

VOTE: 123 National Lotteries and Gaming Regulatory Board

I. VOTE MISSION STATEMENT

To regulate and supervise Ugandas gaming industry through licensing, enforcement of laws and standards, dispute resolution, and consumer protection, fostering responsible gaming and maximizing socio economic benefits.

II. STRATEGIC OBJECTIVE

1. To optimize tax & non tax revenue from the National Lottery and Gaming.
2. To promote sustainable gaming industry through responsible gaming initiatives that minimize potential harm to players.
3. To promote operational excellence through Digital Enablement and Strategic Innovation.
4. Strengthen institutional and policy coordination to support effective governance.

III. MAJOR ACHIEVEMENTS IN 2025/26

1. Revenue Mobilization: The Board realized UGX 176.7 billion in revenue from the gaming sector by the end of the first half of FY 2025/26, representing progress toward the annual target of UGX 391 billion, supported by improved compliance and strengthened stakeholder collaboration.
2. Licensing Efficiency: A total of 83 principal license applications were reviewed and approved within the stipulated 60-day processing timeline by 31st December 2025, demonstrating continued efficiency in the licensing process.
3. Gaming Dispute Resolution: The Board resolved 77.9% (53 out of 68) of the complaints received by the end of the second quarter, reflecting progress in strengthening dispute resolution mechanisms for gaming-related matters.
4. Enforcement Operations: Enforcement activities resulted in the confiscation of 1,459 illegal gaming machines, closure of 11 non-compliant and unlicensed gaming premises, and issuance of 24 cautions to operators found in breach of regulatory requirements.
5. Staff Recruitment: The Board successfully recruited 9 staff members, including key technical and support personnel such as a Manager Internal Audit, Senior Economist, Records Officer, Front Desk Officer, and five drivers, with recruitment of the remaining two positions ongoing.
6. Inspection of Gaming Premises: All declared gaming premises (924) were inspected by 31st December 2025, achieving 100% inspection coverage for the reporting period.
7. Stakeholder Engagement and Sensitization: The Board conducted 9 stakeholder engagements with key groups including the media in Western Uganda, Rotaract and Rotary Clubs of Makindye, district leaders in Nwoya and Kasese, the AFCON Public Relations team, and SiGMA World, enhancing awareness and collaboration in sector regulation.
8. Operationalization of Regional Offices: Three regional offices (Mbale, Mbarara, and Gulu) were successfully operationalized to strengthen regional regulatory presence and improve oversight of gaming activities across the country.
9. Systems Development and Digitalization: The E-Licensing System was upgraded with additional functionalities, including a 60-day application processing countdown and improvements to the mobile application, while development of the Compliance and Enforcement System and the Monitoring and Evaluation System is currently underway to enhance digital regulation and performance monitoring.

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IV. MEDIUM TERM BUDGET ALLOCATIONS

Table 4.1: Overview of Vote Expenditure (Ushs Billion)

| | 2025/26 | | 2026/27 | MTEF Budget Projections | | | | |
|--|-----------------|------------------|------------------|-------------------------|---------------|---------------|---------------|--------|
| | Approved Budget | Spent by End Dec | Budget Estimates | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| Recurrent | Wage | 5.100 | 2.342 | 8.868 | 9.311 | 9.777 | 10.266 | 10.779 |
| | Non-Wage | 11.290 | 2.548 | 15.472 | 17.793 | 21.352 | 25.622 | 30.746 |
| Devt. | GoU | 1.000 | 0.000 | 2.650 | 2.915 | 3.498 | 4.198 | 5.037 |
| | Ext Fin. | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GoU Total | 17.390 | 4.890 | 26.990 | 30.019 | 34.626 | 40.085 | 46.562 | |
| Total GoU+Ext Fin (MTEF) | 17.390 | 4.890 | 26.990 | 30.019 | 34.626 | 40.085 | 46.562 | |
| Arrears | 0.545 | 0.000 | 0.218 | 0.000 | 0.000 | 0.000 | 0.000 | |
| Total Budget | 17.935 | 4.890 | 27.208 | 30.019 | 34.626 | 40.085 | 46.562 | |
| Total Vote Budget Excluding Arrears | 17.390 | 4.890 | 26.990 | 30.019 | 34.626 | 40.085 | 46.562 | |

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Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)

| <i>Billion Uganda Shillings</i> | Draft Budget Estimates FY 2026/27 | |
|---|-----------------------------------|--------------|
| | Recurrent | Development |
| Programme:18 Development Plan Implementation | 24.340 | 2.650 |
| Vote Function:01 Legal and Board Affairs | 1.621 | 0.000 |
| 002 Legal and Board Affairs | 1.621 | 0.000 |
| Vote Function:02 Policy, Planning and Support Services | 20.629 | 2.650 |
| 001 Finance and administration | 19.254 | 2.650 |
| 003 Office of the Chief Executive Officer | 1.375 | 0.000 |
| Vote Function:03 Strategy and Corporate Affairs | 2.090 | 0.000 |
| 003 Licensing and Responsible Gaming | 1.350 | 0.000 |
| 004 Regulatory Compliance | 0.740 | 0.000 |
| Total for the Vote | 24.340 | 2.650 |

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V. PERFORMANCE INDICATORS AND PLANNED OUTPUTS

Table 5.1: Performance Indicators

Programme: 18 Development Plan Implementation

Vote Function: 01 Legal and Board Affairs

Department: 002 Legal and Board Affairs

Key Service Area: 000012 Legal and Advisory Services

PIAP Output: Tax and Non-Tax revenue (NTR) from the National Lottery and Gaming

Programme Intervention: 182113 Strengthen the capacity of public institutions to collect NTR

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|---|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Gaming Tax Revenue Collection to target | Ratio | 2023/24 | 190 | 390bn |
| NTR Collection to target | Ratio | 2023/24 | 4 | 10bn |

Key Service Area: 000032 Board Management

PIAP Output: Tax and Non-Tax revenue (NTR) from the National Lottery and Gaming

Programme Intervention: 182113 Strengthen the capacity of public institutions to collect NTR

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|---|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Gaming Tax Revenue Collection to target | Ratio | 2023/24 | 190 | 390Bn |
| NTR Collection to target | Ratio | 2023/24 | 4 | 10Bn |

Vote Function: 02 Policy, Planning and Support Services

Department: 001 Finance and administration

Key Service Area: 000001 Audit and Risk Management

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

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Vote Function: 02 Policy, Planning and Support Services

Department: 001 Finance and administration

Key Service Area: 000004 Finance and Accounting

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000005 Human Resource Management

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000006 Planning and Budgeting services

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000007 Procurement and Disposal Services

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

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Vote Function: 02 Policy, Planning and Support Services

Department: 001 Finance and administration

Key Service Area: 000007 Procurement and Disposal Services

PIAP Output: Institutional coordination, management and reporting

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000013 HIV/AIDS Mainstreaming

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000014 Administrative and Support Services

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000019 ICT Services

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

VOTE: 123 National Lotteries and Gaming Regulatory Board**Vote Function: 02 Policy, Planning and Support Services****Department: 001 Finance and administration****Key Service Area: 000019 ICT Services****PIAP Output: Institutional coordination, management and reporting**

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000089 Climate Change Mitigation**PIAP Output: Institutional coordination, management and reporting****Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery**

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Department: 003 Office of the Chief Executive Officer**Key Service Area: 000011 Communication and Public Relations****PIAP Output: Institutional coordination, management and reporting****Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery**

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000024 Compliance and Enforcement Services**PIAP Output: Institutional coordination, management and reporting****Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery**

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Vote Function: 02 Policy, Planning and Support Services

Department: 003 Office of the Chief Executive Officer

Key Service Area: 000024 Compliance and Enforcement Services

PIAP Output: Institutional coordination, management and reporting

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Key Service Area: 000033 Support to Regional Offices

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Project: 1886 Institutional Development for National Lotteries and Gaming Regulatory Board

Key Service Area: 000003 Facilities and Equipment Management

PIAP Output: Institutional coordination, management and reporting

Programme Intervention: 185111 Strengthen the programme institutions for effective and efficient service delivery

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|--|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Proportion of Vote DPI indicators on reported on | Percentage | 2023/24 | 62% | 70% |
| Proportion of Vote DPI indicators on target | Percentage | 2023/24 | 25% | 49% |

Vote Function: 03 Strategy and Corporate Affairs

Department: 003 Licensing and Responsible Gaming

Key Service Area: 560088 Licensing and Responsible Gaming

PIAP Output: Tax and Non-Tax revenue (NTR) from the National Lottery and Gaming

Programme Intervention: 182113 Strengthen the capacity of public institutions to collect NTR

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Vote Function: 03 Strategy and Corporate Affairs

Department: 003 Licensing and Responsible Gaming

Key Service Area: 560088 Licensing and Responsible Gaming

PIAP Output: Tax and Non-Tax revenue (NTR) from the National Lottery and Gaming

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|---|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Gaming Tax Revenue Collection to target | Ratio | 2023/24 | 190 | 390Bn |
| NTR Collection to target | Ratio | 2023/24 | 4 | 10Bn |

Department: 004 Regulatory Compliance

Key Service Area: 000024 Compliance and Enforcement Services

PIAP Output: Tax and Non-Tax revenue (NTR) from the National Lottery and Gaming

Programme Intervention: 182113 Strengthen the capacity of public institutions to collect NTR

| Indicator Name | Indicator Measure | Base Year | Base Level | Performance Targets |
|---|-------------------|-----------|------------|---------------------|
| | | | | 2026/27 |
| Gaming Tax Revenue Collection to target | Ratio | 2023/24 | 190 | 390Bn |
| NTR Collection to target | Ratio | 2023/24 | 4 | 10Bn |

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VI. VOTE NARRATIVE

Vote Challenges

1. Widespread and Mobile Informal Gaming Operations.

The gaming sector continues to experience a high prevalence of illegal and informal operators conducting gaming activities without licenses or regulatory approval. These operations are often mobile and informal in nature, making them difficult to identify, track, and enforce against. As a result, they undermine the integrity of the regulated gaming market, distort fair competition, and lead to significant losses in government revenue. Addressing this challenge requires intensified enforcement operations, which place additional pressure on the Boards already limited regulatory and enforcement resources.

2. Gaming Operations in Remote and Hard to Reach Areas.

A growing number of gaming outlets are located in remote districts where regulatory presence and monitoring capacity remain limited. The geographical spread of these operations makes regular supervision difficult and costly. Effective oversight requires significant logistical support, including vehicles, field inspection teams, and operational funding. However, limited financial and human resources constrain the Boards ability to conduct frequent inspections and maintain consistent regulatory coverage across all regions.

3. Weak Compliance Culture and Tax Evasion. Even among licensed operators, there are challenges related to weak compliance with regulatory and fiscal obligations. Some operators under declare gaming revenues or fail to fully remit gaming taxes and regulatory levies. This undermines revenue projections from the sector and reduces the expected contribution of gaming to national development. Addressing this issue requires strengthening compliance monitoring through regular audits, inspections, and the deployment of technology-based monitoring systems to improve transparency and accountability.

4. Exposure of the Sector to Financial Crime Risks. The gaming sector remains inherently vulnerable to financial crimes such as money laundering, terrorism financing, and proliferation financing. This risk arises from the high volume of cash based transactions and the increasing use of digital payment platforms in gaming activities. Mitigating these risks requires strengthened Anti Money Laundering or Countering the Financing of Terrorism and Countering Proliferation Financing (AML/CFT/CPF) supervision, enhanced compliance inspections, and closer collaboration with financial intelligence and law enforcement agencies. These requirements increase the technical and operational capacity demands on the Board.

5. Slow Uptake of the National Lottery. The National Lottery has continued to experience slow market uptake due to limited public awareness, competition from existing gaming products, and lingering trust gaps among potential participants. This affects the realization of projected revenues from the lottery segment and slows the growth of a well regulated national gaming product. Addressing this challenge requires sustained public sensitization, stakeholder engagement, and targeted marketing initiatives aimed at building public confidence and increasing participation.

Plans to improve Vote Performance

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1. Amend the Lotteries and Gaming Act and its supporting regulations to address existing legal and regulatory gaps, strengthen enforcement powers, enhance revenue collection mechanisms, and improve overall regulatory oversight and governance of the gaming sector.
2. Intensify compliance monitoring and enforcement through routine machine inspections, compliance audits, operator suitability assessments, and AML/CFT/CPF inspections to detect regulatory violations early and curb illegal gaming operations.
3. Leverage data analytics, market intelligence, and technology-enabled compliance tools to enhance real-time monitoring of gaming activities and support evidence-based regulatory decision-making.
4. Strengthen stakeholder engagement and industry capacity by conducting targeted workshops and sensitization programs for gaming operators to facilitate the rollout of new regulations, standards, and compliance requirements.
5. Enhance institutional capacity through strategic recruitment of technical staff, procurement of operational vehicles and equipment, and development of an institutional research agenda to support evidence-based planning and effective regulation of the gaming sector.
6. Strengthen due diligence and vetting procedures during the onboarding of new gaming operators to ensure only compliant, financially sound, and reputable entities are licensed to operate in the sector.
7. Promote equity and inclusive participation in procurement opportunities by ringfencing selected low value and community service contracts, such as cleaning services and youth to youth peer engagements for women, youth, and persons with disabilities (PWDs). This approach supports the protection of marginalized groups while advancing their economic empowerment.

VII. Off Budget Support and NTR Projections

Table 7.1: Off Budget Support by Project and Department

N/A

VOTE: 123 National Lotteries and Gaming Regulatory Board**Table 7.2: NTR Projections(Uganda Shillings Billions)**

| Revenue Code | Revenue Name | FY2025/26 | Projection FY2026/27 |
|--------------|-------------------------------|---------------|-------------------------|
| 114401 | Taxes on Lotteries and Gaming | 27.700 | 10.000 |
| Total | | 27.700 | 10.000 |

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VIII. PERSONNEL INFORMATION

Table 8.1: Staff Establishment Analysis

| Title | Salary Scale | Number of Approved Positions | Number of filled Positions |
|---|--------------|------------------------------|----------------------------|
| Admin Asst | NLGRB7 | 5 | 2 |
| Auditor - Compliance (Gaming and Betting) | NLGRB5 | 8 | 6 |
| Drivers/ Logistics Assistants | Lot 6 | 13 | 9 |
| Enforcement Officers | Lot 5 | 8 | 4 |
| Inspection Officer | NLGRB5 | 8 | 4 |
| IT Officer - Compliance | NLGRB5 | 6 | 3 |
| Legal Officer | NLGRB5 | 1 | 1 |
| Manager Finance and Accounts | Lot 3 | 1 | 1 |
| Manager Human Resource | NLGRB3 | 1 | 1 |
| Manager Information Technology | Lot 3 | 1 | 1 |
| Manager Internal Audit | Lot 3 | 1 | 1 |
| Manager Legal | NLGRB3 | 1 | 1 |
| Senior Procurement Officer | NLGRB4 | 1 | 1 |
| Senior Legal Officer | NLGRB4 | 1 | 1 |
| Senior Manager - Finance and Admin | NLGRB2 | 1 | 1 |
| Senior Manager - Legal and Board Affairs | NLGRB2 | 1 | 1 |

VOTE: 123 National Lotteries and Gaming Regulatory Board**Table 8.2: Staff Recruitment Plan**

| Post Title | Salary Scale | No. Of Approved Posts | No. Of Filled Posts | No. Of Vacant Posts | No. Of Posts Cleared for Filling FY2026/27 | Gross Salary Per Month (UGX) | Total Annual Salary (UGX) |
|---|---------------------|------------------------------|----------------------------|----------------------------|---|-------------------------------------|----------------------------------|
| Admin Asst | NLGRB7 | 5 | 2 | 3 | 3 | 1,000,000 | 36,000,000 |
| Auditor - Compliance (Gaming and Betting) | NLGRB5 | 8 | 6 | 2 | 2 | 4,000,000 | 96,000,000 |
| Drivers/ Logistics Assistants | Lot 6 | 13 | 9 | 4 | 4 | 1,500,000 | 72,000,000 |
| Enforcement Officers | Lot 5 | 8 | 4 | 4 | 4 | 4,000,000 | 192,000,000 |
| Inspection Officer | NLGRB5 | 8 | 4 | 4 | 4 | 4,000,000 | 192,000,000 |
| IT Officer - Compliance | NLGRB5 | 6 | 3 | 3 | 3 | 4,000,000 | 144,000,000 |
| Total | | | | | 20 | 18,500,000 | 732,000,000 |