

# UPPC Newsletter

Issue No. 1 October - December, 2023



## NEW STRATEGIC PLAN KICK STARTS UPPC'S GRAND CORPORATE AMBITION

INSIDE:



### UPPC ON COURSE TO RECLAIM PRINTER'S GLORY - PROF. NANGOLI

Hitherto little known outside the world of academia, Prof. Sudi Nangoli was recently named Managing Director of Uganda Printing and Publishing Corporation (UPPC).

[Read More...](#)



### UPPC'S PUBLISHING ROLE TO IGNITE READING CULTURE

The Uganda Printing and Publishing Corporation (UPPC) has breathed new life into its publishing division with the aim of boosting revenue and improving reading habits and literacy rates among Ugandans.

[Read More...](#)



### UNDERSTANDING THE NEED TO GAZETTE

For the last 120 years, The Uganda Gazette has stood as a beacon of transparency and connection, bridging the gap between the government and its citizens.

[Read More...](#)



Your  
**No.1**  
Source for Legal  
Information

# Have you Gazetted?

Land Titles | Deed Polls | Statutory Notices | Laws | Ordinances | Trademarks | Certificate of Eligibility | Places for Celebration of Marriages | Security Uniform | Physical Development Plans | Commissioner for Oaths | Appointed Board of Governors | Mining Licenses | ERA Notices among others

**HEAD OFFICE**

Plot 8-12, Airport Road, P. O Box 33, Entebbe, Uganda  
Telephones 0414-320639/320720

**KAMPALA OFFICE**

Plot 6 Kimathi Avenue, Airways House, Ground Floor Kimathi Ave, Kampala P.O.Box 33, Entebbe  
Telephone: 0414-233614 / Fax: 0414-233614

**URSB OFFICE**

Amamu House, Plot No. 5B, Geogia Street, Kampala.  
Contact 0414-672 496



0800111 467



+256 783 914332



info@uppc.go.ug



www.uppc.go.ug

## CONTENTS

FOREWORD FROM THE MANAGING DIRECTOR	<b>5</b>
NEW STRATEGIC PLAN KICK STARTS UPPC'S GRAND CORPORATE AMBITION	<b>6</b>
IT'S GOING TO BE HARD, LONG AND NO RETREAT!	<b>10</b>
UPPC ON COURSE TO RECLAIM PRINTER'S GLORY - PROF. NANGOLI	<b>12</b>
UNDERSTANDING THE UGANDA GAZETTE AND NEED TO GAZETTE	<b>14</b>
UPPC PUTTING SECURITY AT THE FORE OF PRINTING	<b>16</b>
UPPC PRINTS LOVE INTO UGANDAN HEARTS THROUGH CSR	<b>18</b>
UPPC LEVERAGES ON STAKEHOLDER RELATIONS TO DRIVE BUSINESS GROWTH, CUSTOMER EXCELLENCE	<b>20</b>
UPPC REVIVES PUBLISHING ROLE TO IGNITE READING CULTURE, EMPOWER AUTHORS	<b>23</b>





## EDITOR'S NOTE

Our esteemed clients, partners, well-wishers and other stakeholders, I bring you warm salutations from Uganda Printing & Publishing Corporation (UPPC). It warms our hearts to know that by choosing to partner with us, you have made our century-long journey a tremendous success – something we cannot take lightly.

Last year we celebrated our 120th anniversary. This was a monumental occasion which not only marked a sustained period of business survival and growth but also stamped our experience as the foundation and hence standard-bearers in the printing business.

Since 1902, UPPC has been printing the Uganda Gazette, which remains our flagship brand. The Uganda Gazette is an official weekly government publication that contains government declarations and supplements, bills, acts and statutory instruments among other legal notices. However, to attain continuous relevance and sustained growth, every business must innovate. This comes with developing new business lines to cater for changing business technology trends, customer preferences, among others. In this regard, UPPC has over the years widened its scope to include commercial printing, digital printing, security printing and publishing for both the private and public sectors. This essentially means that if anyone thinks or talks about printing or publishing, look no further than UPPC.

Today, I take the opportunity to introduce to you the UPPC newsletter, which is our latest product. This newsletter will be published every quarter as another avenue through which we shall foster a closer engagement with all our stakeholders.

In this maiden issue, our 120- year journey as the home of printing in the country is well documented, while it also delves into our 5-year strategic plan which is the blueprint for UPPC's strength and transformation going forward. Once again, thank you for choosing us, I wish you a nice read.

**Alice Nazziwa**

### EDITORIAL TEAM

**Publishing Manager:**

Kenneth G. Oluka

**Sub Editor:**

Nancy Anek Obita

**Writers:**

Richard Kintu

Chris Kisekka

George Katongole

**Design & Layout:**

Kidodo Derrick

Shadrackderrick075@gmail.com

0755094941/0785790415

COPYRIGHT ©2023

## FOREWORD FROM THE MANAGING DIRECTOR



**Prof Sudi Nangoli**  
Managing Director

I am delighted to extend a warm and cordial welcome as we present the inaugural Newsletter for Uganda Printing and Publishing Corporation (UPPC). This newsletter serves as a platform for fostering a strong connection with you as we unveil the latest developments in the printing and publishing industry. It stands as an additional avenue of communication, thoughtfully designed to engage with you, address your pressing questions, and introduce our extensive array of products.

Our foremost goal is to underscore your importance as our treasured audience, guaranteeing that you are well-informed and actively engaged in our endeavors.

This first issue of our newsletter comes at a moment of great significance as we embark on a journey to achieve remarkable heights. With an innovative and forward-thinking Board of Directors at the helm, and a comprehensive strategic plan illuminating our path, our enthusiasm knows no bounds.

As we have consistently done, we renew our unwavering commitment to ensuring that the Uganda Printing and Publishing Corporation (UPPC) continues to provide impeccable, secure printing and publishing services to Government and all our stakeholders. Our dedication revolves around the core principles of efficiency, reliability, and the highest quality.

In an era defined by a rapidly evolving digital

landscape, we are determined to harness the potential of technology to elevate our products and services, assuring the highest level of convenience to our stakeholders. We commit to digitizing 80 percent of our product offerings by 2026, aligning with the national digitization roadmap, and this digital newsletter is a tangible testament to our commitment.

Furthermore, we are eager to cultivate partnerships to prioritize sustainability, fostering relationships that are mutually beneficial and contribute to our financial sustainability. Our steadfast commitment to excellence is embedded in four pivotal pillars: financial excellence, exceptional customer service, operational efficiency, and corporate governance. These are not mere theoretical constructs; they are the driving forces propelling us toward the realization of our vision.

From our esteemed Board of Directors to our diligent staff, we hope that these pages will be very useful. We are thrilled to embark on this journey with you, our esteemed readers and stakeholders, and we look forward to a future filled with exciting developments and shared accomplishments.

We encourage you to provide feedback every time we release our newsletter. Your insights and comments are highly appreciated as they help us improve our services and tailor content that better serves your interests and needs. Thank you for being an integral part of our vibrant community.

# NEW STRATEGIC PLAN KICK STARTS UPPC'S GRAND CORPORATE AMBITION

By Richard Kintu

**O**n September 14, 2023, the Uganda Printing and Publishing Corporation (UPPC) launched its five-year strategic plan, opening a new page of effective and efficient service at the government printer.

According to the corporation's BOD Chairperson, Mr. Joachim Buwembo, the 2023-2028 Strategic Plan launched under the theme "Enhancing Value Through Improved Corporate Governance, Customer Excellence and Efficient Business Processes" will sustain UPPC on the path of viable growth through enforcing direction and accountability among all employees.

"This strategic plan will be the Koran, Bible, Constitution and Ten Commandments against which we shall all be judged; right from the Board to the staff," he said. He added that by outlining UPPC's strategic vision and objectives, the plan will unlock the corporation's full potential, hence enabling the fulfillment of its mission to provide quality, secure printing and publishing services to government and other stakeholders in an efficient manner.

## CURE FOR MALADMINISTRATION MALAISE

In her own assessment, Presidency Minister Hon. Babirye Milly Babalanda hailed the strategic plan as the medicine that will address UPPC's hitherto administrative challenges.

"The strategic plan is not just a roadmap; it is a dynamic vision of national, regional and international printing and publishing business that is rooted in Uganda's Vision 2040, the National Development Plan III and the NRM Manifesto. I implore the management and Board of UPPC to desist from implementing things and making decisions that are not guided by this plan," Babalanda said.

## UPPC RECOVERY NOW COMPLETE

Representing Hajji Yunus Kakande, the Secretary Office of the President, Dr. Dan Sekiboobo, the Presidential Advisor on Research, noted that the new

strategic plan symbolizes UPPC's recovery path in terms of corporate governance.

He challenged the new leadership to stick to it to guide whatever they do for the good of the public printer.

"Stick to this strategic plan to direct all your operations as you have planned them. Don't decide, spend, think or even evaluate your success outside this plan. The presidency will supervise, audit and hold you accountable against this plan," he said. He challenged the new team to learn from the mistakes of their predecessors by working together with the board to effectively implement the strategic plan.

## INSIDE THE STRATEGIC PLAN

Mr. Buwembo concurred with the minister that the new strategic plan was designed to cure UPPC's structural weaknesses and that's why it was tied within Uganda's socioeconomic development agenda as enshrined in Vision 2040, the NDP III and NRM Manifesto 2021-26. Particularly, it enforces the Government Printer's commitment to provide quality printing and publishing services to government MDAs and private customers.

To UPPC Managing Director, Prof. Sudi Nangoli, the strategic plan will support strategic management at the corporation by addressing strategic operations and other issues at its corporate level.

Nangoli added that it was guided by the corporation's mandate as enshrined in the UPPC Act 1992 and will be anchored on corporate governance, customer service excellence and efficient business processes.

"The strategic plan is simply re-interpreting UPPC's mandate and in so doing helps us to answer all questions pertinent to the corporation, such as who we are, what we do, among others," Prof. Nangoli said.

He revealed that the Balance Score Card model will be used to help UPPC attain its desired targets.

Meanwhile, Rebecca Nyakairu, the Manager Public and Corporate Affairs at UPPC says that in terms



The Minister for Presidency, Hon. Babirye Milly Babalanda launches the UPPC five-year Strategic Plan as the Board Chairman, Mr. Joachim Buwembo and the Managing Director, Prof. Sudi Nangoli, look on.



Minister for the Presidency, Hon. Babirye Milly Babalanda

of strategic perspectives, the strategic plan is anchored on key pillars which clearly highlight how the corporation will navigate the different aspects relating to its operations in terms of finance, customer service, operations and corporate governance.

For instance, on the financial perspective, the plan elaborates UPPC's projected revenue and expenditure performances for 2023-2028, while also highlighting the corporation's digital transformation targets in line with the National Digitization Strategy.

It also highlights UPPC's environmental protection strategy, which is hinged around adopting eco-friendly technology like the 7K HP Indigo Colour machine which will reduce wastage while attaining the highest levels of printing quality.

She expressed optimism that with this strategic plan, UPPC will realize its vision to be the market leader in security printing and publishing by the end of the next five years.

Mr. Joseph Edmond Kirabo, the Production Manager UPPC, also noted that in the strategic plan are new projects which the corporation intends to embark on so as to fulfill its mandate as the chief advisor of government on matters printing. These include the revival of the printing school as well as the printing museum which will enable students and other Ugandans to trace the history of the printing business.

Kirabo explained that UPPC is well equipped with the land, antiquities to showcase, while government recently passed the museum and antiquities law to aid their operations.

# HOW IT HAPPENED @THE UPPC STRATEGIC PLAN LAUNCH



UPPC Board Member, Mr. Sadat Kisuyi(R) follows proceedings at the launch of the Strategic Plan



UPPC Managing Director, Prof. Sudi Nangoli, relays the 5-year Strategic Plan to guests and other stakeholders who attended the launch



Uganda Aids Commission Director General, Dr. Nelson Musoba(R), acquaints himself with the abridged copy of the UPPC five-year strategic plan



Dr. Dan Ssekiboobo, the Senior Presidential Advisor on Research, addresses guests



UPPC Managing Director, Prof. Sudi Nangoli ushers Minister Babalanda to the Strategic Plan launch venue at Esella Hotel in Kampala



Minister Babalanda leads the UPPC top brass and Senior Presidential Advisor, Dr. Dan Sekiboobo, to cut cake at the Strategic Plan launch venue at Esella Hotel in Kampala



Printing industry stakeholders attend the UPPC Strategic Plan launch at Esella Hotel



UPPC staff share a light moment during the Strategic Plan launch

# IT'S GOING TO BE HARD, LONG AND NO RETREAT!

By Joachim Buwembo

**N**ews of my appointment as Board Chairperson of the Uganda Printing and Publishing Corporation (UPPC) took me totally by surprise. I did not expect any form of appointment in a public position, and I had not been asked about it. But the appointing authority doesn't owe appointees any explanation so I didn't dwell on wondering why, and instead composed myself and set about finding out what lay ahead.

It was quite scary. But even though I didn't know how I had been selected, at least it was obvious that my professional background had a lot to do with it. I had just made 33 years in the media, 30 of them in senior editorial capacity, and had seen the technological and structural transition of the printing and publishing industry from the inside.

Of less significance but at an emotional level, I also embraced the assignment because of a personal coincidence; I owed a moral debt to UPPC: My old man worked there all his active life so I owe UPPC my good education at St Mary's College Kisubi, from where I joined Makerere and a few other universities in different countries. The chance to wind up my publishing career in service of UPPC therefore came as a wonderful intangible gift that the appointing authority unknowingly gave me.

But there is no need to sugarcoat the situation: our board finds UPPC in a very difficult situation. The task of putting it back on a steady course is going to be hard, long, with no retreating. For UPPC has statutory obligations to fulfil in the Republic of Uganda without ceasing operation even for a week, and so we cannot retreat to regroup, however much surgery the company may need to undergo.

Despite being the oldest national institution today, UPPC as the official government printer now commands an embarrassingly small fraction of the government's printing business.

We have already diagnosed the ailments bedeviling the corporation and thank God, they are all curable. We shall spend a couple of years under Intensive Care, but recover we definitely will.

We know that many well-meaning people would have wanted and expected the new board to take immediate drastic action against perpetrators of wrongdoing. Yes,



it is obvious that the printing sector has its share of graft like other sectors in the country. But rather than being rash and end up with the villains laughing at UPPC as they pocket hefty awards awarded by the courts, we shall carefully extricate the snake coiled in our cupboard without breaking our precious family chains which we have inherited from a long lineage of parents that started accumulating them 121 years ago.

After securing Uganda's valuables in UPPC, whatever happens to the snakes as they return to the green grass is immaterial for us – our concern is restoring order in the corporation and the industry.

UPPC has over the decades been subjected to cannibalization of its equipment while its access to business has been ripped by unethical competition that was ironically raised in its own womb. The architects of Nasser Road – a phenomenon that is no longer geographically confined to that street in Kampala City and can now even be found in some government institutions that have developed their printing capacity, were raised at Airport Road in Entebbe.

Competition is healthy and a catalyst to efficiency. But the type which has developed in the printing sector did not arise from the spread of the printing capacity in the country. The competition we have today was/is orchestrated through intentional crippling of UPPC through unethical practices.

However, as a national institution, we may not just invoke the law and enforcement to regain business that should belong to UPPC without creating our capacity to deliver all the government's printing requirements. That would be exasperating an already bad situation.

Why then do we (appear to) whine about the collusion between some public officials and some private printers to divert government business? Simple – because most of this work is being exported to faraway lands, donating the Ugandan taxpayers'

money and Uganda's job opportunities to nationals of other countries, while our people are unemployed. Why don't we see any business from a European or Asian government being brought to Uganda even if we have a comparative advantage to do it? Instead, we have seen some international agencies even importing food for refugees hosted here.

As a government agency, we maintain a broader view of matters and shall also fight for private printing companies based here to do government business here instead of them being reduced to commission agents who carry government work abroad.

We have launched our Strategic Plan 2023-28 that will see UPPC not only providing excellent service to the government and the public, but should at the end of its implementation see a printing sector that is orderly, where private and public printers will operate harmoniously in healthy competition and joint promotion of standards in the industry. I invite colleagues, management and staff to keep reading it, especially those aspects that they are individually entrusted with the duty to deliver, so that we can all rightly take credit for the success which is certainly coming from our joint efforts.

**For God and Our Country!**



# UPPC ON COURSE TO RECLAIM PRINTER'S GLORY

## - PROF. NANGOLI

By Richard Kintu

**H**itherto little known outside the world of academia, Prof. Sudi Nangoli was recently named Managing Director of Uganda Printing and Publishing Corporation (UPPC). To many, Prof. Nangoli had been cast into the deep end of a corporation which had become synonymous with management challenges than it was known for its core mandate as the government printer. With Prof. Nangoli's predecessors facing corruption and abuse of office charges in court, it was obvious that on top of rejigging the operations, the new MD also had to restore UPPC's brand equity.

In the excerpts of this interview, Prof. Nangoli shares with us the tweaks and tricks he intends to employ to transform the 120-year-old printer.

**Qtn: Congratulations upon your appointment as Managing Director, UPPC. You come to UPPC with a very rich and impressive CV in the world of academia. How then did you end up in a printing and publishing house?**

**Prof. SN:** You must understand that unlike many public agencies, UPPC is a profit-making entity which must be

able to generate income for itself and ultimately for government. That in itself means it must be run excellently as a modern business so as to be competitive in an industry that is technology-driven and hence needs constant innovation to fit in with the fast changing business trends and needs. Now, that is where a person with my background is very crucial.

For many years, I have conducted a wide range of research in the area of business management both as a lecturer and consultant. That automatically means I have gathered a lot of experience and skill in that area, so that is what I transfer in the management of an institution like UPPC; it essentially makes me the right man for the job.

**Qtn: What does your appointment mean for the government printer?**

**Prof. SN:** To UPPC, my appointment means a lot; from internal to external stakeholders. From the background I have shared above, you can clearly see that fixing the processes here to attain growth and competitiveness isn't a difficult task — although there are always inherent challenges. Using my experience, I run project models tailored towards addressing specific customer demands and needs to get maximum value for money while

at the same time keeping my staff motivated to do the best they can at both individual and firm level.

**QTN: You joined UPPC at a time it was in the eye of a storm over management challenges but you seem to have effortlessly calmed the storm. What is the trick?**

**Prof. SN:** Streamlining structures has been the number one trick. You see, once you don't build and streamline structures as a manager, you invite internal inefficiencies which ultimately slow down or cripple operations.

Streamlined structures help you erase operational ambiguities for instance in individual employee roles and/or reporting lines. As we speak now, every employee knows what's expected of them and we have taken this further by creating a structure through which we speak directly with the customers for constant feedback. Our customers now know that in case of any concern regarding our products or operations they can walk in and register a complaint, reach us on email, toll-free lines or interact with us on our social media platforms or website.

Such effort has enhanced our speed of delivery and also cured conflicts which are usually the major cause

of internal weaknesses by killing teamwork and employee motivation.

Also, knowing our position as a profit-making public institution has been paramount because now everyone is motivated to play their role in ensuring that the corporation is profitable since we also meet our own costs.

**QTN: The Presidential directive to all public institutions to print with UPPC and Vision Group seems to have created a duopoly for public printing between UPPC and Vision Group. How has UPPC positioned itself to maximally benefit from the directive?**

**Prof. SN:** First of all, I would like to appreciate H.E the President for issuing such a directive. As a government corporation that pays taxes and does not receive money from the consolidated fund, that positions our business to some level of competitive privilege. We however understand that the directive also comes with the huge responsibility of being able to excel on the business front without any excuses — since we have a starting point.

I wish to re-echo our commitment to deliver excellently on this mandate by offering quality printing and publishing services to both our public

and private business partners in a timely and professional manner.

That is why we are expanding our horizon to offer a wider range of products and services to our clientele. Traditionally, we've been known as the publishers of the Uganda Gazette, but our clients and the general public must know that we also do business in publishing and disseminating laws and legislations of Uganda, security printing, general printing, stationery and commercial publishing. For instance, if one authored a book and they want it published, we are more than ready to do that for them.

In terms of infrastructural capacity, we have invested heavily in high-tech printing machinery, well aware that ours is a technology-driven industry which changes from time to time.

Currently, we are the only printers in the region with the HP 7K indigo machine. This machine offers endless applications, customer satisfaction with the widest range of media and over 20 specialty inks. It simplifies production with automated tools while printing. We are also digitizing our products to enable our clients access our products by a click of a button.

**QTN: What are UPPC's major challenges as a government printer and what measures are you putting**

**in place to overcome them?**

**Prof. SN:** Most of all are the changing trends in the industry. But, as mentioned, it is an opportunity for us to advance with the technologies and we have really embraced it.

Competition, this is less a challenge but an avenue to keep us in check to be on top of our game. Competition helps us to offer competitive prices, quality, efficient services and to strive to offer the best customer experience.

**QTN: Any last words to your customers, stakeholders and other Ugandans at large...**

**Prof. SN:** We want to thank our stakeholders and customers for the continued support. Your commitment and support have kept the candle of the corporation burning for more than 120 years. Our clients should know that we put quality at the heart of our operations well aware that what we do should feed into the country's national development goals.

We want to reassure you of our dedication to deliver to our mandate and to surpass your expectations in offering printing and publishing services.

# UNDERSTANDING THE UGANDA GAZETTE AND NEED TO GAZETTE

By Christopher Kisekka

For the last 120 years, The Uganda Gazette has stood as a beacon of transparency and connection, bridging the gap between the government and its citizens.

Published by the Uganda Publishing and Printing Corporation (UPPC), the Uganda Gazette is beyond a simple publication; it serves as a valuable repository of government notices, declarations, bills, statutes, statutory instruments, and legal notices.

Modeled after the London Gazette, The Uganda Gazette operates as the official government record newspaper. Initially founded under colonial administration, its main purpose was to chronicle and communicate events within the Uganda Protectorate to London. Following Uganda's attainment of independence, the management of The Gazette was transferred to the newly established government.

Its legitimacy is grounded in Article 257 of the constitution and Section 2 (ff) of the Interpretation Act.

Mr. Kenneth Oluka, UPPC's Publishing Manager, says that it is of utmost importance for Ugandans to acknowledge that governments worldwide employ gazettes (newspapers of record) as a means of disseminating crucial messages to the broader population; literally making them public notice boards in this regard.

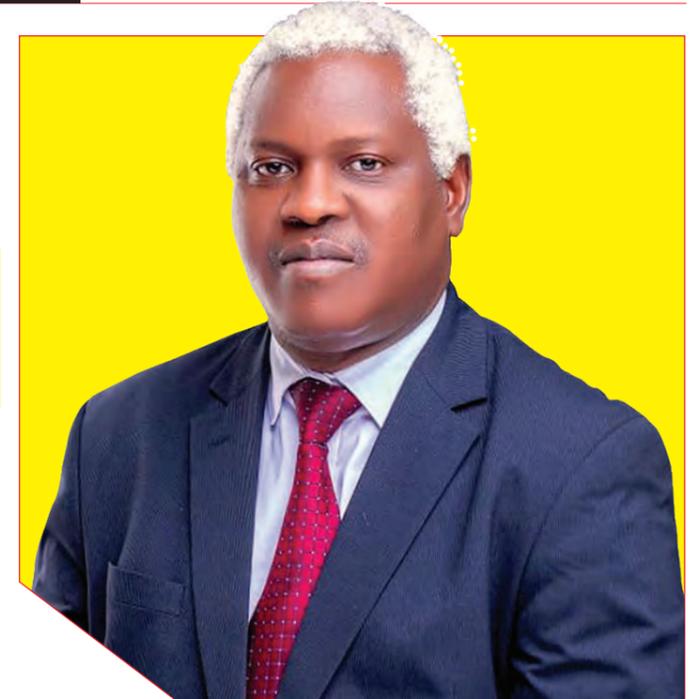
"You have things which by law must be gazetted. Where a law makes a requirement for gazetting, the relevant transaction is not legally compliant if such a requirement is not made and may be challenged in the courts of law. For instance, Acts of Parliament are required by Article 91(8) of the Constitution to be published in the Gazette," Mr. Oluka says.

Beyond its function in sharing legal notifications and statutory instruments, the Gazette contains other crucial information that is legally required to be published, serving the dual purpose of record-keeping and public awareness.

This includes among others; electoral notices encompassing polling schedules, vacant positions, particulars of election officials, and subsequent results, among others. As a result, the Gazette assumes a central role in the democratic process by effectively conveying essential electoral information to the broader public.

Mr. Oluka also points out that the Gazette features private legal notices such as announcements about bankruptcies, company registrations and closures, probate proceedings, company by-laws, and changes in names (Deed Polls).

Additional types of notices that are included encompass the licensing of venues for marriage ceremonies, submissions for special certificates of title, requests for advocate eligibility certificates, designations of commissioners for oaths and notary publics, trademarks and copyright requests, mining-related applications and license approvals, registration of private security firms and notices from professional bodies like such as Law Council, Surveyor's Board and much more.



Mr. Kenneth Oluka, UPPC's Publishing Manager

## WHY GAZETTING MATTERS

Illustrating the far-reaching implications of non-compliance, a recent incident comes to light. The nursing fraternity was jolted when certificates of students were contested due to their educational institutions' failure to meet gazetting requirements as mandated by law.

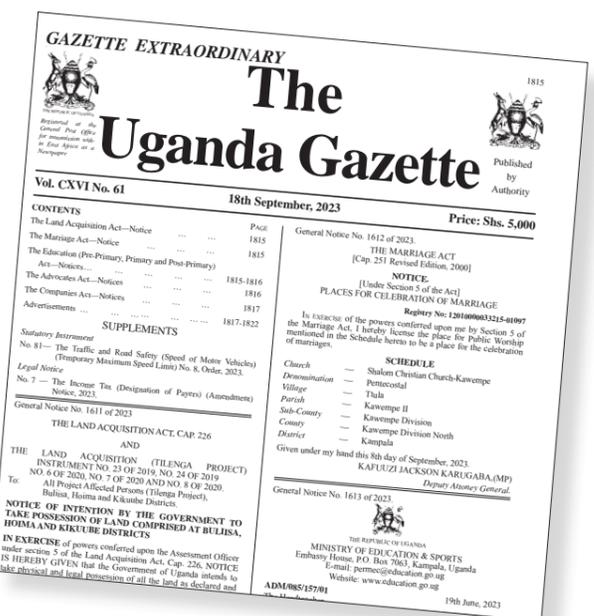
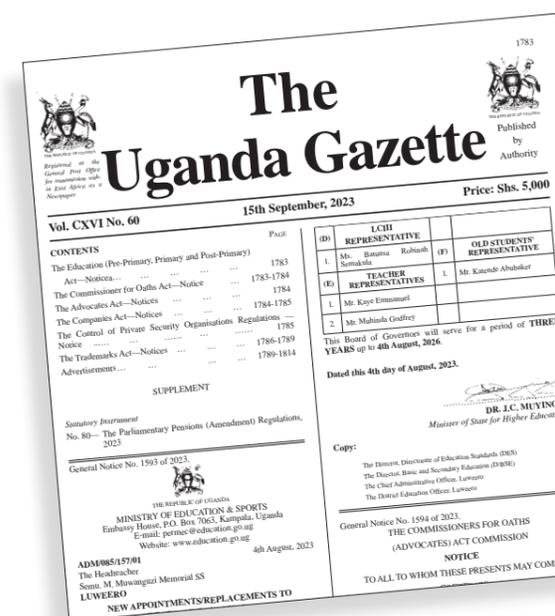
Consequently, Human Rights Activist Brian Kasajja petitioned the High Court in Kampala over the Nurses and Midwives Council's alleged negligence in gazetting 78 nursing schools in Uganda for over 24 years, contravening legal mandates.

In another instance, the Daily Monitor on Friday, August

23, 2019 reported that over 1,000 marriages conducted at a specific church between 2006 and 2019 were invalid over failure to be gazetted as stipulated by law.

The two examples serve as a powerful reminder of the tangible consequences associated with neglecting the process of gazetting.

The Uganda Gazette is published every Friday and is available for purchase at Ugx 5000 per copy. Alternatively, individuals have the option to subscribe for an annual fee of UGX 1,400,000. This subscription fee grants access to a weekly edition of the Uganda Gazette, inclusive of all additional supplements.





“The idea of security printing is to add value continuously and make it more expensive for the intending person to use it in his interest,” Kirabo said.

# UPPC PUTTING SECURITY AT THE FORE OF PRINTING

By George Katongole

There's a thin line between publishing and printing. However, printing covers a wide range of methods like lithography, flexography, and gravure for magazines, web content, and digital formats. In this complex field, the Uganda Printing and Publishing Corporation (UPPC) mainly uses litho printing and is upgrading to a five-color printer. A web printing machine is being revived to facilitate the production of local language newsletters/newspapers, and a high-end Indigo HP is employed for urgent requests and quick turnarounds.

## THE NEED FOR SECURITY PRINTING

While security printing is commonly associated with currency, its scope is broader. Given current technological advancements, security encompasses data and privacy protection, as individuals expose themselves to risks. Security printing aims to thwart fraudulent attempts on important documents such as certificates, passports, IDs, documents, logos, and more.

Joseph Edmond Kirabo, with 27 years of printing experience, currently heads the Printing and Publishing Department at UPPC. Kirabo emphasizes the need for vigilance in protecting people and company reputations. Stolen documents reintroduced by fraudsters further exacerbate risks. To enhance document security within organisations, risk assessment, attack preparation, and paper selection are crucial.



Joseph Edmond Kirabo  
UPPC Production Manager

## ATTAINING SECURITY IN PRINTING

The first step to attaining security in printing is sourcing specialized security paper as it plays a pivotal role. Watermarked paper, which starts its security journey at the factory, aids identification. Illumination visible under UV light and embedding customer artworks during the design phase also contribute to enhanced security.

“The security paper is a key determinant in solving almost 70 percent of the security problems in printing. That paper should not be an ordinary paper. It should

be defined to suit the customer's problems. Any ordinary paper that can easily be accessed makes you vulnerable,” Kirabo says.

During the design stage, the artwork of the customer is embedded to enable the paper to serve its purpose. Special software is normally used to input other features. Most of the software is not initiated by designers but by manufacturers to add more software effects.

In printing, you need to identify the right ink. Kirabo says that not all ink is secure. In security printing, they use special ink with special colours.

## VALUE ADDITION

Kirabo stresses the need for continuous value addition to security features such as ink selection. Here, special, secure inks are employed.

Security printing classes span high-level documents (such as money and passports) to certificates and exams.

“You need to invest in appropriate technology to be able to fix a problem. For instance, Germany identity solutions company Veridos GmbH handles Class A documents because their level of technology is very superior,” Kirabo adds.

In 2018, Veridos entered into a 15-year partnership with the government of Uganda to provide the country's citizens with all relevant security documents.

“People trust UPPC because it is secure,” Kirabo says, adding that its strategic location and more than 100 years of experience can be trusted.

Whereas the security of examinations has been under the spotlight, Kirabo says the process of distribution to the final consumer could be the one that is compromised.

He says the management of logistics in examinations is key to ensuring that service providers fulfill certain requirements such as the design of the vehicle, professionalism, oath of secrecy, and use of tracking devices.

## EMBRACING CHANGE

Uganda grapples with substantial fraud, including document forgery and counterfeiting. Nasser Road in Kampala City is a hub of fraudulent activity, impacting the printing industry.

In a day alone, Uganda loses over Shs500m to fraudsters. Fraud is not only associated with money but also forging of documents, falsifying information, using other people's documents, and printing fake passports and visas, among others.

Whereas security-conscious consumers prefer electronic documents, UPPC aims to offer a balance between counterfeits and value-added secure printing.

“However there is also a market which can find a secure service provider. We feel we can authenticate and offer a balance between counterfeits and value addition. The consumers of security printing are willing to pay much more,” he adds.

While anti-counterfeit laws exist, enforcement challenges persist. He says that the biggest challenge is for users who connive with the law enforcers to share the loot. Even those who don't connive, he adds, need to know the security features on the documents for easy verification.

He says that there is no tamper-proof solution because fraudsters are always working hard to beat the system. This, he says, needs to keep being updated through research and working with the right people.

# UPPC PRINTS LOVE INTO UGANDAN HEARTS THROUGH CSR

By Richard Kintu

with customer communities enhances profitability in the long run.

## UPPC Adopts Robust CSR Strategy

Rebecca Nyakairu, the Public and Corporate Affairs Manager at Uganda Printing and Publishing Corporation (UPPC) says the government printer's CSR policy is aimed at improving the corporation's image but with an eye on increasing the profit portfolio in the long run.

Nyakairu says that being among the oldest corporations in the country; UPPC knows that leading by example isn't a choice but rather an inherent responsibility on its hands. This explains why CSR is deeply rooted in its overall strategic plan.

**"A heart that gives is the one that grows," goes a famous biblical verse. While this adage is firmly rooted in religious folklore, it has gained relevance in the business world, with most customers now opting to deal with only businesses that exhibit compassion towards the customer communities.**

**W**ith the trend becoming part of global business standard best practice, businesses have responded by adopting Corporate Social Responsibility (CSR) strategies to help them give back to the community.

The result of this has been increased brand equity for companies with robust CSR policies, while, overtime, companies have also learnt that keeping social ties

**"As a Corporation which serves people, we want to show that we are concerned about the public that supports us by giving back to them whenever we can. We know that through this we can build strategic synergies and networks which in the end will turn our CSR effort into a profitable investment,"**

**Nyakairu says.**

UPPC has adopted a dynamic, all-round CSR policy which allows both the internal and external environments of the Corporation to thrive. In this way, the wider public is able to feel the positive impact of the government printer.

"Internally, we have strategies designed to support our own staff and this is basically aimed at motivating them; which in the end gives them a better understanding of the corporation's CSR endeavors to the outside public," she says. "CSR



UPPC donates cement to Entebbe COU and Entebbe Police Station



Kampala Minister Hajjati Minsa Kabanda receives a portrait of the President from UPPC staff during the event to support the Elderly Community of Entebbe



UPPC staff clean up Kitooro Market on World Environment Day

also gives us a competitive advantage over our competitors especially in the private sector since we get a chance to meet and speak directly with our current and prospective customers so as to serve them better," she says.

UPPC's CSR model is also deliberately tailored to identify beneficiaries in most need, while at the same time putting the costs involved at the most economically viable level.

"Reaching out to the neediest helps us touch lives with a bigger magnitude, which resultantly makes our presence felt the more," she says. Nyakairu also

reveals that to mitigate the cost outlays, they work through strategic partnerships with other firms and entities.

"While initially we were looking at mitigating the cost burden, we realized that doing joint CSR with other companies makes the beneficiaries' experience even better as they get more help with pooled resources. But most importantly, it gives us opportunity to network more with the partner ingcompanies which also helps us connect with their own customer base thus opening up more chances for future business on our side," she explains.

# UPPC LEVERAGES ON STAKEHOLDER RELATIONS TO DRIVE BUSINESS GROWTH, CUSTOMER EXCELLENCE



**Rebecca Nyakairu**  
UPPC Public and Corporate Affairs Manager

By Chris Kisekka

In a bid to fortify its position as the government printer and enhance service delivery, Uganda Printing and Publishing Corporation (UPPC) has prioritized working closely with its stakeholders. Rebecca Nyakairu, the Public and Corporate Affairs Manager says the involvement of stakeholders is paramount as it not only helps the corporation identify and align the strategic priorities and expectations of the various stakeholders but also shapes decisions and actions in response to opportunities and challenges. "Sharing our work and hearing the views of stakeholders is important to us. These dynamic collaborations

reflect UPPC's commitment to aligning with Uganda's National Development Plan III (NDP III) and promoting the Presidential Buy Uganda, Build Uganda (BUBU) agenda," Nyakairu said. A significant undertaking for UPPC involves initiating and building partnerships with umbrella bodies of private players such as Uganda Manufacturers Association (UMA), with the aim of not only tapping into the immense potential of printing and publishing within the local private sector but also to reduce on the foreign exchange challenges of doing printing and publishing works across borders.

## ADVANCING EXCELLENCE IN SECURITY PRINTING

The importance of security printing cannot be overstated, and UPPC recognizes this unequivocally. In recent developments, UPPC has partnered with institutions such as Makerere University and Busitema University among others.

The overarching goal of these collaborations is to work closely with these esteemed academic institutions to elevate the standards of security printing for critical documents like transcripts, ballot papers, and examinations. Through these strategic alliances, UPPC is unwavering in its commitment to delivering superior quality documents with enhanced anti-counterfeiting features.

## CHAMPIONING ENVIRONMENTAL CONSERVATION

While actively fostering partnerships in academia and industry, UPPC remains steadfast in its dedication to environmental preservation—a cornerstone of its mission. Previous initiatives include collaborations with the Ministry of Water and Environment and the National Environment Management Authority (NEMA) to protect and conserve the environment.

This year, UPPC has taken concrete steps by generously donating approximately 600 trees to the Entebbe Municipal Council, significantly contributing to the town's environmental sustainability goals. UPPC's commitment also extends to investments in eco-friendly infrastructure, exemplified by the acquisition of a cutting-edge 7k indigo machine equipped with a recycling unit. Furthermore, UPPC is on the brink of completing its ambitious project to digitize nearly 80 percent of its product offerings by 2026 to enhance efficient services and to reduce paper consumption in line with the environmental sustainability objectives.

## COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY

Recognizing the importance of community engagement and responding to the overall welfare of Ugandans, UPPC through its Corporate Social Responsibility program made a substantial donation of 10 million shillings last year to the Rotary Cancer Program. This generous contribution played a pivotal role in the construction of two cancer facilities at Nsambya Hospital, underscoring UPPC's unwavering commitment to improving the well-being of the Ugandan population. UPPC actively seeks like-minded entities, organizations, and individuals who share its vision for the betterment of Uganda's people.

UPPC's commitment to the stakeholder's engagements is a progression that the corporation is adopting procedural steps to listen and engage partners who share the same strategic objectives, collaborate and inform stakes about developments, products and services of the UPPC. The engagements entail identifying, mapping and prioritizing stakeholders to determine the best tactics for effective communication while making the best use of available resources of the corporation.

Stakeholder engagements to UPPC are envisioned to support the corporation to proactively consider the needs and desires of individuals, initiatives and institutions who have a stake in the chief government printer, that fosters connections, trust, confidence, and buy-in for UPPC's key initiatives. It is also believed that this move shall mitigate potential unavoidable risks/ conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change in practice.



UPPC Senior Management team in a group photo with Entebbe Municipal Council leaders after a business engagement



UPPC MD Prof. Sudi Nangoli (4th R) meets the top leadership of the NRM Secretariat led by the SG Richard Todwong (5th R) and NRM Electoral Commission Chairman, Dr. Tanga Odoi (4th L)



Some of the UPPC Senior Management team members pose for a photo moment with the CBS FM leadership team at Bulange-Mengo

**NO CASH PAYMENTS  
ARE ALLOWED**

**PAY USING**



**AIRTEL: \*185\*9#**

**MTN: \*165\*3#**

**PAY FOR THE  
UGANDA GAZETTE  
AND PRINTING  
SERVICES BY  
MOBILE MONEY**

**HEAD OFFICE**

MTN MERCHANT ID: 316414  
AIRTEL MERCHANT ID: 1165413

**KAMPALA OFFICE**

MTN MERCHANT ID: 316421  
AIRTEL MERCHANT ID: 1165448

**URSB OFFICE**

AIRTEL MERCHANT ID 116544 – MTN MERCHANT ID 316423

**UPPC**  
UGANDA PRINTING AND  
PUBLISHING CORPORATION

**Inquiries@uppc.go.ug**

**www.uppc.go.ug**

**+256-783-914332**

**Toll Free: 0800111467**

**0414-320-639/720  
HEAD OFFICE**

**0414-233-614/639  
KAMPALA OFFICE**

**0414-672-496  
URSB OFFICE**

**UPPC REVIVES  
PUBLISHING ROLE**

**To Ignite Reading Culture,  
Empower Authors**

**By Christopher Kisekka**

The Uganda Printing and Publishing Corporation (UPPC) has breathed new life into its publishing division with the aim of boosting revenue and improving reading habits and literacy rates among Ugandans.

In recent times, UPPC, the official government printer, had not prioritized the publishing function and primarily directed its effort towards producing The Uganda Gazette, one of its core statutory obligations, and catering to various clients' printing needs.

Mr. Kenneth Oluka, the Publishing Manager at UPPC, highlights that the corporation's publishing arm had experienced a period of inactivity arising from a myriad of challenges, including periods marked by the absence of established management and leadership.

"Our corporation has recently maintained a somewhat subdued presence in the publishing realm.

However, we have realized that we need to have this publishing role not only as a commercial entity but also as an entity charged with providing relevant information.



**Government MDAs house a wealth of invaluable information which the public would find intriguing. Regrettably, this data often remains untapped due to lack of proactive dissemination. We are committed to stepping into this void, establishing a bridge between business opportunities and the public's thirst for information," Oluka says.**

Countless uncharted territories of content await publication, and UPPC possesses capacity to embark on this endeavor," Oluka says.

As the publishing role is being strengthened, the corporation, which

has a rich 120-year history in the printing and publishing sector, seeks to focus more on publishing educational material.

Within the jurisdiction of educational publishing, UPPC intends to engage Ministry of Education and Sports, as well as the National Curriculum Development Centre to produce reading materials for schools.

The materials under consideration entail a variety of items, including series of short storybooks and handbooks designed for both learners and teachers.

To play a role in promoting reading culture and literacy, UPPC plans to extend its products beyond the academic materials— which are currently the only reading items that can be found in many schools — to produce products that learners can read at leisure like child novels, game books, and story books among others.

Beyond the area of education and its affiliated publications, UPPC also intends to explore new horizons by venturing into content creation aimed at enlightening the public about various initiatives and advancements across a spectrum of ministries, departments, and agencies. These publications will be curated in a user-friendly format, ensuring that they are accessible and comprehensible to the general public. The aim is to present the content in a manner that transcends technical jargon, avoiding the pitfalls of complexity that can hinder understanding.

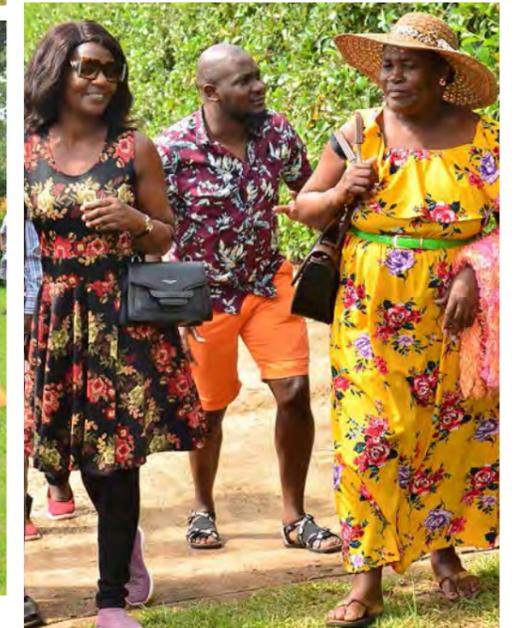


# FUNFARE AS UPPC STAFF BID 2023 FAREWELL



On Friday December 1, 2023, all UPPC staff came together for an unforgettable team-building event. Held at the Busiika based Extreme Adventure Park, the event was exclusively designed to promote team work, leadership skills and performance through participation in exciting activities and games. The one-day event kicked off with a mouth-watering breakfast before the staff met a team building professional who engaged them in friendly, competitive, problem-solving and collaborative games that allowed

them to enjoy each other's company outside the confines of the work environment. The Managing Director UPPC, Prof. Sudi Nangoli, said the event was also purposed to enhance co-operation and bonding among all staff. "As part of the core values of UPPC, we believe that an organisation functions better when we employ team dynamics. This event has therefore given an opportunity to staff to not only interact with the different managers in a tense-free environment but also participate in different activities that generate dialogue," Prof. Nangoli said





# FROM THE ARCHIVES

## 1973: Emmanuel Nyanja Bbosa appointed First African Government Printer

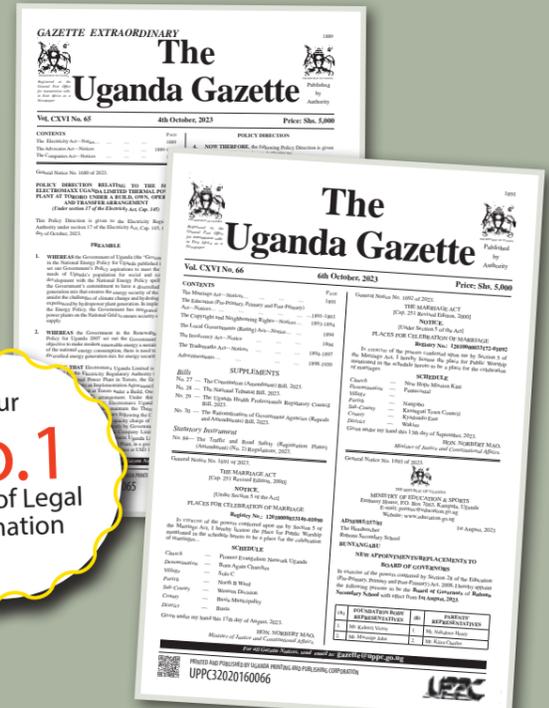
**E**mmanuel Nyanja Bbosa was in March 1973 appointed the first African Government Printer (Managing Director). Schooled at St. Mary's College Kisubi, Bbosa joined the Printing Department in 1950 as a hand and monotype operator trainee. After three of training, he worked with the department for more three years before he was awarded a scholarship to further his studies in the United Kingdom at the School of Arts and Crafts, Camberwell and the London College of Printing. Here,

he studied for three years and received the London City and Guild Certificate in Printing. On his return, he was put on Training Grade as an Assistant Press Superintendent until July 1962 when he fully assumed the post. In September 1965, Bbosa was promoted to the post of Press Superintendent until 1969 when he was appointed Assistant Government Printer. In 1971, he was promoted to Deputy Government Printer, a position he held until March 1973 when he was named Government Printer.



### THE UGANDA GAZETTE RATES WITH EFFECT FROM JANUARY 01, 2022

SN	ADVERT DESCRIPTION	RATE (UGX)
1	The Marriage Act - (Notice of Place for Celebration of marriages)	345,000
2	The Companies Act - (Notice of Change of company name, Resolutions)	300,000
3	The Insolvency Act- Notice	300,000
4	Appointments/Replacements to Board of Governors Notice	650,000
5	The Advocates Act (Notice of Application for Certificate of Eligibility)	300,000
6	The Commissioners for Oaths (Advocates) Act Notice	345,000
7	Gazetting (Accountants, Surveyors, Engineers, Medics etc)	2,400,000 per page
8	Gazetting of Security Uniforms/ Change of Security Uniforms	450,000
9	The Mining Act - Notice	345,000
10	Statutory Notices e.g. a) The Electricity Act (ERA) b) UNBS c) Electoral Commission d) Ministry of Water and Environment e) Local Government Valuation lists f) Any other MDA	According to space
11	Trade Mark Applications - Local Clients	150,000
12	Trade Mark Applications- Foreign Clients	300,000
13	Copyright & Patents	300,000
14	Alteration of a Trademark	150,000
15	Industrial design normal	450,000
16	Special Certificate of Title	230,000 (Per Plot)



SN	ADVERT DESCRIPTION	RATE (UGX)
17	Caveats	300,000
18	Administrator General Notice	150,000
19	Deed Poll	345,000
20	Statutory Declaration	345,000
21	Miscellaneous Applications	345,000
22	Laws/Supplements	450,000
	a) Statutory Instruments	
	b) Legal Notices	
	c) Acts	
	d) Bills	
	e) Ordinances	
	f) Bye-laws	
23	The Public Service Standing Orders Notices	1,400,000
	The Uganda Gazette annual subscription	

Charges per Advert Space		BLACK & WHITE	FULL COLOUR
1	Full page	2,400,000	3,600,000
2	Half page (1/2)	1,200,000	1,800,000
3	Three Quarters (3/4)	900,000	1,350,000
4	Quarter page (1/4)	600,000	900,000
5	Eighth of Page (1/8)	150,000	450,000

**HEAD OFFICE**  
Plot 8-12, Airport Road, P. O Box 33, Entebbe, Uganda Telephones 0414-320639/320720

**KAMPALA OFFICE**  
Plot 6 Kimathi Avenue, Airways House, Ground Floor Kimathi Ave, Kampala P.O.Box 33, Entebbe Telephone: 0414-233614 / Fax: 0414-233614

**URSB OFFICE**  
Amamu House, Plot No. 5B, Geogia Street, Kampala. Contact 0414-672 496

0783 914 332 @uppcug @uppc\_uganda www.uppc.go.ug +256-414-320639 / +256-414-320720



**UGANDA PRINTING AND  
PUBLISHING CORPORATION**

# **HOW TO SUBSCRIBE TO THE E-GAZETTE**



Log on to [www.uppc.go.ug](http://www.uppc.go.ug)

Click on **e-Gazette**

Create an account by entering your details:

Email Address, Phone number, password

Select your desired subscription

1 Edition at Ush 3,000

3 Months at Ush 300,000

6 Months at Ush 550,000

1 Year at Ush 800,000

Enter your Payment option

Mobile Money

Pay with Card

Pay with Barter

**Sign into your account to view your purchaseq editions of the E-Gazette**

