

# the Game

Past | Present | Future



100



2025-2029



#### **The Workforce Team**

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The Game: Past, Present & Future

# 2025-2029

# Through my lens

Dear Football Stakeholders,

It is my great pleasure to congratulate you on the support you have given to football. Both internal and external stakeholders have played a significant role in shaping the trajectory of our sport in recent years. Success is what we all work for in life.

I am proud to say that our administration has achieved numerous success stories, making FUFA leadership look effortless.

In 2013, certain things seemed impossible, but today they have become basic. Our success has been defined by the Know-How that we have acquired by training and experience, the hours we have committed to the game, the self and institution discipline that we have exhibited, driven by our passion, hunger to succeed and thereafter the Will of God.

We have introduced innovations and engineered changes that some thought were impossible or not priorities. The outcome has vindicated our efforts.

Football is a rapidly evolving industry that demands attention to detail. It is time to focus on collective progress rather than assigning blame or taking credit. The game requires positive energy and collaboration from all of us.

Despite our successes, challenges persist that require strategic attention. We have created a platform to professionalise and commercialise the game and club football needs more revenue to sustain itself and compete internationally.

With improved infrastructure, now is the right time to drive change and generate more resources.

Over the past 12 years, I have dedicated myself to football, sacrificing my private and professional life. I am proud of my contribution and have an even greater desire to continue working with your support to generate more resources for the game.

It is my singular honour to ask all the voting and non-voting stakeholders of the game to support my candidature and my administration, if voted, for the mandate of FUFA President 2025-2029.

My vision for FUFA's future is built on five key pillars;

1. Sport- Implement the FUFA Technical Master Plan and competitions reforms.
2. Business- Prioritise revenue generation, ensure fair compensation and enhance our brand.
3. CHAN and AFCON 2027-hosting big tournaments will be a big changer for Ugandan football
4. Stakeholder engagement-for support of our programmes and initiatives.
5. Consolidation of achievements as we have made significant progress.

We will also address challenges like inadequate resources, mindset and vices threatening the game's integrity which obstacles we must overcome.

I am confident that together, we can unlock the full potential of Ugandan football and build a brighter future for our sport and nation.

It is on this note that I bring to you the PAST and the FUTURE of the game through my lens.  
Thank you.

## **CANDIDATE FOR OFFICE OF FUFA PRESIDENT 2025-2029**

**HON. MAGOGO MOSES HASSIM**



# The Past (Le passé)

It has been a challenging yet remarkably smooth journey since August 31st, 2013, when I took the helm as captain of the ship.

Initially, many were skeptical, pessimistic, and cynical about my leadership, given my differing attributes and skillset compared to my predecessor, who had led a successful eight-year tenure since 2005, significantly improving the game.

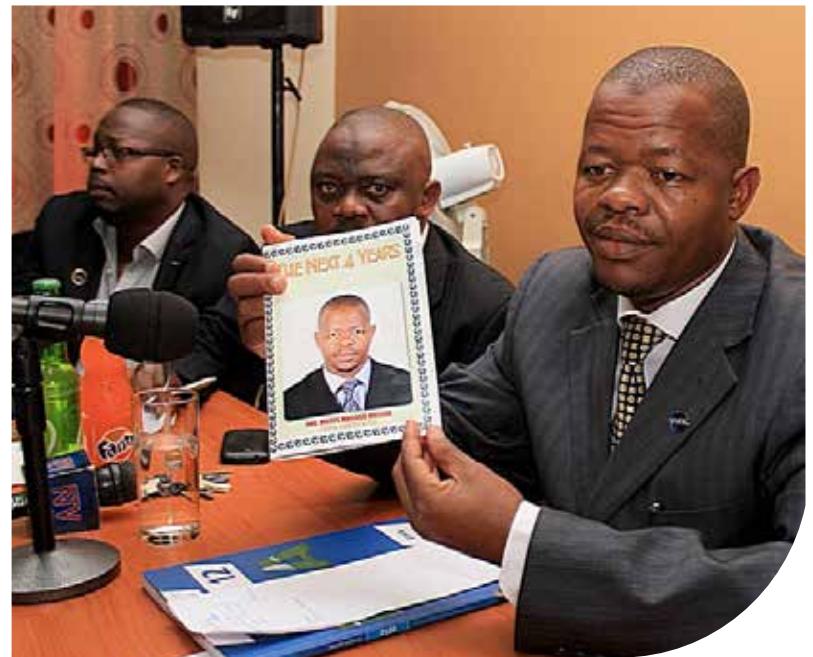
However, today's narrative is distinct. My unique leadership attributes and skills have proven effective. The team I have assembled, the working environment we have cultivated and the guiding principles under my leadership have collectively delivered the current story of impressive results.

## The Leader

By 2013, I had acquired the following key attributes essential for effective leadership in football:

### Professional Training

1. Holder of BSc (Hons) in Engineering (MUK)
2. FIFA Trained Administration Instructor



Manifesto Launch: Hon. Magogo Moses Hassim with a booklet launching his strategic plan on 9th July 2013 for office of FUFA President.



In 2013, Jinja: Outgoing FUFA President Dr. Lawrence Mulindwa (2nd L) guides incoming FUFA President Hon. Magogo Moses Hassim to take his seat as the new leader of football in Uganda. On the left is Leodgar Tenga (TFF President and CAF Exco Member), FUFA CEO Edgar Watson on the extreme right looks on.

## Work Experience

Directly from University, I embarked on a 13-year journey with global institutions, including Kinyara Sugar Works Ltd (managed by Booker Tate from the UK), PricewaterhouseCoopers, United Nations, and African Development Bank, shaping my private-sector conscious and corporate approach to management.



*Outgoing FUFA President Dr. Lawrence Mulindwa (2005-2013) smiles with the incoming FUFA President Hon. Magogo Moses Hassim in Jinja*

# Football Experience

## 1. My highlight moments of passion included

My passion for football was ignited at 14 when I sneaked out of Jinja College to watch the Uganda Cranes play at Nakivubo Stadium, using my pocket money. This moment sparked a lifelong journey in football.

## 2. Playing football at Mutundwe Lions FC and Kinyara Sugar FC

I started football clubs at Namilyango College and Makerere University, fostering the love of the game among students.

At the age of 20 years while still a student at Makerere University, I started financing football clubs (Mutundwe Lions and Bushenyi United) using my engineering faculty allowance.

## 3. Key football roles

### Playing Career

Played for Mutundwe Lions FC and Kinyara Sugar FC.

### Administrative

I have held administrative roles in football at all levels, progressing through various positions without skipping a step as highlighted below;

- Treasurer, Mutundwe Lions FC (4th to 2nd Division Club)
- Vice Chairman, SC Villa Fans Club-Nateete
- Secretary, Rubaga District Football Association
- Chairman, Zone 9 (Kampala Region Football Association)
- FUFA Delegate
- Secretary, Competitions Committee (6 years)
- Chairman, LOC CECAFA Challenge Cup
- Member, FUFA Executive Committee (8 years)
- Vice President, FUFA (2 years)

At just 36 years of age, I had evolved into a football leader with an unbeatable combination: academic excellence, corporate expertise, and top corporate management experience, all fuelled by a desire and passion to succeed. Football had acquired a leader who passionately loves the game.



Magogo Moses (L) with friends at Makerere University



Mutundwe Lions FC: Front row (2nd L) is the current FUFA President Hon. Magogo Moses Hassim.



*Silky and deadly with the ball: Hon. Magogo Moses Hassim playing football with delegates after taking office of FUFA President in 2013 in Jinja*



# The Team

I assembled a high performing team that bought into my vision, combining policy and operational expertise.

We strengthened our operational team by hiring professionals in finance, legal, marketing, communication, and strategy, while also providing opportunities to a multitude of former players.

This deliberate effort resulted in a robust team capable of meeting the game's growing demands and breaking new ground.

The Executive Committee, FUFA Delegates and Secretariat collaborated seamlessly with internal and external stakeholders, laying the foundation for our success today.





FUFA Executive Committee in 2014 at the AGM in Lira.

# Governance

## Accountability

FUFA's image had been marred by concerns over financial accountability, with many questioning the handling of funds. To address this, we have implemented a robust financial system staffed by 7 full-time professionals, replacing volunteer treasurers. We have also invested in state-of-the-art hardware and software to record and manage financial transactions, introducing stringent controls like internal and external audits. Despite handling larger sums, we have successfully reversed the perception that FUFA lacks proper accountability.

## National Sports Act

Ugandan sport was being governed by an outdated 1964 Act, which was exploited by vested interests and negative forces to hinder football development through prolonged court battles over FUFA's legal status. The institution of FUFA spent a lot of resources in running battles with individuals over the legal personality of FUFA.

As a key player, I spearheaded a private Member's Bill in Parliament, of Uganda contributing significantly to the formulation and expedited passage of the 2023 National Sports Act. This landmark legislation has resolved FUFA's legal identity crisis, eliminating the confusion surrounding multiple iterations (FUFA 1, FUFA Ltd, FUFA Bakuli) that hampered productivity.

The new Act establishes crucial principles for good governance, sports development and the business of sports, paving the way for a more structured and progressive sports industry.



Hon. Magogo Moses Hassim - MP Budiope East presenting on the floor of Parliament.

## Separation of Roles

Prior to 2013, FUFA's roles were muddled, with an understaffed and under-resourced secretariat of just 8 staff, lacking clear job descriptions and paid a meagre Ugx 8m per month in cash.

I, for instance, served as a volunteer secretary of the competitions committee, juggling executive, legislative, and judicial functions. To cut costs, roles were often conflicted.

However, we have made significant strides in clarifying roles and responsibilities. Our statutes and regulations have been refined, defining the distinct functions of the Executive Committee, General Assembly, Standing Committees, Judicial Bodies, and Secretariat.

We have built a robust, well-facilitated secretariat comprising professionals in finance, legal, marketing, communications, strategy and football. Our team now includes more women and former football players in key roles than in the previous administration.

Today, we employ over 150 people directly and indirectly, with a monthly payroll exceeding UGX 200m, including NSSF and PAYE.

We have also established a fast, fair and reliable judicial system, supported by trained lawyers and supervised by experienced legal and football experts.

This separation of roles, coupled with training, tools and motivation, has transformed our Federation.



FUFA Male staff in 2020.

## Competitions

By 2013, the club competitions had disintegrated into 2 parallel leagues. The relationship between the clubs and FUFA was antagonistic. This had stunted the development and commercialisation of the elite club competition.

We have since created proper governance setup of the Uganda Premier League with a Board of Directors elected by clubs every four years. FUFA has no voting but veto powers in the Board of UPL that we have not exercised for the last 12 years.

Using the tools of Clubs Pro Agenda and Club Licensing, there has been significant improvement in the management of clubs with clear ownership and understanding of club football management.

FUFA has created more competitions and has improved on the staffing from 1 volunteer and 1 staff to a competitions department of 12 fulltime persons.

There is still a challenge of the Club Football Economy. We need to format and reinstall the club football competitions systems to address sporting and economic objectives.



2010 Uganda Super League at Nakivubo Stadium: Battle of the Captains: Maji FC's Badru Magala (Blue) and Police's Nanik Muzamir



FUFA Super League Limited Board Members.

## Development

We had only 28 CAF-C license coaches in Uganda in 2013. There was lack of persons with the know-how of running the game at all levels.

There have been a lot of human resource development capacity initiatives in Coaching, Refereeing, Administration and many other support functions. An entire section headed by Jackson Nyima, a former Uganda Cranes Player, has been created in the department of Development.



*Participants in a group photo at the end of CAF-B coaching course at the FUFA Technical Centre, Njeru in January 2015.*



*Educating women football coaches in Uganda.*

In 2013, there were only secondary schools football competitions played for a period of 2-3 months a year. There was no deliberate effort for Youth Football development. With the creation and admission to FUFA of Uganda Youth Football Association, formulation of academies, the FUFA Tv Cup, starting of the FUFA Juniors League comprising of compulsory Junior Teams of all UPL Clubs, starting of the Primary Schools Competitions has created more opportunities for players to be identified and developed at an early age.



Women Football comprised of just one National team in 2013. We have since created women club football with two national divisions and regional leagues.

We have acquired catapult technology for players performance monitoring and analysis for each of the 28 clubs in UPL and FUFA Women Super League (FWSL).



Beach Soccer had just started and FUTSAL was non-existent in 2013. Currently we have an enormous number of matches of club football in both Beach Soccer and Futsal. The Futsal Association of Uganda (FAU) has now been admitted as a full member of FUFA.

## Teams

Other than the senior National team (Men's), there were only a handful of national teams by 2013 with sporadic international engagements. Uganda National Teams had qualified for only 5 continental championships in the 35 years before 2013 and none to the FIFA World Cup. Today as we speak, we have qualified to 9 continental finals and broken the jinx to qualify for the first FIFA world cup finals ever.

Clubs had not broken the Champions League group stage jinx. Though not consistently, both KCCA FC and Vipers SC have played in group stage of the CAF Club Champions League.

## UGANDA NATIONAL TEAMS

National Team	Nick Name	Theme
<b>MEN</b>		
NATIONAL MEN'S (U20)	UGANDA CRANES	Pride & Patriotism
NATIONAL MEN'S (U23)	UGANDA KIDS	Raring to Go
NATIONAL MEN'S (U20)	UGANDA HIPPOS	Dreams & Focus
NATIONAL MEN'S (U17)	UGANDA CUBS	Football is my Future
NATIONAL MEN'S (U16)	UGANDA RHINOS	Talented & discovered
<b>WOMEN</b>		
NATIONAL WOMEN'S (U1)	CRESTED CRANES	The Woman Pride
NATIONAL WOMEN'S (U20)	QUEEN CRANES	Beautiful & Gifted
NATIONAL WOMEN'S (U17)	TEEN CRANES	The Girl Child
<b>OTHERS</b>		
NATIONAL MEN'S BEACH SOCCER TEAM	SAND CRANES	Leisure & Entertainment
NATIONAL MEN'S FUTSAL TEAM	NILE CRANES	Skills & Flair



Historical day 4th September 2016: Uganda qualifies for AFCON after 39 years.

## International Matches

After 39 years, the jinx to qualify Uganda Cranes for the Africa Cup of Nations Finals was finally broken. Uganda has qualified for AFCON 2017, 2019, 2025 and also 2027 as the hosts. The Crested Cranes broke the 22-year jinx to go back to AFCON.

We have engaged all the 10 national teams composed of Beach Soccer, Senior, Junior and Women National teams in all the available international competitive and trial competitions and this has turned around the trajectory of player development and exposure.

## The National Teams' Staff

Professional and experienced International Coaches, Ugandan Coaches and many specialised persons have been trained and enrolled for the backroom staff of the different National Teams. Many former players have been involved in this function.



Paul Mukatabala - National Teams' officer



## From Struggles to Success

In 2013, we faced significant challenges, with limited revenue streams and inadequate financial management. However, we have undergone a remarkable transformation.

### Finance

FUFA has undergone a significant transformation in its business and finance operations.

By implementing a robust business model, the organisation has driven revenue growth and achieved financial sustainability.

Strengthened financial management systems have ensured transparency and accountability.

Strategic partnerships and sponsorships have diversified revenue streams.

This has resulted in a remarkable growth in revenue from UGX 600m to UGX 3.45 billion, positioning FUFA for long term success.





## Marketing

- In 2013, FUFA's marketing efforts were limited, and the organisation struggled to promote Ugandan football effectively
- Social media was still in its infancy, and traditional media coverage was sparse
- Sponsorship deals were scarce, and the brand's visibility was restricted
- The challenges were multifaceted, including limited resources and budget, a lack of social media presence, inadequate marketing infrastructure, and difficulty attracting sponsors and partners.



StarTimes-FUFA sponsorship

## Transformation of FUFA Marketing

- However, after 2013, FUFA underwent a significant transformation in its marketing approach
- The organisation brought on board a new team of professionals with expertise in marketing and branding
- The professionals developed a comprehensive strategy to market FUFA's products and generate revenue
- This strategy leveraged social media, traditional media, and events to showcase Ugandan football and its competitions
- FUFA successfully engaged fans and stakeholders, enhancing brand visibility and reputation.
- By collaborating with sponsors and partners, FUFA further amplified its brand reach, solidifying its position as a prominent football governing body in Africa

Moving forward, FUFA continues to navigate challenges such as sustaining marketing momentum, adapting to the evolving digital space, balancing stakeholder priorities, and driving innovation in marketing strategies to remain competitive



MTN-FUFA Sponsorship launch at Serena Hotel, Kampala

## Communications

When our new leadership took over in 2013, communications was a major challenge.

Despite previous efforts, progress was limited, mainly focusing on organising press conferences and media visits.

Key challenges included limited content availability such as visuals, photography, and text for FUFA events, poor media relations and information dissemination, and limited social media presence with less than 12,000 followers. The official FUFA website was barely operational.

## Communications evolution

FUFA brought on board professionals to enhance its communications, and the department evolved, incorporating modern trends and strategies such as digital media management, improved mainstream media relations, social media engagement, content creation, and brand reputation management.

FUFA acquired FUFA Radio and FUFA Tv to enhance its communication and marketing efforts, promote Ugandan football, and generate revenue.

This evolution has enabled FUFA to improve its communications, expand its reach, and stay competitive in the field.





## Business arms

- In 2013, FUFA's business arms were limited and struggling to do business with potential corporate companies
- The business arms were not as developed or established as they are today
- Under our leadership, FUFA has since made significant strides in building and expanding its business operations
- We have established FUFA Hospitality and Travel Agency, FUFA Hotel, and FUFA Media Services Ltd, to drive revenue and support football development in Uganda

By taking these steps, FUFA can continue to grow and develop Ugandan football

## Estate Management

In 2013, FUFA's motor vehicle fleet consisted of a Uganda Cranes bus, a FUFA Bus (Coaster), a car for the CEO, and a car for the Uganda Cranes Head Coach.

Since then, FUFA has upgraded its fleet, disposing of some of the old vehicles and acquiring new ones. Notably, in 2019, H.E. President Yoweri Kaguta Museveni donated a new FUFA bus.

The FUFA Complex has also undergone significant development, expanding from one building in 2013 to three buildings, thanks to funding and support from FIFA. The old office building was extended to create an additional floor, which now houses FUFA TV.

FUFA's current fleet includes new vehicles for the CEO, Uganda Cranes head coach, Crested Cranes Head Coach and a fleet of vehicles for FUFA Media Services.

In addition to the headquarters complex, FUFA has also expanded and developed other key assets, including:

- The FUFA Technical Centre-Njeru, which has been expanded to enhance football development



- The FUFA Hotel-Kisaasi, providing accommodation and hospitality services
- The newly constructed FUFA Stadium Kadiba, a state-of-the-art venue for football matches and events
- Equipment donated by UEFA for ground management, supporting the maintenance and development of football pitches

To manage its estates, FUFA has hired an Estates Officer who works with a team to ensure; property maintenance-keeping facilities well-maintained, maximising revenue generation (hiring our assets), developing plans to grow and improve estate management

Furthermore, FUFA has also secured two generators under the FUFA-NIC partnership, enhancing the organisation's infrastructure and ability to manage its assets efficiently.

This development reflects FUFA's growth and progress in managing its assets and properties, and its commitment to developing Ugandan football.





## Stakeholders

In 2013, FUFA's stakeholder engagement and management was much more different from today.

- FUFA's stakeholder engagement was more limited, with less inclusivity.
- Decision-making processes were more centralised, with less input from the various stakeholders
- Communication channels were less developed, leading to potential misunderstandings or mistrust between FUFA and its stakeholders

Since then, FUFA has actively made efforts to improve stakeholder engagement, transparency, and accountability, leading to the developments I mentioned earlier

FUFA's handling of stakeholders has undergone significant improvements since 2013, particularly under my leadership

## Improved Stakeholder Engagement

- FUFA has established a more inclusive approach, engaging with various stakeholders, including football associations, clubs, coaches, and media representatives
- Regular meetings and workshops are held to discuss key issues, such as football development, talent identification, and infrastructure improvement
- FUFA has also involved stakeholders in decision-making processes, ensuring that their voices are heard and concerns addressed
- FUFA has made significant strides in engaging various stakeholders, including cultural leaders, religious leaders, government leaders, past football leaders, and former players, to promote football development in Uganda. This inclusive approach has contributed to the growth and progress of Ugandan football. The engagement between FUFA and stakeholders has led to several significant developments in Ugandan football with improved Governance and Professionalism

# The Future (L'avenir)





# Governance

## Compliance

- Ensure compliance with National laws and Football Regulations
- Robust financial reporting systems and Audits to ensure accountability



## Legal System

- Protect FUFA properties and safeguard FUFA's commercial interests
- Enforce measures that safeguard against vices that compromise match integrity
- Judicial systems that enhance a fast and fair football justice system

## Administration

### Human Resource

- Adequate staffing with regular performance appraisal as a tool for human resource development
- Results based remuneration to enhance staff productivity
- Conducive working environment with appropriate tools of trade

### ICT

- Automation of football activities for Office Management, Licensing and Transfer of Players
- E-Ticketing and Inventory Management software to enhance commercial value
- HR management payroll software

### Management of movable and immovable assets

- Safeguard FUFA assets through fleet monitoring system
- Regular physical valuation of assets and update of the assets register
- Liaise with the FUFA Hospitality and Travel Agency on use of FUFA property





## FUFA Technical Master Plan

### Mission

- Mass football for all and high performance culture for elite players
- A universal playing style for Ugandan National Teams and Clubs
- Install Ugandan players in the World's top football leagues

### National Academy

- Create a visible pathway of Elite football originating from Mass football
- Implement Talent Identification Programmes Countrywide
- Development of Elite human resources to support and sustain Elite football development

### Pro Football

- Establish model Pro club with structures that enhance talent development
- Create brand visibility for commercialisation
- Viable sustainability models

### Competitions

- Rules and Regulations review to keep in touch with the evolving football landscape
- Innovations to enhance quality of the football leagues
- Relationship and advocacy with key stakeholders

### Human Capital

- Adequate and competent football human resource i.e. coaches, scouts, referees, administrators, etc.

### Infrastructure

- Fit for purpose playing fields, suitable equipment, and related sports hardware
- Revenue generation for sustainability and maintenance

### Life after football

- Create opportunities for players nearing retirement through skilling, mentorship, job placements, etc.
- Value proposition of a career in football for aspiring players



# Business

## Finance

- Effective management of financial resources to support football
- Prioritise expenditure on key areas i.e. National Teams, Competitions, HR, Membership, Hardware, etc.
- Financial management and accountability
- Statutory Compliance- PAYE, WHT, VAT and NSSF to contribute to the National Treasury and Retirement Benefits

## Marketing

- FUFA Brands enhancement through profiling and strategic positioning.
- Seek and commercialise new markets.
- Digital platforms for e-Business including e-ticketing for gate takings, and Inventory Management System.

## Communications

- High quality media content to commercialise FUFA Brands and Products
- Add value to all FUFA media platforms
- Stakeholders' engagement to promote and protect the game





# Hardware

## FUFA Projects

- FUFA Stadium-Kadiba completion
- FUFA Stadium, Lugazi construction
- Land acquisition and construction of other regional stadia



FUFA Stadium - Kadiba



*FUFA Stadium - Kadiba*



*FUFA Stadium - Kadiba*



# CHAN Hosting



## Key Objectives

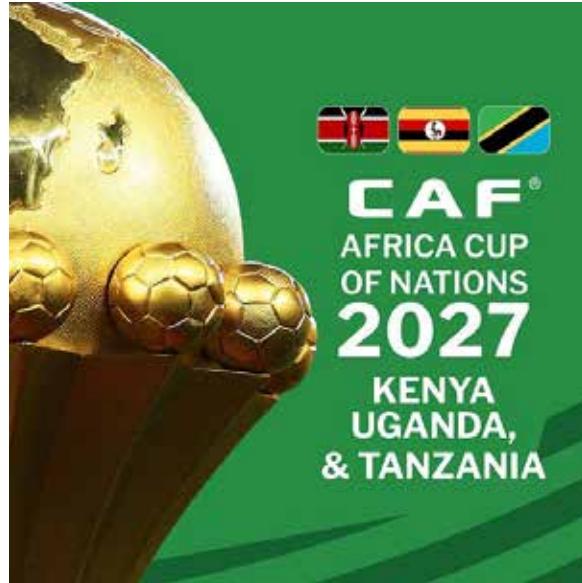
- Opportunity to convince Ugandans that football is much more than corner kicks and freekicks but touches society in various ways
- Showcase Uganda to Africa and beyond with many of the most recognisable football personalities being hosted in the Country
- Improve sports infrastructure in the country, this being Uganda's biggest deliberate sports infrastructure investment by government since independence
- Revenue generation from sale of souvenirs and visits to Uganda's unique sites both natural and man-made



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**KE-TZ-UG-2024**

# AFCON 2027 Hosting

THE FUTURE  
[ L'AVENIR ]



# Stakeholder Engagement

We have been juggling and will not drop the ball, with our emphasis on

- **Governance** -adherence to effective reporting systems, policies and procedures; while enforcing regulations and statutory obligations
- **Sport** -focus on the FUFA Technical Master Plan to engender football human resource development, sports science and technology and high quality of football competitions at all levels
- **Business** -unlocking the commercial potential of football to generate sufficient resources to invest in promoting, developing and protecting football; as well as for the benefit of the players and other stakeholders





# Challenges

- Inadequate funding resulting in suboptimal investment in football programmes, meagre remuneration of human resource both players and administrative, etc.
- Mindset that views football as merely recreational as opposed to professional career opportunities both as players and administrators or entrepreneurs
- Vices that threaten the integrity of football matches including match fixing, as well as those that infringe FUFA brands such as counterfeits



**ANTI  
MATCH FIXING  
CAMPAIGN**

**Recognize, Resist & Report**





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