>Periodic meetings held.</li> <li>Organisation values displayed in all offices and on notice boards.</li> </ul>	
	1.4 Promote an organisation approach to improving operational performance.	<ul style="list-style-type: none"> <li>Timely remittance of statutory deductions URA and NSSF.</li> <li>Establish and maintain an employee medical scheme.</li> <li>Observe health and safety, labour laws.</li> </ul>	✓					<ul style="list-style-type: none"> <li>New ideas generated and implemented.</li> <li>Areas of training identified.</li> <li>Training program/calendar developed.</li> <li>Training reports.</li> <li>Personnel competency report.</li> <li>Awards for outstanding performance</li> </ul>	Corporate services / Administration
Promote acceptable Ethical behavior in the organisation	1.5 Involvement in decision making.	<ul style="list-style-type: none"> <li>Timely remittance of statutory deductions URA and NSSF.</li> <li>Establish and maintain an employee medical scheme.</li> <li>Observe health and safety, labour laws.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Personnel competency report.</li> <li>Awards for outstanding performance</li> </ul>	
		1.6 Professional Development	<ul style="list-style-type: none"> <li>Timely remittance of statutory deductions URA and NSSF.</li> <li>Establish and maintain an employee medical scheme.</li> <li>Observe health and safety, labour laws.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Personnel competency report.</li> <li>Awards for outstanding performance</li> </ul>
Compliance with Employment Laws	1.7 Review employee reward and recognition programs.	<ul style="list-style-type: none"> <li>Timely remittance of statutory deductions URA and NSSF.</li> <li>Establish and maintain an employee medical scheme.</li> <li>Observe health and safety, labour laws.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Personnel competency report.</li> <li>Awards for outstanding performance</li> </ul>	Corporate services / Administration
		1.8 Establish a code of conduct	<ul style="list-style-type: none"> <li>Timely remittance of statutory deductions URA and NSSF.</li> <li>Establish and maintain an employee medical scheme.</li> <li>Observe health and safety, labour laws.</li> </ul>	✓					

## STRATEGIC OBJECTIVE TWO:

Deliver excellent stadium experiences.

### FOCUS:

Consistency, systems excellence, high quality people and effective partnerships.

### OUTCOME:

The best stadium management workforce with highly skilled managers, facilities that meet stakeholder needs; are safe, functional and fit for purpose.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Deliver services that add value to clients, subscribing stadium members and other stakeholders.	2.1 Pursue, program and evaluate services for the stakeholders.	<ul style="list-style-type: none"> <li>Identify and work with partners to deliver value-added services.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Number of Partnerships established.</li> <li>Evaluation report.</li> </ul>	Venue services, Business Development & Marketing
	2.2 Provide opportunities for new partners to utilise stadium facilities.	<ul style="list-style-type: none"> <li>Identify and work with organisations that have potential to bring events to the stadium.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Number of events attracted.</li> <li>Number and quality of New partners.</li> </ul>	Business Development & Marketing
Support increased partner delivery of services and use of facilities.	2.3 Implement service agreements with other organisations	<ul style="list-style-type: none"> <li>Foster service agreement with Tenants, local and central Government Agencies and not-for-profit organisations.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Valid service agreements.</li> </ul>	Operations
	2.4 Drive product quality and service improvements	<ul style="list-style-type: none"> <li>Establish internal mechanisms to ensure staff are active in the review and improvement of existing services.</li> <li>Stakeholder and customer feedback and satisfaction levels obtained on an annual basis and results used to improve offerings.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Product quality and service reports.</li> <li>Stakeholder &amp; Customer feedback.</li> </ul>	Management Team  Management Team / Business Development & Marketing



## STRATEGIC OBJECTIVE THREE:

Establish and maintain partnerships and alliances that create opportunities for MNSL.

### FOCUS:

Develop a co-ordinated and integrated approach to working across government and industry and promote the consideration of active recreation and sport issues in government decision making.

### OUTCOME:

Recognized as an approachable organisation where staff share ideas, work together on initiatives and make sure that the industry is included in communication and activities to create and improve business opportunities.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Improve internal and external communication with key stakeholders.	3.1 Develop and implement a Communication program for key stakeholders.	<ul style="list-style-type: none"> <li>Work with the stakeholders to demonstrate more widely that MNS is orientated towards continual improvement of services and mutual benefit.</li> <li>Initiate projects in partnership with others to deliver outcomes aligned to the strategic plan.</li> <li>Develop and implement an internal and external communication framework.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Communication programs including functional website, periodic reports, press conferences and releases.</li> <li>Mid-term review reports</li> <li>Meetings, Intranet, memos, letters, newsletters, brochures, flyers, adverts</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Operations</li> <li>Corporate Services/ Administration</li> </ul>
			✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓		
Contribute to key policy issues related to sports, recreation and entertainment industry.	3.2 Build co-ordinated relationships across sports, recreation and entertainment portfolio.	<ul style="list-style-type: none"> <li>Build and maintain networks and provide leadership in key fora.</li> <li>Build capacity within MNS to ensure continued participation, influence, development and implementation of company objectives.</li> <li>Support opportunities for integrated policy development, planning and program delivery.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Subscription and active participation in industry associations.</li> <li>Number of qualified and competent staff.</li> <li>Budget Participation in integrated policy development.</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Corporate services/ Administration</li> <li>Venue services/ Administration</li> </ul>
			✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓		
Develop and implement a Public Relations and Corporate Social Responsibility strategy.	3.3 Build MNSL's profile with customers and stakeholders	<ul style="list-style-type: none"> <li>Ensure that key customers and other stakeholders understand MNSL's activities so that both financial and non-financial support is received when necessary.</li> <li>Develop and implement a comprehensive CSR policy and strategy.</li> <li>Promote and publicize successful partnerships.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Public Relations and Corporate Social Responsibility policy.</li> <li>Documentary of the successful partnerships.</li> </ul>	Business Development & Marketing
			✓						

## STRATEGIC OBJECTIVE FOUR:

Optimise the use of stadium facilities

### FOCUS:

Manage the stadium facilities to ensure that they are utilized to their full capacity whilst ensuring appropriate balance across business mix

### OUTCOME:

Clear articulation of the social and economic benefits that the stadium delivers to the stakeholders

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Enhance the business mix on a facility by facility basis in relation to its value to the respective stakeholders.	4.1 Promote and operate a transparent approach to the management of our business mix.	<ul style="list-style-type: none"> <li>Map and track facility utilisation across activities.</li> <li>Develop a KPI Framework to include social and economic benefits.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Facility utilisation reports.</li> <li>KPIs identified.</li> </ul>	<ul style="list-style-type: none"> <li>Operations</li> <li>Venue services</li> </ul>
		<ul style="list-style-type: none"> <li>Clearly communicate where the company is heading in the future and how it is delivering real benefits to the Stakeholders.</li> </ul>	✓	✓					
Develop and implement a communication strategy that recognizes the balance between our business mix and the benefits delivered.	4.2 Develop a specific strategy for managing the communication of MNS' strategic directions and business mix.  4.3 Prompt Advisory meetings for MNS.	<ul style="list-style-type: none"> <li>Clearly communicate where the company is heading in the future and how it is delivering real benefits to the Stakeholders.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Dissemination of strategic and Master plan to key stakeholders.</li> <li>Meetings held.</li> <li>Activity based budgets and reports produced.</li> <li>Maintenance plan developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Business Development &amp; Marketing</li> <li>Operations</li> </ul>
		<ul style="list-style-type: none"> <li>Strategy to ensure consistent audience, appropriate message and reporting of results.</li> <li>Facilitate stakeholder meetings to work through issues that affect multiple user groups and enable networking opportunities.</li> </ul>	✓	✓	✓	✓	✓		
Use an Activity Based Costing Model as a basis for decision making.	4.4 Apply Activity Based Costing to inform decision making.	<ul style="list-style-type: none"> <li>Identify activities, use Activity Based Costing Model and use the data to inform decisions regarding new and existing functions /activities.</li> </ul>	✓	✓	✓	✓	✓		<ul style="list-style-type: none"> <li>Business Development &amp; Marketing</li> <li>Finance</li> </ul>
		<ul style="list-style-type: none"> <li>Adoption of a business case approach for new initiatives.</li> </ul>	✓	✓	✓	✓	✓		
		<ul style="list-style-type: none"> <li>Develop methods for tracking consumer behavior and linkages between functions/activities.</li> </ul>	✓	✓	✓	✓	✓		
Develop a maintenance plan.	Review the maintenance process.	<ul style="list-style-type: none"> <li>Develop a periodic maintenance plan for the stadium.</li> </ul>	✓					Operations	

## STRATEGIC OBJECTIVE FIVE:

Maximise the return on investment of MNS.

### FOCUS:

Ensuring that the programs and services delivered by MNS appeal to potential customers and yield profitable return for MNS and / or maximum benefit to the Shareholders.

### OUTCOME:

Re-investment in the business through profit-making activities (thus reducing reliance on direct government funding) and ability to communicate the service deliverables provided i.e. capacity to deliver.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Develop a sales culture across MNSL.	5.1 Develop sales culture and Competencies internally.	<ul style="list-style-type: none"> <li>● Create and implement an effective Business Development Plan.</li> <li>● Identify the Business Development Team for MNSL.</li> </ul>	✓					<ul style="list-style-type: none"> <li>● Business plan.</li> <li>● Functional business development team developed.</li> </ul>	Business Development & Marketing
			✓						
Develop and implement a marketing plan across MNSL.	5.2 Implement a co-ordinated marketing plan across MNSL.	<ul style="list-style-type: none"> <li>● Carry out market intelligence to determine prices, analyse targets and execute plan.</li> <li>● Ensure rewards, effective training and recognition systems are implemented to influence a sales culture.</li> </ul>	✓		✓		✓	<ul style="list-style-type: none"> <li>● Market intelligence report.</li> <li>● Rewards and recognition policy.</li> <li>● Periodic Sales information reports.</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		
Introduction and monitoring of new products	5.3 Create and maintain a portfolio of MNSL products.	<ul style="list-style-type: none"> <li>● Develop a sales information strategy including briefings, overview notes, open days and job share opportunities.</li> <li>● Conduct front-line manager training on MNSL sales culture and core competencies.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Number of frontline staff trained.</li> <li>● Marketing plan developed and implemented.</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		
Use market intelligence to maximise net return	5.4 Ensure optimal utilization of venues.	<ul style="list-style-type: none"> <li>● Establish a clear and desirable brand position in the market place and prepare a strategy for achieving.</li> <li>● Conduct market research to understand potential yield and product / facility matches.</li> </ul>	✓					<ul style="list-style-type: none"> <li>● New product development.</li> <li>● Customer database.</li> <li>● Product mix report.</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		
Enhance commercial expertise within MNSL	5.5 Stimulate demand for stadium services and expertise.	<ul style="list-style-type: none"> <li>● Develop a database to improve collection of information about current consumer behaviour.</li> <li>● Consistent but individual marketing strategies developed for each product with specific targets.</li> <li>● Review of Marketing Plan.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Marketing Plan evaluated and results communicated.</li> <li>● New products portfolio.</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		
Enhance commercial expertise within MNSL	5.6 Develop commercial expertise required for growing portfolio of responsibility.	<ul style="list-style-type: none"> <li>● Support product development through the creation of networking opportunities across MNSL.</li> <li>● Develop in-house events to fill venues.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Communication strategy .</li> <li>● Newsletters.</li> <li>● Meetings.</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		
Enhance commercial expertise within MNSL	5.7 Establish a clear and desirable position in the market place.	<ul style="list-style-type: none"> <li>● Develop communication strategy with members / clients – including newsletters and stakeholder meetings.</li> <li>● Partner with operators to improve venue experiences and develop high yielding products / services.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Increased revenues.</li> <li>● Number of major events.</li> <li>● Number of promotions held.</li> </ul>	Operations
			✓	✓	✓	✓	✓		
Develop and implement pricing practices	5.8 Review existing service agreements and institute consistent approach across MNSL.	<ul style="list-style-type: none"> <li>● Work collaboratively with partners to attract and target major events.</li> <li>● Create collaborative marketing strategies to strengthen individual marketing activities and facilitate joint promotions where appropriate.</li> </ul>	✓		✓			<ul style="list-style-type: none"> <li>● Business development team.</li> <li>● MNS brand visibility.</li> </ul>	Business Development & Marketing
			✓		✓				
Develop and implement pricing practices	5.9 Refine pricing practices for services offered by MNSL across all venues.	<ul style="list-style-type: none"> <li>● Design work roles and processes and create a business development team for the whole of MNSL.</li> <li>● Promote agreed brand to raise awareness of MNSL services. Ensure a greater presence in industry magazines, conferences etc.</li> </ul>	✓					<ul style="list-style-type: none"> <li>● New service agreements.</li> <li>● Meetings held.</li> </ul>	Operations
			✓						
Maximise venue usage rights across all venues	5.10 Pursue venue Sponsorship / naming rights for MNS.	<ul style="list-style-type: none"> <li>● Review all current usage agreements for organisations working with MNSL and develop consistent 'common approach'.</li> <li>● Ensure partners are consulted, aware of and understand MNS's approach.</li> </ul>	✓					<ul style="list-style-type: none"> <li>● Budgets pricing policy.</li> <li>● Increased venue usage and revenue.</li> </ul>	Finance/Venue services/ Operations
			✓			✓			
Maximise venue usage rights across all venues	5.11 Pursue other venue usage rights to maximise Financial performance.	<ul style="list-style-type: none"> <li>● Progressively implement improvements to budgeting and pricing policies and procedures across MNS.</li> <li>● Attain new revenue streams by attracting naming right sponsors for MNS facilities / event specific as well as whole of venue branding.</li> </ul>	✓		✓			<ul style="list-style-type: none"> <li>● Number of Sponsors.</li> <li>● Personnel competency report.</li> </ul>	Business Development & Marketing
			✓		✓		✓		
Maximise venue usage rights across all venues	5.11 Pursue other venue usage rights to maximise Financial performance.	<ul style="list-style-type: none"> <li>● Attain new revenue streams by attracting naming right sponsors for MNS facilities / event specific as well as whole of venue branding.</li> <li>● Attain sponsors for Signage rights Provision of food and beverage.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Awards for outstanding performance</li> </ul>	Business Development & Marketing
			✓	✓	✓	✓	✓		

## STRATEGIC OBJECTIVE SIX:

Pursue integrated mode of operation and approach.

### FOCUS:

Integrate business systems, processes and knowledge in order to deliver a streamlined menu of products and services across our facilities.

### OUTCOME:

Recognition as an organisation that delivers well run stadium and related facilities.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Set up structures and systems	6.1 Develop and implement new organisational structure.	<ul style="list-style-type: none"> <li>Transition MNS from old to new organisational structure where consistent organisation-wide approach is adopted where possible.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>New organisation structure.</li> <li>Operation manuals.</li> <li>Management Information System.</li> </ul>	MD/CEO  Corporate services/ administration
		<ul style="list-style-type: none"> <li>Develop, document and implement standardized processes across the organisation.</li> </ul>	✓						
		<ul style="list-style-type: none"> <li>Develop business process automation where possible.</li> </ul>	✓						
Integrate business planning and reporting	6.2 Develop and implement a corporate approach to business planning and reporting to ensure achievement of strategic directions.	<ul style="list-style-type: none"> <li>Develop standardized approach for business planning and engage employees in the development process.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Business plan.</li> <li>Annual reports.</li> </ul>	Corporate services/ administration/Business Development & Marketing
		<ul style="list-style-type: none"> <li>Share business plans and performance against set targets to all staff and key stakeholders as appropriate.</li> </ul>	✓	✓	✓	✓	✓		
Create an integrated business development marketing team and strategy	6.3 Form an integrated business development team	<ul style="list-style-type: none"> <li>Develop Business Development Strategy in alignment with business planning activities.</li> </ul>	✓					<ul style="list-style-type: none"> <li>Integrated Business Development Strategy.</li> <li>Product development.</li> </ul>	Business Development & Marketing

## STRATEGIC OBJECTIVE SEVEN:

Expand the portfolio of MNS facilities.

### FOCUS:

Attract new partners through private participation to integrate new facilities into the MNS portfolio.

### OUTCOME:

MNS will grow its portfolio and well established business systems will enable synergies between the facilities at the stadium.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Attract private partners to deliver new facilities.	7.1 Work with the sport, Recreation and entertainment industry to improve the Management of MNSL sporting and entertainment assets.	<ul style="list-style-type: none"> <li>Develop approaches to work with sports organisations to improve facility management of MNS assets.</li> <li>Pursue resources to deliver services.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>New facilities established.</li> <li>New resources identified.</li> <li>MNS master plan.</li> <li>Consultative meetings held.</li> </ul>	Operations/Management Team  Business Development & Marketing
		<ul style="list-style-type: none"> <li>Develop a management plan to guide partnering across the MNS precinct.</li> <li>Engage stakeholders to ensure that competing needs and expectations are identified and acceptable solutions found.</li> <li>Take a leadership role in the implementation of the master plan.</li> </ul>	✓	✓					
Provide leadership in relation to the development of MNS.	7.3 Influence the development of the MNS.  7.4 Develop structured agreement with respect to ownership and management of new venues.  7.5 Establish clear criterion with respect to management of the venues.	<ul style="list-style-type: none"> <li>Optimise commitment from Government/shareholders to develop flagship venues.</li> </ul>	✓	✓	✓	✓	✓		Board / Management Team
		<ul style="list-style-type: none"> <li>Develop agreement to ensure that the priorities of use are consistent with MNSL's objectives.</li> </ul>	✓	✓	✓	✓	✓		
		<ul style="list-style-type: none"> <li>Set performance measures and KPIs with respect to management of new venues.</li> </ul>	✓	✓	✓	✓	✓		

## STRATEGIC OBJECTIVE EIGHT:

### FOCUS:

Increase the Return on Investment to at least 10 % within the strategy period

### OUTCOME:

MNS. Increased shareholder value and sustainability of the stadium

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Increase revenue performance	Creatively utilize current resources and assets to significantly increase revenue.	● Start a sports shop.	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>● Increased Revenue and ROI.</li> <li>● Improved liquidity and profitability.</li> <li>● Sustainability shall be ensured.</li> </ul>	MD
		● Hire out the VIP Bar.	✓	✓	✓	✓	✓		
	● Utilize Marketing Agents and other commission agents to boost activity at the stadium.	✓	✓	✓	✓	✓			
	● Ensure compliance with Federations to reduce losses arising from unrecovered revenue.	✓	✓	✓	✓	✓			
	Utilize the Business Committee of the Board to come up with new business ideas	● Introduce new business units to boost activities at the stadium.							
	● Revamp stadium and its infrastructure to create attractiveness for business at the stadium.								

## STRATEGIC OBJECTIVE NINE:

Revamp the Stadium to make it attractive for business and sustainability

### FOCUS:

Repair and maintain the stadium complex and its facilities.

### OUTCOME:

MNS. An attractive facility that will enhance the growth of the stadium.

STRATEGY	INITIATIVE	ACTIVITIES	TIMELINES					OUTPUT	RESPONSIBILITY
			2013	2014	2015	2016	2017		
Revamp the plumbing, electrical, painting, security systems, furniture, etc of the stadium and Hotel.	Source for funding from government, donor community, or commercial institutions to enable revamping of the stadium and ensure that it is brought back to its former glory.	<ul style="list-style-type: none"> <li>Repairs to the stadium amounting Ushs 4bn.</li> <li>Repair to the stadium Hotel amounting to Ushs 1bn.</li> <li>Preparation of gardens outside the stadium for big crowds.</li> </ul>	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>An attractive facility for the stadium.</li> <li>Maintenance plan for the stadium.</li> </ul>	Board / MD



## 7.0 FINANCIAL STRATEGY

This Chapter communicates the financial strategy and outcomes of the initiatives put in place to bring the company back to productivity and sustainability. It is built on a number of assumptions. The goal is to tap opportunities that will enable growth of revenue and invest in overall improvement of the stadium and manage expenditure.

### 7.1 Assumptions

The financial strategy has been built on the following assumptions;

- Inflation rate shall remain less than 10% pa during the planning period.
- The economy shall grow above 6% pa.
- Interest rates for corporate borrowing shall stabilise at an average 19% pa.
- The Board and Management shall adopt outsourcing strategy for services that are better managed by the private sector or where the Stadium lacks key competences to manage them or where continuous management by the Stadium adds less value than if the services are managed by the private sector.
- There shall be limited Development Partner support that shall continue during the planning period.
- Advantages of Private Public Partnerships and Partnerships with Federations to develop other sports shall be tapped where it makes economic sense and is in the interest of sport.
- Company shareholding structure to keep the same throughout the strategy period.

### 7.2 Revenue

Revenue projections have been based on the need to increase the revenue base, tap full benefit of Stadium Assets and provide growth that shall enable improvement of Stadium facilities.

#### 7.2.1 Sporting Events

Income from football matches is expected to grow by 20% per annum as more clubs host their matches within the stadium coupled with increased revenues from FUFA organized matches.

#### 7.2.2 Hire and Rentals

Hire of the arena will continue to generate high income flows to the stadium as management markets the use of existing courts and other pitches. Income from Hall hire is also expected to increase as renovations to create better facilities.

#### 7.2.3 Advertising

Income from advertising will be generated from billboard and related space coupled with tours to the stadium and the proposed museum.





#### 7.2.4 Lump sums

A lump sum of Ugx 1.2 billion is projected to be realised as an initial payment from the outsourcing of the hotel. As a result of this, the hotel is expected to operate normally for the first 6 months of 2012 and thereafter the stadium shall receive monthly rental payments.

#### 7.2.5 Outsourcing

As a result of the outsourcing strategy, revenues are expected from the hotel, gymnasium, VIP Bar, canteens and the large hall.

#### 7.2.6 Other Incomes

Additional revenues are expected to be generated from naming rights, in house events, sports museum, signage and vending rights.

As a result of the above projected and planned activities, the stadium is expected to generate revenues of Ugx 3.2 billion in 2013, reducing to Ugx 2.5 billion in 2014 but gradually increasing to Ugx 3.6 billion in 2017 as per the table below;

	INCOME	Budgeted 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017
Sporting Events		324,000	379,500	446,100	526,020	621,924
Hire and Rentals		720,645	750,765	881,054	1,009,802	1,195,232
Advertising		52,400	63,600	76,800	92,400	110,880
Hotel Lease		1,200,000	0	0	0	0
Hotel Sales		352,727	0	0	0	0
Income from Outsourcing		304,500	1,110,000	1,131,600	1,332,000	1,353,600
Other Income		185,600	209,600	239,040	283,808	315,050
<b>Total Income</b>		<b>3,139,872</b>	<b>2,513,465</b>	<b>2,774,594</b>	<b>3,244,030</b>	<b>3,596,685</b>



## 7.3 Expenses

The strategy on expenditure is to increase the benefit of each shilling spent. Excellent control over expenditure shall be practiced. Minimal increases have been provided for employees and we hope that by the end of the strategy period, staff shall earn salaries comparable to the market. Expenditure on operations shall be controlled and value driven.

### **7.3.1 Staff Costs**

Staff costs are projected to increase from Ushs 956 million in 2013 to Ushs 1.42 billion in 2017. A 20% per annum increase has been planned. The Company has adjusted for planned outsourcing of noncore activities and related retirement and retrenchment costs have been provided.

### **7.3.2 Travel Costs**

Travel costs are expected to remain stable during the period with a projected 5% annual increase to cater for rising costs due to inflationary pressures.

### **7.3.3 Board Costs**

Board and Committee meetings are projected at 8 meetings per year with the payments increasing by 50% after the expiry of the current board term.

### **7.3.4 Advertisement**

Focus during the period shall be placed on advertising and marketing to attain brand image and visibility. In the year 2015, the stadium is projected to embark on a certification process. With focus on increased revenues, commission agents shall be appointed in an attempt to generate business for the stadium.

### **7.3.5 Utilities and Other Service Costs**

These are expected to remain at normal costs with an adjusted 5% annual increase to account for increases due to inflationary pressures.

### **7.3.6 Vehicle Fuel and Maintenance Costs**

These are expected to remain at normal costs with an adjusted 5% annual increase to account for increases due to inflationary pressures.

### 7.3.7 Building and Equipment Maintenance Costs

These are expected to remain at normal costs with an adjusted 5% annual increase. Also included are amounts to be used in the revamping of the stadium facilities in an attempt to attract additional clients. A total of Ushs 1.55 billion is projected to be spent over the 5 years.

### 7.3.8 Other Costs

These are expected to remain at normal costs with an adjusted 5% annual increase to account for increases due to inflationary pressures.

OPERATING EXPENSES						
Staff Costs		956,558	1,044,726	1,169,607	1,285,286	1,420,856
Travel Costs		47,364	49,732	52,219	54,830	57,571
Board Costs		89,000	89,000	122,375	133,500	133,500
Business Promotion Costs		67,800	74,580	92,038	120,242	99,266
Utilities and Other Services		432,800	454,875	478,097	502,528	528,234
Vehicle Costs		41,023	43,074	45,228	47,489	49,864
Maintenance Costs		756,764	109,602	162,582	365,711	468,997
Other Costs		166,934	57,120	59,976	62,975	66,124
<b>Total Operating Expenses</b>		<b>2,558,243</b>	<b>1,922,709</b>	<b>2,182,122</b>	<b>2,572,562</b>	<b>2,824,411</b>
<b>Operating profit/(Loss) BITD</b>		<b>581,629</b>	<b>590,756</b>	<b>592,471</b>	<b>671,468</b>	<b>772,274</b>



## 7.4 Profitability

As a result of the above projected and planned activities, the stadium is expected to generate annual profits of Ushs 582 million in 2013 gradually increasing to Ushs 772 million in 2017.

## 7.5 Capital Expenditure Budget

The capital expenditure budget shall cater for immediate needs like renovations, replacement of the stadium vehicle, investment in new facilities as well as equipment to enable the stadium operate efficiently and effectively.

The projected Capital Expenditure is detailed below;

	Budgeted 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017
<b>Renovations</b>					
- Halls	100,000	50,000	10,000	10,000	10,000
- Stadium	300,000	300,000	300,000	300,000	300,000
- Gardens	20,000	25,000	10,000	10,000	10,000
<b>Sub Total</b>	<b>420,000</b>	<b>375,000</b>	<b>320,000</b>	<b>320,000</b>	<b>320,000</b>
<b>New Facilities</b>					
- Non Sports Venues	200,000	300,000	300,000	300,000	300,000
- Sports Museum	50,000	30,000	30,000	30,000	30,000
<b>Sub Total</b>	<b>250,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>
<b>Motor Vehicle</b>					
- Double Cabin	45,000	0	0	0	60,000
<b>Sub Total</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
<b>Other</b>					
- Desktop Computers	11,100				
- Laptops	1,500	1,500	9,000	1,500	3,000
- Printers + Photocopier	4,700	800	4,800	2,400	2,400
- LCD Projector	1,900	0	1,900	0	1,900
- Office Furniture	23,100	10,000	5,000	2,500	2,500
<b>Sub Total</b>	<b>42,300</b>	<b>12,300</b>	<b>20,700</b>	<b>6,400</b>	<b>9,800</b>
<b>GRAND TOTAL CAPEX</b>	<b>757,300</b>	<b>717,300</b>	<b>670,700</b>	<b>656,400</b>	<b>719,800</b>



## 7.6 Financial Statements

### 7.6.1 Balance Sheet

#### 7.6.1.1 Fixed Assets

Fixed assets are projected to increase despite the depreciation charges as additional amounts resulting from renovations and revamping are capitalized.

#### 7.6.1.2 Current Assets

Trade Receivables are expected to be reduced through the use of a swap scheme by debtors with liabilities to URA. Cash and other receivables are expected to remain stable during the period.

#### 7.6.1.3 Current Liabilities

The bank overdraft shall be paid in full in 2013. Balances due to URA and NSSF shall reduce drastically through expected successful negotiations with NSSF to waive the penalty charges as the stadium continues to show commitment to clear all outstanding arrears. All current obligations are projected to be paid in full by the end of 2014.

#### 7.6.1.4 Equity

Shareholder equity is projected to improve as the stadium registers profits over the years.

Detailed Financial Statements are in Appendix 1

# APPENDICES

## APPENDIX.1 PROJECTED FINANCIAL STATEMENTS

### PROJECTED BALANCE SHEET FOR THE PERIOD 2013-2017 IN USHS.'000'

	Project 2013	Project 2014	Project 2015	Project 2016	Project 2017
<b>FIXED ASSETS</b>					
Property, plant and equipment.	30,933,944	31,411,590	31,853,566	32,439,641	33,162,857
<b>Sub Total</b>	<b>30,933,944</b>	<b>31,411,590</b>	<b>31,853,566</b>	<b>32,439,641</b>	<b>33,162,857</b>
<b>CURRENT ASSETS</b>					
Stocks	-	-	-	-	-
Trade Receivables	223,774	62,837	69,365	81,101	89,917
Other Receivables	22,220	22,220	24,442	24,442	26,887
Cash and Bank	25,807	20,659	22,805	26,663	29,562
<b>Sub Total</b>	<b>271,802</b>	<b>105,716</b>	<b>116,612</b>	<b>132,206</b>	<b>146,366</b>
<b>TOTAL ASSETS</b>	<b>31,205,746</b>	<b>31,517,306</b>	<b>31,970,178</b>	<b>32,571,847</b>	<b>33,309,223</b>
<b>CURRENT LIABILITIES</b>					
Bank Overdraft	-	-	-	-	-
PAYE, NSSF, VAT Payable	333,439	166,720	83,360	41,680	20,840
Other Payable	224,954	112,477	56,239	28,119	14,060
<b>Sub Total</b>	<b>558,393</b>	<b>279,197</b>	<b>139,598</b>	<b>69,799</b>	<b>34,900</b>
<b>Total Liabilities</b>	<b>558,393</b>	<b>279,197</b>	<b>139,598</b>	<b>69,799</b>	<b>34,900</b>
<b>EQUITY</b>					
Share Capital	20,000	20,000	20,000	20,000	20,000
Government Contribution	30,461,819	30,461,819	30,461,819	30,461,819	30,461,819
Accumulated Losses	-416,095	165,534	756,290	1,348,761	2,020,230
Current Year Profits	581,629	590,756	592,471	671,468	772,274
<b>Sub Total</b>	<b>30,647,353</b>	<b>31,238,109</b>	<b>31,830,580</b>	<b>32,502,049</b>	<b>33,274,323</b>
<b>Total Liabilities and Equity</b>	<b>31,205,746</b>	<b>31,517,305</b>	<b>31,970,178</b>	<b>32,571,848</b>	<b>33,309,222</b>