



STRATEGIC PLAN

2021 - 2025



**KIGEZI HOMEBOYZ FOOTBALL CLUB
(KHB FC)**

**STRATEGIC PLAN THEMED
"FOR THE COMMUNITY"**

FOR THE 5 YEAR PERIOD (2021 - 2025)

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Vision

Our vision is to be the premier community-based football club for talent and skills development in Uganda.

Mission

To harness talent for success on and off the football pitch.



A close-up photograph of a soccer ball hitting a goal net. The ball is white with black hexagonal panels and is caught in the white netting. The background is a blurred green field and stadium seating.

Our Values

◆ Integrity

In all our interactions we strive to do the right thing even when no one is watching. We are consistently transparent, equitable, fair and accountable to all our stakeholders.

◆ Professionalism

We have a professional mindset. We work as a team in everything that we do and are passionate about our work, in order to deliver excellent experience to our stakeholders.

◆ Excellence

We strive to achieve excellence in all our activities and actions both on and off the pitch. We shall be proactive and innovative to ensure that we don't settle for the best but keep getting better.

◆ Inclusiveness

We are all-inclusive and have zero tolerance to any form of discrimination. We respect all our stakeholders and grant them equal opportunities.

President's Message

Desirous of building a sustainable club, the directors believe that KHB FC needs to have a strategic direction that is more sustainable and will enable the club to achieve its long-term goals..



Kigezi HomeBoyz Football Club, KHB FC (formerly Kabale Sharp FC) was established in 2012 and has competed in the FUFA Big League for the last three (3) seasons with the main aim of earning promotion to the Uganda Premier League (UPL). However, the directors realized that most of the club's actions were reactionary and not proactive and that qualifying for the UPL cannot (and should not) be an end in itself.

Desirous of building a sustainable club, the directors believe that KHB FC needs to have a strategic direction that is more sustainable and will enable the club to achieve its long-term goals.

The Board of KHB FC has therefore prepared this Strategic Plan to work as a guiding tool that will enable the club to achieve its goals going forward.



Spencer Sabiiti
Club President

The 2021 - 2025 KHB FC Strategic Plan communicates and details the club's aspirations and what it has set out to achieve in the next five (5) years.

The Strategic Plan is themed 'For the Community' because the ultimate goal is for the club to serve and develop the community of Kigezi.

With this Strategic Plan in place, I have all confidence that KHB FC will become the club we all want it to be.

Club Background

The team owes its roots to a group of boys who used to have a 'kick-about' at the Police Barracks Grounds based in Kigongi, Kabale Municipality presently a market place.

Kigezi HomeBoyz Football Club (KHB FC) is a professional football club based in Kabale, South Western Uganda in what is historically known as the Kigezi Region.

The team competes in the StarTimes FUFA Big league, the second tier of Uganda's professional Football. Nicknamed "The Gorillas", the club which started as Kabale Sharp FC in 2012, and later changed its name to Kigezi HomeBoyz FC in 2019, hosts its home games at Kabale Municipal Stadium.

The team owes its roots to a group of boys who used to have a 'kick-about' at the Police Barracks Grounds based in Kigongi, Kabale municipality presently a market place. These boys that included Baker Sentongo, Isaac Twesigomwe, Johnson Turinawe, RacMac Ashaba, Davis Muhairwe, Barnet Ampurire, Grant Matsiko, Alex Mandela, & Frank Bukenya, among others were coached by Ian Mugisha with Owen Tuhimbise as the team manager.

The team, which was memorably promoted to the FUFA Big league in the 2016/2017 season after winning the western regional playoff, has since consistently been a mainstay in Uganda's professional football.

FUFA Big League Season 2017/2018

In its maiden season in professional football, the team performed well, winning twelve games, drawing six, and losing six hence making it to playoffs with 42 points. The team lost the playoff hence failing to gain promotion to the StarTimes Uganda Premier League.

FUFA Big League Season 2018/2019

The team played in the 2018/19 season in the Rwenzori Group where it played 20 games winning eight games, drawing five, and losing seven hence ending the season in the 7th position.

FUFA Big League Season 2019/2020

In this season the club went through rebranding and restructuring which saw a number of improvements in the club both in the playing and none playing staff as well the infrastructure. The team performed well and by end of 1st round was still unbeaten having played 8 games, wining 4 and drawing 4 games.

Due to the global outbreak of the COVID 19 pandemic, the season was brought to an abrupt end, after 11 games of the 16 games that were supposed to be played, leaving the team in 4th position having won 5 games, drawn 4 games and lost 2 games with an accumulated 19 points - 3 points adrift of the playoff berths.

Our fans





Our team

Preface from Consultant

I strongly believe that good governance and strategic planning are the foundations required for any football organization to enjoy the benefits of successful football business.



It doesn't cost a lot to plan and be organized. Uganda's league football started in the 1960's but 50 years later, the majority of football club owners are struggling to make the transition from amateur to professional football clubs that can have sustained success.

I strongly believe that good governance and strategic planning are the foundations required for any football organization to enjoy the benefits of successful football business.



Ben Mwesigwa | Twitter: [@mwesben](#)
www.benmwesigwa.com

The Kigezi Homeboyz Football Club (KHB FC) owners decided to come up with a 5-year strategic plan that will enable the club to become professional and self-sustaining.

I am very grateful to the owners of KHB FC for accepting to have a five-year strategic plan and for supporting me throughout the entire period.

The 2021 - 2025 KHB FC Strategic Plan themed: **For The Community** is the start of the hard work required to transform the club.

The hard work continues.

Our Strategic Objectives

1. Community Development:

- a) We will offer the best sports entertainment value to the community by charging responsibly and supporting the local economy.
- b) We will strive to employ at least 60% of our playing and non-playing staff from within the Kigezi community.

2. People and Processes:

- a) We will imaginatively use technology in all our operations to deliver a great experience and ensure accountability to all stakeholders.
- b) We will continuously grow our staff at all levels of their career.
- c) We will, at all times, comply with applicable rules & regulations.

3. Financial Performance:

- a) We will grow our annual turnover by at least 15% year on year.
- b) We will achieve UGX 2 billion in annual turnover by 2025.
- c) We will be a sustainable club that does not spend more than 50% of the income generated on staff remuneration.

Our Strategic Pillars

Over the period of this Strategic Plan, KHB FC will focus on the following five (5) strategic pillars:

1. Corporate Governance

Good corporate governance is the foundation of the club. We will adopt and uphold the principles of good corporate governance in our quest to achieve the club's strategic objectives.

2. Facilities

Professional football clubs have quality facilities that enable the players, fans, administrators and coaches to work and/or watch football in a safe and conducive environment.

Our facilities will be well equipped and safe for the attainment of club goals and for all stakeholders to enjoy their KHB FC experience.

3. Football Excellence

Football is the core business of KHB FC. We will redefine football excellence and strive to deliver attractive and passionate football to all stakeholders and the community.

4. Marketing

Effectively communicating with all our stakeholders.

KHB FC will embrace best-in-class communication practices to grow the KHB FC brand and market the club to all potential stakeholders.



5. Financial Sustainability

Sound financial management practises lead to financial sustainability.

We shall adopt generally acceptable accounting principles and the best financial management practises at all times.

Strategic Pillars

I. Corporate Governance



Initiatives	Timeline	Responsibility	Measure
Separate ownership from management	January 2021	Shareholders of KHB FC	<ul style="list-style-type: none"> An independent board of directors. A C.E.O appointed by the board leading a competent management team.
Compliance with all FUFA, CAF, FIFA, and National Laws.	January 2021	KHB FC Board	<ul style="list-style-type: none"> Board approved club policies and guidelines Annual audit report on compliance to policies and guidelines, with a score of at least 90%.
Human Resource Strategic Plan.	January 2021	KHB FC Board	<ul style="list-style-type: none"> Approved HR policy Approved organogram Approved Human Resource manual.
Stakeholders' participation and engagement.	January 2021	Head of Marketing	<ul style="list-style-type: none"> Quarterly surveys from all internal and external stakeholders
To become a fully-fledged community football club.	June 2024	KHB FC Board	<ul style="list-style-type: none"> Formalisation as a community club 100% owned by the club members.

Action plans to achieve the aforementioned strategic initiatives will be developed by the Club C.E.O and his/her management team and approved by the board.

2. Facilities



Initiatives	Timeline	Responsibility	Measure
To have a fully-fledged and equipped administrative office	January 2021	C.E.O	<ul style="list-style-type: none"> Physical offices with modern office tools.
To have a modern football training facility that is well equipped.	January 2021	C.E.O	<ul style="list-style-type: none"> Training pitches for all KHB FC teams and a modern training gym.
To have a quality football stadium with modern facilities and equipment.	June 2024	C.E.O	<ul style="list-style-type: none"> Football stadium with at least 90% score in FUFA, CECAFA & CAF club licensing.
To have dedicated means of transport to ensure comfortable & cost-efficient transportation of the team(s).	January 2021	C.E.O	<ul style="list-style-type: none"> Dedicated vehicle(s) for all teams.

Action plans to achieve the aforementioned strategic initiatives will be developed by the Club C.E.O and his/her management team and approved by the board.

3. Football Excellence



Initiatives	Timeline	Responsibility	Measure
Set the benchmark for sporting criteria in club licensing.	January 2022	C.E.O	<ul style="list-style-type: none"> Attaining a score of not less than 90% in FUFA, CECAFA, and CAF sporting criteria in club licensing.
KHB FC senior team to compete at the highest level in Uganda, CECAFA and CAF	June 2024	Technical Director	<ul style="list-style-type: none"> Qualify and consolidate status in the UPL Compete to win the UPL, Uganda Cup, Super Cup, and Super 8 or their equivalent.
To attract and have competent football coaches across all KHB FC teams.	June 2022	Technical Director	<ul style="list-style-type: none"> 100% qualified coaches at all levels of the club
To nurture young players to play the KHB FC-way.	June 2022	Technical Director	<ul style="list-style-type: none"> Have a fully-fledged soccer academy
To support FUFA's mission to protect football's integrity in Uganda.	June 2020	Internal Audit and Compliance.	<ul style="list-style-type: none"> Execution of anti-match fixing declarations by all staff; Periodic match-fixing audits

Action plans to achieve the aforementioned strategic initiatives will be developed by the Club C.E.O and his/her management team and approved by the board.

4. Marketing



Initiatives	Timeline	Responsibility	Measure
Effectively communicate with all our stakeholders.	January 2021	Communications Officer.	<ul style="list-style-type: none"> Have at least 3 active and interactive communications platforms; Have a reach of at least 100,000 on all communications platforms Have a database of all club fans
Have a communications strategy.	January 2021	Head of Marketing	<ul style="list-style-type: none"> Have a documented and board approved communications policy.
Activities to market KHB FC to our stakeholders.	June 2021	Head of Marketing	<ul style="list-style-type: none"> Have at least one (1) Corporate Social Responsibility (CSR) activity every quarter.
Grow and protect the KHB FC Brand	January 2021	Head of Marketing	<ul style="list-style-type: none"> Register the KHB FC logo and intellectual properties.
To attract and retain sponsors and partners.	June 2021	Head of Marketing	<ul style="list-style-type: none"> Have at least 5 major sponsors and partners of KHB FC

Action plans to achieve the aforementioned strategic initiatives will be developed by the Club C.E.O and his/ her management team and approved by the board.

5. Financial Sustainability



Initiatives	Timeline	Responsibility	Measure
To have an Audit and Finance committee of the Board.	June 2021	KHB FC Board	<ul style="list-style-type: none"> • Audit and Finance Board committee members appointed • Periodic and minutes of audit and finance committee meetings
To have competent individuals managing the financial affairs of KHB FC.	January 2021	CEO	<ul style="list-style-type: none"> • Appoint a qualified & certified accountant
To have sound financial management practices.	June 2021	KHB FC Audit and Risk committee.	<ul style="list-style-type: none"> • Have an annual budget approved by the board • Documented financial management policies & procedures (finance manual) approved by the board • Periodic financial reports to the board • Have an accounting (book-keeping) software in place

Action plans to achieve the aforementioned strategic initiatives will be developed by the Club C.E.O and his/her management team and approved by the board.

