Uganda Printing and
Publishing Corporation

STRATEGIC PLAN
2023-2028

THEME: Enhancing Value Through Improved Corporate Governance, Customer Excellence and Efficient Business Processes

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President of the Republic of Uganda

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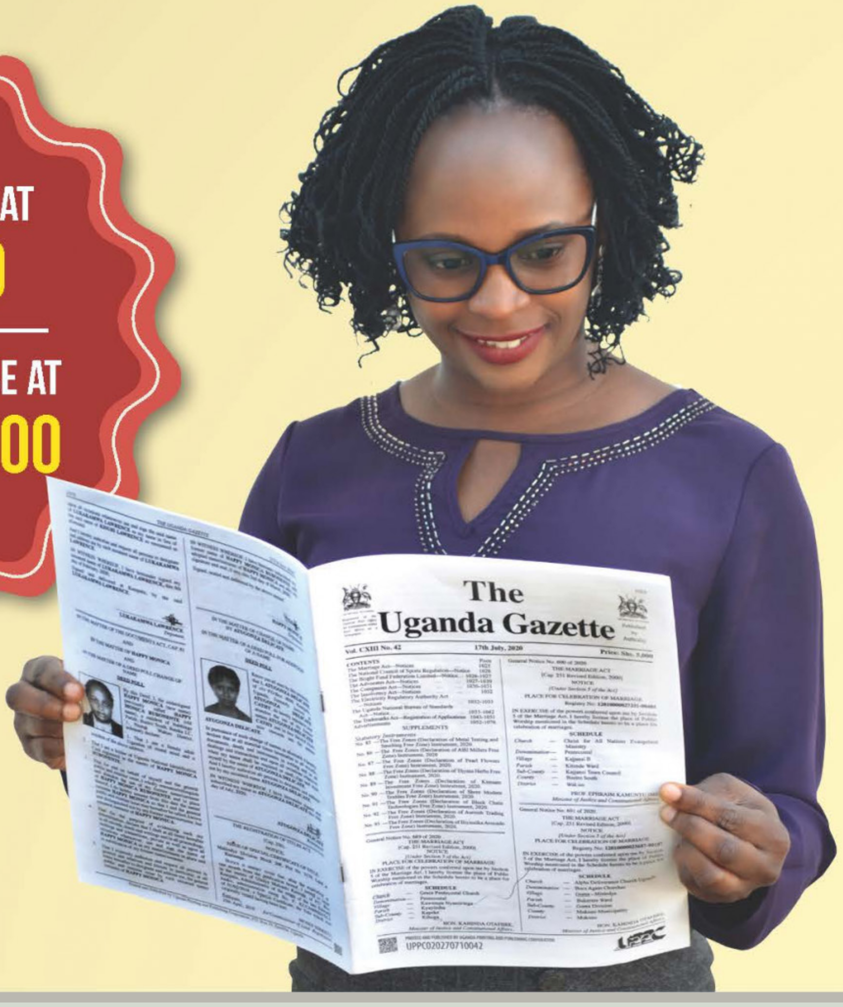

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Acronyms

Acronyms	Explanation
UPPC	Uganda Printing and Publishing Corporation
BSC	Balanced Scorecard
UGX	Uganda Shillings
STRATEX	Strategic Expenditure
CAPEX	Capital Expenditure
OPEX	Operational Expenditure
SMO	Strategy Management Office
SWOT	Strengths, Weaknesses, Opportunities, Threats
PESTLE	Political, Economic, Social, Technological, Environmental, Legislative/ Legal
FPC	First Parliamentary Council
MDAs	Ministries, Departments and Agencies
NGOs	Non-Governmental Organisations
URA	Uganda Revenue Authority
NSSF	National Social Security Fund
TIPIC	Short form of UPPC Core Values representing: Teamwork, Integrity, Professionalism, Innovation, and Customer focus
GABIRO	Gazette, Aggregation of UPPC products and services, Books, ICT, Reports, and Online

Statement from the Minister for Presidency

The 5-year UPPC Strategic Plan 2023 -2028 – Embracing a Transformative Journey

Minister Babalanda

As we unveil the UPPC strategic plan 2023-2028 I wish to take the opportunity to congratulate the staff and management of UPPC for unveiling through this plan a considered direction of development, excellence, invention and leadership in printing and publishing.

I take the opportunity to thank the Secretary, Office of the President for working so hard to put things right at UPPC including putting in place a new Board and appointing a substantive Managing Director. I am very optimistic that UPPC is now pointed to the right direction and we can only wait and see the results.

It is therefore my distinct honor and privilege to unveil the five-year strategic plan for Uganda Printing and Publishing Corporation for the period 2023 to 2028.

This plan is testament to my ministry's commitment to print and publish for government and the private-sector which is at the center of our mandate.

The UPPC strategic plan is at the heart of realizing the above mandate. It is not just a roadmap; it is a dynamic vision of national, regional and international printing and publication business that is rooted in Uganda's Vision 2040, the National Development Plan III, and the NRM manifesto.

The strategic plan highlights UPPC's focus on national aspirations such as; industrialization, the Buy Uganda Build Uganda (BUBU) initiative and fostering meaningful employment opportunities. This is a welcome objective because it positions UPPC to be a catalyst for economic growth and social advancement.

The Plan should not only facilitate UPPC to provide excellent business services to Ugandans; it should enable the Corporation to remain profitable and significant in contributing to the economy.

I call upon all stakeholders to rally around Corporation's vision of focus on national aspirations by fostering a culture of accountability, collaboration, and unwavering commitment.

Let us revive the distinguished legacy of UPPC that dates back to 1902.

This institution's longevity is testament to its enduring relevance and vital contribution to our nation. Indeed, UPPC emerged from a humble beginning as a government printery during the colonial days and now it is moving to become a blooming technological powerhouse, embracing the latest advancements in the printing industry.

I extend my profound gratitude to the Government Ministries, Agencies, and Departments and private companies that have continually supported the corporation through various printing projects.

The recurring business is testament to the capacity and quality that the corporation has built to meet its clients' needs.

With this new strategic plan, UPPC should increasingly elevate service delivery through embracing new frontiers of digital platforms.

I take special recognition of the efforts that have gone into the plan process by the strategic planning committee members, the management team, the staff and the stakeholders. Thank you for the commitment and effort to the planning process and for your interest in seeing things change at the UPPC.

The process has been a learning curve to the UPPC especially from evaluating and scrutinizing the position of the corporation and the direction it intends to take. The lessons in innovation, ICT and capacity development are indeed to be taken with both hands from this process.

I am therefore privileged to be associated with this plan and to add my voice to the transformations taking place at the corporation.

I challenge the leadership teams of Management and Board to study the plan and to desist from implementing things and making decisions that are not guided by this plan and other such organizational documents. This is what has always caused problems in the UPPC and it is in your utmost interest that you don't fall victim to this.

I urge you to effectively and maximally utilize the assets already acquired such as the versatile 7K HP Indigo color machine which is intended to position UPPC as a world-class printer at the highest standards of quality.

Relatedly, our joint venture with the German Consortium of Veridos underscores a new era, enabling the printing of security documents such as passports, driving permits, and land titles. Under collaboration with the Uganda Security Printing Company (USPC), UPPC will definitely transform the printing and publishing industry in Uganda.

Lasty, I am confident that the successful implementation of this strategic plan will scale UPPC to greater heights, improve internal systems and usher in an era of transformation.

I thank you.

For God and My Country!

BABIRYE MILLY BABALANDA
MINISTER FOR THE PRESIDENCY

Foreword

From Chairperson

Esteemed Stakeholders,

I am delighted to present to you the five years' Uganda Printing and Publishing Corporation Strategic Plan (2023–2028). This comprehensive document outlines the strategic vision and objectives carefully identified by UPPC stakeholders, aimed at unlocking the full potential of our corporation and fulfilling our profound mission of providing quality, secure printing and publishing services to Government and other stakeholders in an efficient manner. All stakeholders within Uganda and Neighbouring Nations stand to benefit from our quality service offerings. As the advisors of Government on printing and publishing services, we desire to enhance client satisfaction by partnering with other players in the industry to ensure that quality is a key priority. Our commitment is steadfast, and this plan paves the way to accomplish this mandate in a sustainable manner.

Operating under the purview of the UPPC Act of 1992, we recognize the corporation's role as a commercial government printer, harmoniously aligning with Uganda's overarching Vision 2040 and the National Development Plan III. This strategic plan outlines our roadmap to enhance governmental business administration, elevate the quality of our printing services, amplify productivity levels in our printery, and enhance the capacity and calibre of printery services available to the Government. Anchored in our dedication to preserving our mandate, UPPC's leadership has embarked on a comprehensive endeavour to address our challenges comprehensively, collaboratively, and decisively, thereby masterminding a future of remarkable performance. Indeed, instrumental to our strategic plan as pointed to above, is Uganda's Vision 2040 – which envisions a transformed, prosperous, and industrialized Uganda by 2040. This visionary framework underscores the significance of sustained economic growth, social transformation, and enhanced human development. It speaks to the need for innovation, resilience, and strategic planning across sectors, all of which have been included in UPPC's strategic plan.

The Strategic Plan (2023-2028) integrates the G-A-B-I-R-O framework (Gazette, Aggregation of UPPC products and services, Books, ICT, Reports, and Online); a methodology that shall guide UPPC in streamlining operations and effecting strategic change. This blueprint simultaneously establishes clear strategies across the four strategic scorecard perspectives: customer service, organizational capacity, business processes, and financial considerations. By aligning our strategies with the evolving demands of our customers and stakeholders, we believe that this new operating model will yield a substantial enhancement in service quality.

We understand that this journey demands robust partnerships, open dialogue, and collective action. Hence, we extend an invitation to all stakeholders to actively participate in shaping UPPC's strategic direction. Your insights, perspectives, and feedback will serve as the cornerstone of our ongoing improvement, as we adapt to the evolving landscape.

Mr. Joachim Buwembo
BOARD CHAIRPERSON

Preface

From Managing Director

Dear Stakeholders,

I am profoundly honoured to witness the birth of this guiding document. This achievement reflects the collective efforts and dedication of our esteemed staff and the invaluable support of all stakeholders who have contributed to shaping this transformative document. As UPPC, we want to salute the leadership of the minister for the presidency, Honourable Milly Babalanda and Hajji Yunus Kakande for playing a pivotal role in reaching this success.

Our new strategic plan stands as the blueprint that will navigate us through the dynamic landscape in the next five years. It embodies our aspirations, strategies, and initiatives to ensure that UPPC continues to offer impeccable, secure printing, and publishing services to the Government and all stakeholders in a manner that is efficient, reliable, and of the highest quality.

At the heart of this plan lie four strategic pillars, each infused with purpose and significance. They are the pillars upon which our commitment to excellence is built; financial excellence, customer service, operational efficiency and people-centricity and governance excellence. These pillars are not just abstract concepts; they are the driving forces that will propel us towards realizing our vision. A pivotal tool in our pursuit of excellence is the Balanced Scorecard (BSC). By adopting BSC, we have ensured that everyone within UPPC is aligned with our strategic objectives. BSC empowers us to prioritize our projects, products, and services, while also allowing us to gauge our progress and make necessary adjustments to achieve our targets. Central to our journey of continuous improvement, is a strategic management framework that underscores the significance of perpetual assessment and improvement. This framework is a commitment to robust strategic planning, budgeting, meticulous performance measurement, and streamlined operations. It is an embodiment of our relentless pursuit of excellence year after year. This strategic plan empowers each member of our UPPC family from the Board of Directors to our diligent production workers; to embrace creativity, take calculated risks, and cultivate an environment of continuous improvement. This foundation of growth and development will lead us towards sustainability, enhancing our organizational capability and capacity to consistently deliver exceptional printing works.

As we navigate an increasingly digital landscape, we will harness the power of technology to enhance our products and services for the convenience of our stakeholders. By 2026, we will digitize 80% of our product offerings, ensuring accessibility and convenience for our stakeholders, in alignment with the national digitisation road map that was recently launched. The corporation also aims at attracting clients who prioritize sustainability, thereby fostering mutually beneficial partnerships and contributing to its financial sustainability. Our priorities in this regard include; Sustainable Recycling of Printing Paper, Use of Eco-Friendly Inks and Cartridge Recycling.

As we embark on this inspiring journey to implement our strategic plan for 2023-2028, I invite each of you to join hands in this shared mission and ensure that UPPC's contribution to a diversity of stakeholders is everlastingly appreciated by all players.

Prof. Sudi Nangoli (PhD)
MANAGING DIRECTOR

Executive Summary

Uganda Printing and Publishing Corporation (UPPC) has started a new strategic journey from 2023 to 2028. This journey has been determined after several strategic assessments/analyses.

UPPC visualises to be a market leader in security printing and publishing. Emphasis is placed on environmentally secure printing and publishing solutions by providing quality, secure printing and publishing services to Government and other stakeholders efficiently. Teamwork, Integrity, Professionalism, Innovation and Customer focus (TIPC). These represent our beliefs and principles that shall articulate the positive culture of the UPPC. The core values are the standards that describe how our employees, and the organization shall behave internally and externally. Therefore, they serve as the basis for our decision-making and influence actions in everyday situations.

The strategic plan 2023-2028 provides for our customer value proposition that informs our strategies for delivering quality services and goods to our customers. Customer value propositions are benefits UPPC has chosen to provide value to our customers/stakeholders to develop, retain, and deepen our relationship with them.

UPPC has adopted the Balance Score Card (BSC) perspective as a view of organizational strategic performance viewed through fours lens namely; Financials, Customers, Business Processes and Organisational Capacity.

In line with NRM Manifesto 2021 - 2026 and the Government Policy on reducing the youth unemployment and taking part in youth skilling programmes, UPPC plans to contribute to the industrialisation of the printing and publishing sector that is estimated to be worth over 1.5 trillion. We are cognisant of the fact that the Ugandan budget will be constrained as a result of a decision taken by World Bank. The Printing and Publishing business will face stiff competition with other government services like Agriculture, Health, Education, Security etc.

We plan to leverage from the Presidential directive instructing all MDAs to offer printing and publishing services to New Vision and UPPC.

The plan provides for four strategic pillars of our priorities or focus areas on which we shall strive to excel. The pillars are Financial Excellence, Customer Service, Operational Excellence, People and Governance Excellence. Firstly, Financial Performance Excellence will ensure a high performing corporation that creates shareholder value, reduced financial audit queries with value for money expenditure. Secondly, For Customer Service Excellence the strategic results will be to realize a first-rate customer experience with every interaction, increased customer satisfaction and customer retention, reduces complaints, diversified products, and business growth. Thirdly Operational Excellence, the outcome will be delivering quality products under tough timeframes, reduced delays, modern infrastructure, and technology, a digitally transformed, exceeding quality standards and improved productivity. Lastly, in People and Governance Excellence, UPPC will be the employer of choice, with increased employee satisfaction and engagement, no silos, high-performance culture, competent employees, high ethical standards, and an improved governance system.

The strategic objectives have been organised into four major areas; Financial Growth, Customer Satisfaction, Enhanced Business Processes and Organisational Growth.

Financial Growth objective seeks to cumulatively increase revenue by over UGX 25.1 billion, reduce debts by over 90%, reduce costs by 75% and grow net profit by 75%. Secondly, from a customer's perspective, we shall aim to retain over 98% of customers, grow to over 50% government market share and improve customer satisfaction to over 80%. Thirdly in enhancing business processes, we shall improve turnaround time by exceeding 100 compliance standards, strengthen internal controls to over 100% compliance and strengthen innovation by implementing at least 75%. Lastly, in organisational capacity we aim to improve employee satisfaction to 80%, corporate culture to realize employee net promoter score to greater than 9, employee competencies by 85% and 80% corporate governance compliance.

Our Strategy Map describes how UPPC can create value by linking strategic objectives in a cause-and-effect relationship based on the four Balanced Scorecard Perspectives. The key element of the Strategy Map is that it is linked to 'scorecards' that monitor progress toward the Strategic Objectives. The 'scorecards will include metrics, targets for the metrics and strategic initiatives to drive performance towards achieving the metrics.

We have prioritized a number of strategic initiatives or projects to support realising identified strategic projects. The strategic initiatives are projects (new or existing) that have a significant organization-wide impact and are tied to "Objectives" and "Perspectives." The strategic initiatives will be managed like projects explicitly defined in terms of owner, schedule, resources needed, action steps, progress, and expected results.

UPPC has also prioritised environmentally responsible practises while adhering to internationally approved standards. This commitment includes sourcing 80% of printing papers from recycled materials, transitioning to eco-friendly inks, achieving a 30% reduction in waste generation, reducing energy consumption by 15%, recycling 90% of empty cartridges, and digitalising 80% of its product offerings. These initiatives not only protect the environment but also position UPPC as a trusted partner for environmentally conscious stakeholders, contributing to financial sustainability and the broader sustainable development agenda.

To implement the strategic plan 2023-28, we require at least an estimated Strategic Expenditure (STRATEX) of UGX 20 billion for the next five years in addition to annual budgeting of Capital Expenditure (CAPEX) and Operational Expenditure (OPEX) categories (capital and operating expenditures, respectively)

A systematic and disciplined Strategy Monitoring and Evaluation will be undertaken at different periods from daily, weekly, monthly, quarterly, biannually, and yearly to track and ensure the strategy is implemented in the right way. For the strategy execution to be successful, we shall put the following in the place Strategy Management Office (SMO), communications plan, performance analysis automation, scorecard alignment and cascading, rewards and recognition, and performance reporting. The strategy evaluation will include two components namely strategy and system effectiveness evaluation.

Let us move on and make our strategy everyone's job!

1.0 Introduction

This strategic plan outlines the broad direction of UPPC for the period 2023/24-2027/28 in providing efficient printing and publishing services to all Government Ministries, Departments, Parastatal Bodies and private individuals and organizations within Uganda and the East African region.

The plan sets out the UPPC strategic direction with specific interventions, which when successfully executed will create a competitive advantage for the corporation over other players in the industry. The strategic plan sets out strategic priorities to drive the realisation of the corporation's short and long-term development goals.

This plan is a result of a highly participatory and consultative process that drew input from senior management, staff, clients and other key stakeholders.

The plan builds on the achievements registered during the implementation of the strategic plan for the period 2023-2028, and seeks to align the UPPC stakeholders' priorities with the emergent business and development pathways both within the country and the East African Region.

In recognition of the various roles, mandates and contributions of the various actors and stakeholders within the country and the region as well, this plan seeks to focus UPPC efforts in areas in which the corporation has a strategic niche given its competitive advantage and legal mandate to be capping agency of printing business and services in Uganda and East Africa.

This Strategic Plan has been developed based on the award-winning Balanced Scorecard Institute (BSI) 9 Steps to Success Methodology, which is globally recognised and respected for linking strategic planning to performance management in high-performing organisations.

1.1 Legal Framework, Mandate, Objectives and Functions of UPPC

1.1.1 Legal Framework and Mandate of UPPC

UPPC is a public enterprise that is fully owned by the Government. It was established in 1992 by the UPPC Act, Cap 330. Section 2 (2) of the UPPC Act, which provided for its establishment, composition, powers, objectives, functions, administration, finances and other related purposes. Section 4 and 5 (1) of the UPPC Act spells out the broad function of the Corporation as, "**To provide printing and publishing services to Government Ministries, Departments, Agencies (MDAs) and private individuals and organizations"**

1.1.2 Objectives of the Corporation

The objectives of the corporation are—

1. To turn the government Printer into an effective and efficient resource.
2. To improve the administration of government business by providing improved printing services.
3. To increase the productivity levels of the printery.
4. To improve on the capacity and quality of the printing services available to the government.

1.1.3 Functions of the Corporation

The functions of the corporation are to provide Printing and Publishing facilities to the Government Ministries, Agencies (MDAs) and private individuals and organisations.

Notwithstanding subsection (1), the Minister, after approval by Cabinet, may by statutory instrument, direct any ministry or department to have its printing and publishing work done by the corporation.

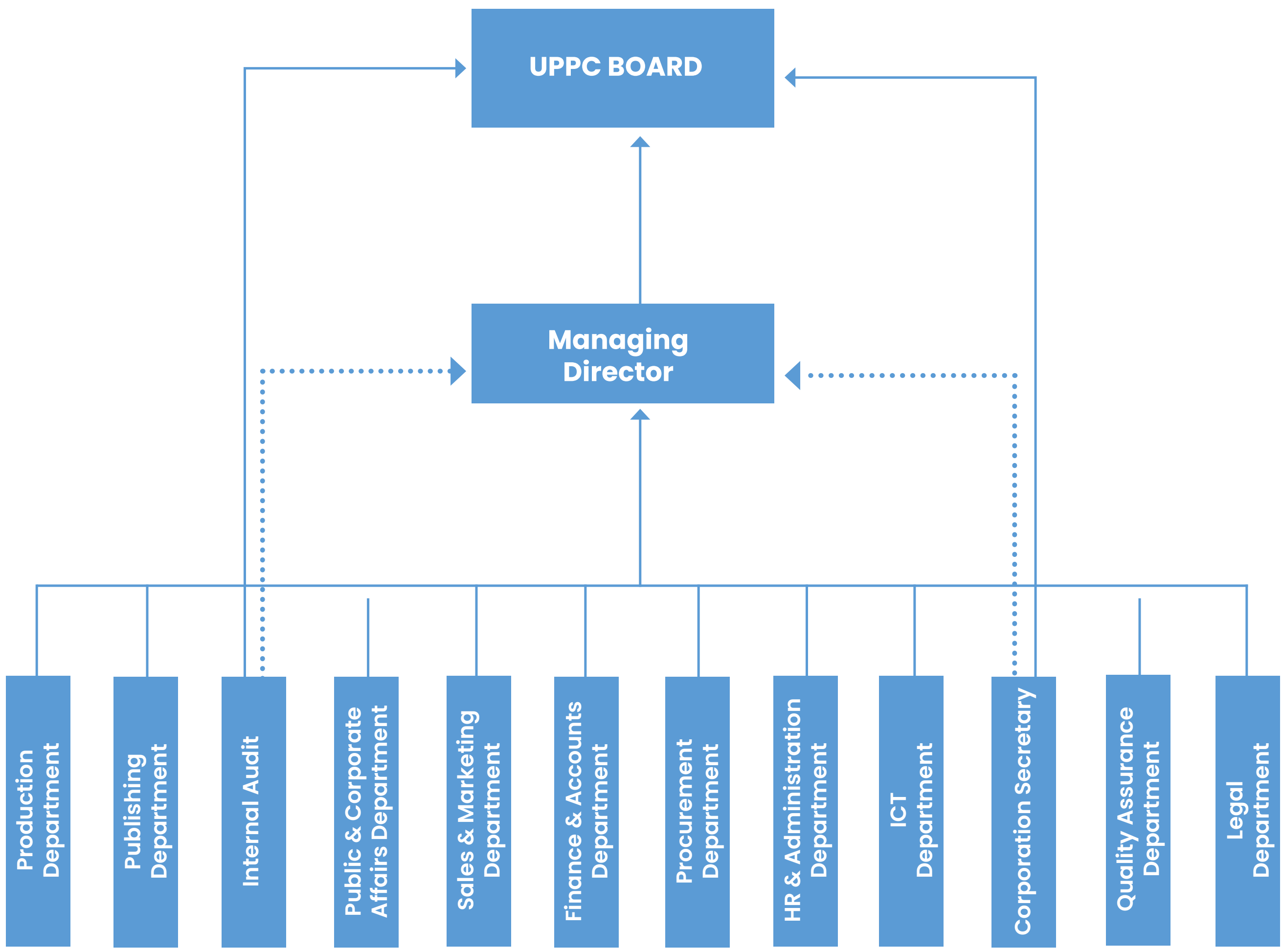
Without prejudice to the generality of subsection (1), the corporation may do the following—

1. Print and publish all Government legislation and documents.
2. Act as an in-service school to train its own and other organisations' apprentice printers.
3. Act as the chief adviser to the Government on all printing and publishing matters;
4. Provide printing services to parastatals, private organisations and individuals;
5. Provide stationery such as envelopes, desk calendars, letterheads, visitors' cards, file folders or other stationery for office use.
6. Produce posters and other forms of advertising materials;
7. Produce paper bags, paper boxes and other paper packaging containers;
8. Provide technical drawings and architectural plans.
9. Publish books, booklets or other publications which enhance the culture, welfare and unity of Uganda.
10. Print both textbooks and exercise books or any other books for general reading or use.
11. Carry out binding services on books, magazines or other documents.
12. Provide business and accounting stationery, such as receipt forms, cash books and ledger books.
13. Undertake security printing works as may be determined by the Minister in consultation with the board.
14. Perform any other activity that may be carried out by a printing and publishing institution.

1.2 Organisational Structure

The UPPC Act provides for the establishment and roles of the Board of Directors, Managing Director, Secretary, Heads of Departments and other Staff members. The following structure represents the above reporting structure.

Macro Organisational Structure of UPPC



2.0: Organisational Assessment

The corporation's situational analysis has been made using both SWOT and PESTLE analysis tools. The SWOT is an acronym that stands for internal and external factors that can affect the corporation's operations namely; Strengths, Weaknesses, Opportunities and Threats. Strengths and Opportunities are the corporation's Enablers, while Weaknesses and Threats are its Pains/ Challenges.

PESTLE has been used to analyse the Political, Economic, Social, Technological, Environmental and Legal factors that affect the operations of the corporation.

Table 1 below provides the Situational Analysis of the external and internal environment using the SWOT Analysis, while Table 2 is for SWOT Analysis categorised under the BSC Perspectives. Table 3 for PESTLE analysis and Table 4 for Customer and Stakeholder Analysis.

2.1: SWOT Analysis for Uganda Printing and Publishing Corporation (UPPC)

Strengths (Enablers):

UPPC is privileged to have unique enablers that distinguish it from competitors. These enablers include: Government goodwill and a legal Mandate that grants UPPC a monopoly on Legal Publishing as a Commercial Government Printer, which is of significant advantage. Besides, UPPC has a wealth of industry experience spanning over 120 years, and has built stable relationships with key stakeholders. The company has the most qualified and experienced staff in the industry and is still an employer of choice for savvy professionals. UPPC is the publisher of the East African Gazette and is currently widening its infrastructure to serve its diverse customer base better. Here below is a full list of the Corporation Enablers:

1. **Legal Mandate:** UPPC operates under the UPPC Act, which mandates it as the official Government printer. This gives the Corporation a competitive advantage and a monopoly on the publishing of laws and Gazettes.
2. **Own home:** UPPC operates from its own premises, which lowers operational costs in terms of rent.
3. **Land in strategic locations:** The corporation owns land in strategic locations, which can be utilized for alternative income streams and future developments.
4. **Competent Workforce:** Boasts a competent and experienced workforce.
5. **Extensive Industry Experience and History:** The Corporation has over 120 years in Printing and Publishing, which gives it a rich industry experience.
6. **Secure Printing and Publishing:** Proficient in security printing and publishing. The Corporation has expertise in printing documents with security features.
7. **Effective Gazette Publication:** Demonstrates expertise in the publication of notices in the Gazette and legislative materials.
8. **Government Goodwill:** Enjoys the goodwill of the government to make policies and decisions in favor of the Corporation.
9. **Publisher of East African Gazette:** Holds the distinction of being the publisher of the East African Gazette.
10. **Presidential Directive:** The Corporation has a Presidential directive to offer Government printing and publishing services
11. **Publishing Department:** UPPC now has a newly fully fledged Publishing Department to exploit all publishing opportunities.

Weaknesses (Challenges):

UPPC has over the years been grappling with two persistent challenges – quality and timeliness. Recent surveys indicate that out of every ten clients served, seven have complaints related to the above challenges. This is largely caused by the aging equipment, outdated technology, cash flow challenges, bureaucracies, and ethical concerns. The detailed UPPC challenges/ weaknesses are provided below:

1. **Old Machinery and Equipment:** Relies on outdated machinery and equipment, affecting efficiency and quality.
1. **Corporate Governance Challenges:** Inefficient internal policies and procedures, which creates unfavorable working environment that demotivates and demoralizes employees.
2. **Indecision:** Struggles with slow decision-making processes, which hinder responsiveness.
3. **Technology Lag:** Lags in adopting the latest technology, potentially limiting competitiveness.
4. **Poor Corporate Culture:** The negative corporate culture hinders the general performance of the corporation.
5. **Cash Flow Challenges:** Faces liquidity challenges due to limited income streams/ clientele.
6. **Understaffing:** Operates with understaffed teams, which overworks existing staff and lowers productivity.
7. **Inadequate space for operations:** Limited space for operations, which constrains efficiency.
8. **Delays/ Turnaround Time:** Failure to deliver orders as per agreed timelines. **L**ong turnaround time negatively affects customer service and corporate image of UPPC
9. **Product/Service Quality:** Grapples with subpar quality of products and services.
10. **Ethical Concerns:** Engages in unethical business practices.
11. **Inability to fully exploit existing Regulations:** UPPC operates below its capacity due to failure to fully exploit its legal mandate to serve the target audience.

Opportunities:

UPPC's opportunities stem from untapped market potential and technological advancements. For example, expanding its market to the target audience, developing new products and adopting new technologies could provide overwhelming business opportunities, which if well exploited could substantially increase the corporation's financial performance and service delivery. Available opportunities include the following:

1. **Technological Advancements:** Embrace modern technologies to streamline processes and improve efficiency, i.e, e-gazetting and e-publishing for wider reach and convenience.
2. **Expanding Markets:** Explore growing markets to expand customer base.
3. **Untapped Market:** The corporation has a potential market from the target audience that includes: MDAs, LGs, Law Firms/ Advocates, Churches, media houses, professional bodies and associations, the general public and the international community.
4. **Training School:** Consider establishing a printing and publishing training school as a source of alternative income and to nurture talent.
5. **Diversification:** Introduce new products and services such as online services, packaging, labeling, branding, translation, booking editing, publishing, and stationery.
6. **Secure Digital Printing:** Invest in secure digital printing solutions to meet evolving demands.

7. **Innovative Methods:** Adopt new methods and technologies, particularly in e-publishing.
8. **Process Digitalization:** Implement digitalization of processes for improved efficiency.

Threats:

The greatest threat existing in the printing industry is competition. While UPPC's size, legal mandate and power are an advantage, the fact that the printing market is liberalised in Uganda offers several other competitors a big fraction of the market share even among government MDAs, which UPPC is mandated to serve. This, coupled with the fact that competitors are located within better client proximity in the heart of town threatens UPPC's ability to grow its client base. Several other threats were raised through a consultative process and the following threats were identified:

1. **Competitors:** The Corporation faces stiff competition from rivals in the printing industry.
1. **Technological Change:** Lack of quick adaptation to technological advancements causes the Corporation to be outsmarted by competitors in terms of quality products and service delivery, which threatens its market share.
2. **Copyright Violation:** Risk of copyright violations and plagiarism which compromises quality and leads to revenue leakages.
3. **Quality of Supplies:** Substandard materials and supplies on the market could impact product quality.
4. **Economic Instability:** Vulnerable to economic instability and its consequences.
5. **Government Policies:** Government policies like PPDA may impact operations.
6. **Mandate Duplication:** Risk of duplication of UPPC's mandate by the government.
7. **Liberalization of the Economy:** Perfect competition allows competitors to encroach on the mandated business of the Corporation through competition

2.1.1: SWOT Analysis categorised under BSC Perspectives

	STRENGTHS	**WEAKNESSES**
FINANCIAL	• Monopoly on the publishing of laws and Gazettes • Capacity to borrow	• Limited alternative sources of income • High debt arrears • Business losses • Poor financial performance • Budget deficit
	OPPORTUNTIES	**THREATS**
	• Reliable and stable income from the Electoral Commission	• Unstable economy • Liberalization of the Economy • High operational costs

CLIENT/ STAKEHOLDER	**STRENGTHS**	**WEAKNESSES**
	• Legal Mandate • Government Goodwill • Presidential Directive	• Client complaints • Low shareholder value • Uncontrolled public perception
	OPPORTUNTIES	**THREATS**
	• Publisher of East African Gazette • Sources of customers coming from MDAs, Private organizations and individuals	• Government Policies • Competition
INTERNAL BUSINESS PROCESS	**STRENGTHS**	**WEAKNESSES**
	• Extensive Industry Experience and History • Secure Printing and Publishing • Effective Gazette Publication • Publishing Department	• Cash Flow Challenges • Delays/ Turnaround Time • Product/Service Quality • Inability to fully exploit existing Regulations
	OPPORTUNTIES	**THREATS**
	• Expanding Markets • Untapped Market • Training School • Innovative Methods • Process Digitalization	• Competitors • Technological Change • Copyright Violation • Quality of Supplies • Economic Instability • Mandate Duplication
ORGANISATIONAL CAPACITY	**STRENGTHS**	**WEAKNESSES**
	• Own home • Land in strategic locations • Competent Workforce	• Old Machinery and Equipment • Corporate Governance Challenges • Indecision • Technology Lag • Poor Corporate Culture • Inadequate space for operations • Understaffing
	OPPORTUNTIES	**THREATS**
	• Technological Advancements • Secure Digital Printing • Diversification	• Staff turnover • Ethical Concerns • Technological Advancement

2.2 PESTLE Analysis

PESTLE is a tool that is used to support strategic analysis. This phase of strategic management involves conducting assessment and research into numerous factors that affect the organisation and the direction that it will take.

The acronym stands for: Political, Economic, Socio-Cultural, Technological, Legal and Environmental. PESTLE Analysis is a way of thinking about all the macro factors that affect business environments. Organisations can use the tool to identify trends or changes which are happening in any of these areas, which may have an impact on their business – whether positive or negative.

PESTLE Analysis

Factor	Issue	Implication
Political	• Government directives and political decisions lead to business opportunities or losses i.e The Presidential directive instructing all MDAs to offer Printing and Publishing Services to New Vision and UPPC. • A stable political environment hence a peaceful environment to engage in business • Regional Integration results in more business opportunities as well as competition. • Policy changes such as merger of government agencies • Unpredictable political decisions that may lead to duplication of roles. • The Printing industry is not yet a priority to the Government. There are other priorities like Education, Health, Defense and Agriculture • Both The Uganda Printers' Association (UPA) and Uganda Printing & Packaging Association (UPPA) are not yet strong to influence Government on the decisions to print UPE and USE books locally. Over Ugx 100Bn spent abroad would change the printing industry greatly.	• UPPC has an edge over the private sector to get more jobs from the MDAs • Govt spends over Ugx 200Bn on Printing and Publishing services annually (Daily Monitor, October 5, 2018)
Economic	• Currently, there are over 350 registered Printing firms in the country employing over 10,000 people. There are only 6 firms that employ more than 100 people. (Source: UBOS, 2010) • It is estimated that Government and related donor funded agencies buy over 65% of Uganda's Printing industry products (Source: UBOS) • Growth of Government and private business. • Hostile economic conditions result in firms cutting back on spending on printing • Rising Costs (materials/energy) • All imports of printed educational materials are exempted from taxation. This is killing the local Printing industry because it's cheaper to print from abroad (Source: Printing News Magazine 2008) • Competitors from low-cost countries. • Importing of printing and publishing services and products • Regional Economic Integration. • More taxes on goods and services such as digital taxes • Increased Inflation and cost of living • Unpredictable foreign exchange • According to the Budget Est. by Min of Finance 2007/08, the Government was spending Ugx 14Bn on local buying and over Ugx 40Bn on buying books and stationery from abroad. The imports were estimated to be Ugx 200Bn then. • According to the current URA sourced data 2019, the Printing industry is estimated to be worth over a Trillion shillings. Ugandan businesses dealing directly in printing and packaging materials like paper, inks, plates, films, chemicals, spares and machinery imported stocks are worth Ugx 700 billion. The Local printing market is Ugx 237 billion. • Currently, the Government spends Ugx 161.06 billion on buying printing services from abroad. Government continues to spend Ugx 95 billion annually to print money from overseas (Daily Monitor, October 5, 2018) • The Local capacity machines are Est. to be valued at Ugx 38.8 Bn for the UPPA registered firms by 2017	• The Ugandan Budget is a constraint to the Printing industry due to other competing services. Hence, this financial year, without funding from the World Bank, we are most likely to be hit hard.

Social	• The rapid increase in online shopping/ Do It Yourself services • Changing habits - changes in reading habits and the shift towards web-based media and e-solutions • Increase in the youthful population or the younger generation. • Improving literacy levels • Population growth. • Pandemic and other lifestyle diseases • Increased urban migration • Change in cultural practices due to urbanization • Print buyers are now demanding for short run jobs that have tight delivery due dates. Average delivery due date promises are getting away from months, weeks, days and finally to hours. It's important to note that Digital Printing will not replace Litho Printing but it will take volumes away. • A good number of customers appreciate the print quality. Customers are now driving the Printers to what they want vis-a-vis the former days when Printers could take the lead. Currently customers are making orders with Print ready layout files (PDFs) • Credit buying is a common trend amongst print buyers. Payment is always after delivery. This constrains the cash flows that are used to strike a balance between demand and supply. • The attitude of the Printers is still rated low. This is because they tell lies about quality, delivery due dates, don't have confidentiality and they unjustly charge high prices. As a result, customers outsource security printing abroad. • The Geographical location of Kampala is central to the concentration of printing businesses compared to other regions. Print buyers from upcountry and neighbouring countries will find their way to do work in Kampala City.	Sensitise the population on UPPC services and products
Technological	• New Technology and the speed of change • Exponential growth in digital printing and requirements • Self-service digital tools for publishing and printing • Internet services and web services **Prepress Products** - Computer To Plate (CTP) - Digital Printing (Short runs & Print on Demand products) - Work flow network solutions software to coordinate the production line - Costing Software - Large Format Printing **Press Products** - Offset Printing (Long run jobs i.e (Stationery jobs) - Screen Printing (On cloth materials) - Flexo Printing for smart Packaging & Label materials - Books (Imported Prints) **Post press Products** - Laminating - UV Coating - Embossing - Auto case gluing & making - Die cutting and other finishing equipment	Urgent need to embrace ICT innovations

Legislative/ Legal / Regulatory	• Unpredictable legislation changes. • Environmental legislation to prevent pollution by the printing industry. • Liberalization of the economy. • Locally printed exams are exempted from paying VAT as long as the firm is VAT registered. • In March 2017, UMA made a Policy study report and found out that 67% of the Printing and Packaging firms were operating below 50% of their installed capacity despite Government being the largest consumer of the Printing services noting that Sections 50 (2) and 59B (1) of the PPDA Act provide for reservation schemes to enhance local content as stipulated in BUBU Policy (2014) • In 2014, the Private Sector made pleas to the Government to encourage consumption of locally produced products and services as a means of developing national technological capabilities and at the same time solve the unemployment problem. The Uganda Government passed the "Buy Uganda Build Uganda Policy" in response to the pleas. • It's also on record that earlier on in 2013 Parliament amended the Public Procurement & Disposal of Public Assets (PPDA), which provided for affirmative action to encourage supplies from small and medium industries while procuring goods, works or services.	Keep abreast with regular regulatory developments
Environment	• Strict requirements to protect the environment • Legislation-Global Directive on Packaging Waste/Waste Strategy • Weather is predictable and suitable for business. • Tight Environmental degradation policies • Most of the materials used are constituted of recycled paper, organic and fossil made inks plus consumables **UNDER PRE-PRESS** • Make sure all discharges to the sewer comply with the trade waste agreement you hold with your local water authority. Look into converting to Computer-To-Plate technology as this can save money and eliminate film wastage. Ensure customers' requirements are interpreted correctly to prevent wastage. Work with your customers on design layout. **UNDER PRESS** • To reduce VOC emissions and improve air quality, Consider changing your printing process to one that uses fewer or no solvents, such as waterless printing. Consider using low VOC ink such as soy-based or water-based ink. Use solvents efficiently – train staff to use the least amount and install efficient blanket washing systems that use the least amount of blanket wash. Use a solvent recycling system **UNDER POST PRESS/BINDING** • Train staff in cutting and binding techniques and use of glues to reduce waste. Reduce waste from excess trim Reduce the need for trimming by making sure that jobs fit reel and sheet sizes accurately. Consider using water-based glues for binding and labels • STORAGE & DISPATCH • Make sure your products are packed to minimise damage but without excessive packaging. Train staff and suppliers in efficient handling and stacking to minimise damage. Find out how you can reuse packaging received from suppliers. Separate wastes and send them for recycling or back to suppliers. Consider signing the National Packaging Covenant Be mindful of the noise made by vehicle activities. Organise deliveries and forklift movements in standard operating hours	Adaptation of environmentally friendly practices and technologies

Environment	**SITE/FACTORY** • Keep your premises and grounds free of litter and waste materials Design your chemical storage area to contain any spills or leaks. Clearly label all chemical containers. Set up spill prevention and management procedures and review them regularly. Make sure staff understand the potential hazards of the chemicals they use and know what to do if there is a spill. Minimise noise; locate noisy equipment away from doors and use noise insulation equipment. **HAZARDOUS MATERIALS AND WASTE** • Store hazardous liquids/waste in a bunded, sealed and covered area to contain any spills or leaks Segregate each waste and clearly label each waste container Dispose of hazardous liquids using an EPA-licensed waste transporter and make sure your waste is disposed of at an appropriate waste facility • Follow your industry PURE Code of Practice for Liquid Waste Management and Disposal	

2.3 Stakeholder Analysis

Stakeholders and Customers	What the Stakeholders and Customers' want and need from the UPPC	Stakeholders' and Customers' perceptions of UPPC	What UPPC wants and needs from the Stakeholders and Customers	Plan for Involvement
First Parliamentary Counsel (FPC)	Quality printing and publishing work, Timely delivery and adherence to their guidelines/ procedures	Chief Government Printer of all public documents/ legislations	Timely approval of their work and need for more printing business Clear specification of jobs	Stakeholder and public relations initiatives
Office of the President (OP)	Quality work, make Profits/self-sustainability, submit status reports, Professionalism and abiding by the Laws	Public agency under the supervision of the OP	Printing jobs, functional Board of Directors, Political support, representation during national events and lobbying for capitalization Clear specification of jobs	• Stakeholder meetings • Timely submission of status reports • Involve them in negotiations, especially for big jobs
Ministry of Finance, Planning and Economic Development	Fair prices, quality work, timely delivery, and Financial reports	Reliable printing house for all printing and publishing needs	Supplementary funding and more printing and publishing business	• Stakeholder meetings • Public relations initiatives
Electoral Commission	Publishing work, quality work and timely delivery	Mandatory/ Government publishers of the Uganda Gazette	More printing and publishing business	Stakeholder meetings
Other Ministries, Departments and Agencies (MDAs), Local Government and Judiciary.	Printing and publishing, quality and timely delivery	Government printers legally entrusted with the duty of printing public documents	More printing business	Managing stakeholder relations

Law firms	Gazetting all the legislations on time	Publisher of all legislations, laws and the Uganda Gazette	More business	Managing stakeholder relations
Schools and Universities	Quality printing services and stationery	Security printing services of all institutional needs	More security printing business, Gazetting of university policies and graduates	Engaging educational institutions initiatives
Non-Governmental Organisations (NGOs)	Publications, Gazetting works, printing services, quality work, timely delivery, and fair prices	Commercial public entity for printing services	More printing jobs	Effective marketing and public relations programmes
Regulators (URA, NSSF)	Timely remission of statutory deductions	Contributors to the national confers	Tax holidays, more printing business and Tax waivers	Stakeholder meetings
Printing houses	Give them outsourcing jobs	Competitors	Offer outsourcing jobs	Stakeholder meetings for health competition
Public libraries	Need our publications like gazette and Laws,	Public material depositors of all legislations and the Gazette	Continued relations and function as a backup	Maintaining our relationship
Suppliers/Service Providers	More orders for the materials/ services and timely payments	Consumers of their products and services	Quality products/ services, Timely delivery and favourably priced	Stakeholder meetings and frequent communication with them
Distributors/ Agents	Timely publications and delivery of adverts/Notices	Representatives of UPPC at the regional level	Efficient marketing of our products/services	Marketing Activities
Subscribers	Timely delivery of the gazette	Distributors of the Uganda Gazette	Timely subscription and more printing jobs	Stakeholder engagement initiatives
Media	Need our gazettes on time	Chief Government Printer of all Govt documents	Good publicity	Media engagement initiatives
Staff	Good and safe working environment, better pay/remuneration, effectively equipped, job security, growth, learning opportunity and empowerment	Employees of a commercial Government chief printer.	Improved service delivery, commitment to work and creativity	• Rewards and recognition programmes • Career growth and development strategy • Employee communication initiatives

3.0 Lessons Learnt from the Implementation of the Strategic Plan 2017- 2022

The key lessons learnt from the implementation of the last Plan are:

a) Intermittent change of top leadership. The Corporation has gone through the turmoil of leadership changes and this has always affected the smooth implementation of the plan and its performance.

b) Inadequate Financial Resources. The Corporation did not raise sufficient funds to successfully implement the Plan. Though there was an increase in revenue during the 20/21 elections, there were governance issues that affected the ability to manage resources well. This demonstrates that the Strategic Plan should always be realistic in terms of the resource mobilization capacity.

c) Stakeholder Involvement. Some of the stakeholders were not actively involved and this affected the implementation of the Plan considerably. It is important for stakeholders such as staff and key stakeholder to be consulted if the Strategic Plan is to be successfully implemented.

d) Focus and Commitment. Strategies outlined in the Plan were not integrated sufficiently into the Corporation's operations. Most of the departments did not incorporate components of the Strategic Plan into their plans and operations. Every department needs to develop a Departmental Plan in line with the Strategic Plan and all activities of the Corporation should be aligned to the Plan.

e) Absence of a Monitoring and Evaluation Framework. Since the Strategic Plan did not clearly spell out accountabilities and milestones for planned activities, monitoring and evaluation was rather difficult. The Strategic Plan needs to be specific in terms of (a) milestones for implementation of each activity, (b) who is accountable for implementing it, and (c) what timeline is set for achieving the milestones under the activity. This was left on paper.

f) There is need for regular monitoring and evaluation of the Plan implementation process so that corrective measures are taken on a timely basis, where necessary.

g) Commitment from the leaders, implementers, and the other stakeholders is critical for effective implementation of the Strategic Plan.

h) Alignment of planning and budgeting instruments to the Corporation Strategic Plan is necessary to ensure efficient and timely implementation, while keeping focus on institutional priorities. Therefore, establishing a mechanism to facilitate alignment of departmental/unit and individual work plans to the Corporations' Strategic Plan is paramount.

i) There is need for massive sensitization to create awareness about the Corporation.

j) There in need to urgently explore other alternative sources of funding such that the new strategic plan 2023-2028 is fully implemented. For UPPC to be able to finance this plan, there is need to explore other forms of financing other than the usual gazette sales and government jobs. Through mergers, joint ventures, MOUs to ensure all stakeholders are using their resources to implement the same set of development priorities.

k) The need to incorporate risk planning and mitigation into the plans and budgets to cater for unforeseeable challenges. Hence, there were no mitigation measures inbuilt in the implementation of the previous plan. Consequently, NDPIII has incorporated a Risk Management Plan that spells out the key risks that may materialize during implementation and the mitigation measures that will be undertaken in such an event, hence UPPC Strategy has incorporated a Risk management plan.

3.1 Relevance of Lessons Learnt to the New Strategic Plan 2023- 2028

The lessons learnt are relevant for the implementation of the new strategic plan and have been integrated into its formulation and implementation mechanisms through:

a) Exploring innovative approaches to build infrastructure and facilities.

b) Focus on applied research, innovation and consultancy in areas where the Corporation has a niche.

c) Focus on participatory reviews, monitoring and evaluation mechanisms.

d) Improve Operational Efficiency to increase productivity and decrease turnaround time by streamlining workflows and optimizing processes

e) Attract new customers by expanding the target audience and increasing visibility

f) Increase revenue by strategically pricing products and services

g) Create an additional revenue stream by launching a training program for industry professionals and museum for local and international tourism.

h) Develop and implement a comprehensive credit policy that includes credit checks, credit limits, and payment terms for new and existing customers. This will reduce the amount of bad debt and increase the percentage of timely payments from customers.

i) Streamline Procurement Processes and improve efficiency.

j) Develop and implement an effective risk management framework.

k) Develop and implement a comprehensive training and capacity building plan.

l) Develop and implement innovative products and services to attract customers

m) Develop, Communicate, and Implement Service Standards.

n) Improve customer experience and increase online engagement with the website.

o) Develop and implement a comprehensive Corporate Governance Framework that defines the roles, responsibilities, and accountabilities of the Board, Management, and stakeholders.

4.0 Strategic Foundations

4.1 Introduction

Vision

To be a Market Leader in Security Printing and Publishing

Mission

To provide quality, secure printing and publishing services to Government and other stakeholders in an efficient manner.

4.2 Core Values-TIPIC

The following are the corporation's beliefs and principles that articulate the culture of the UPPC. These are the standards that describe how employees and the corporation are expected to behave internally and externally. It serves as the basis for decision-making and influence actions in everyday situations. The core values have been abbreviated as TIPIC (Teamwork, Integrity, Professionalism, Innovation and Customer focus)

Value	Description
Teamwork	We combine efforts and synergies for the benefit of the corporation to achieve our common goal, cohesiveness, self-direction, support, collaborations, and cooperation.
Integrity	We pledge to adhere to moral and strong ethical principles while being accountable. We will be doing the right thing even when no one is seeing us.
Professionalism	We strive to be dependable, knowledgeable, skilled and with the right attitude. In our actions, we shall promote acceptable ethical behaviour, efficiency, effectiveness, responsiveness, performance, and the right image.
Innovation	We work towards having an inventive mind, trying latest ideas, taking risks, and making bold decisions.
Customer focus	We put the clients' needs first and deliberately seek customer feedback and satisfy their needs without delays.

5.0: The UPPC Strategy

5.1 Customer Value Proposition

The following is the customer value proposition that shall inform our strategies for delivering quality services and goods to our customers.

Customer value propositions are benefits which will differentiate UPPC's value from its competitors. This value is aimed at increasing customer satisfaction, growing its client base, retaining old customers while deepening our relationship with them. We have defined them as a series of product or service attributes, the image that the Corporation wants to convey, and the relationship we want to cultivate with customers and stakeholders.

Key Concern	Type	Proposition
Service/ Product Attributes	Processes	Operate simple and transparent business processes
		Easily accessible services/ products and service points
	Quality	Offer high quality services and products that meet client expectations
	Timeliness	Deliver all services as per the set service standards
	Cost	Minimize client transaction costs
Relationship	Client Focus	Relationship management through client segmentation
Image	Reliable	Deliver services/ products according to client expectations

5.2 Customer Value Promise

Dear Customers,
We promise you timely and high-quality products/ services at very competitive prices

5.3: UPPC Cultural Statement

UPPC Cultural Statement:

Printing: is not merely business for us, it is indeed an art we have practiced to perfection over the years, creating an unblemished history in which we embraced numerous clients and corporates who always found work beyond expectations.

We are a one-stop shop for your specific printing requirements; our customized solutions are tailored specifically to your individual needs, ensuring the best results every time throughout the prepress, printing, finishing and packaging processes.

5.4 Balanced Scorecard Perspectives

We have adopted the following BSC Perspective as a view of organizational strategic performance viewed through four lens.

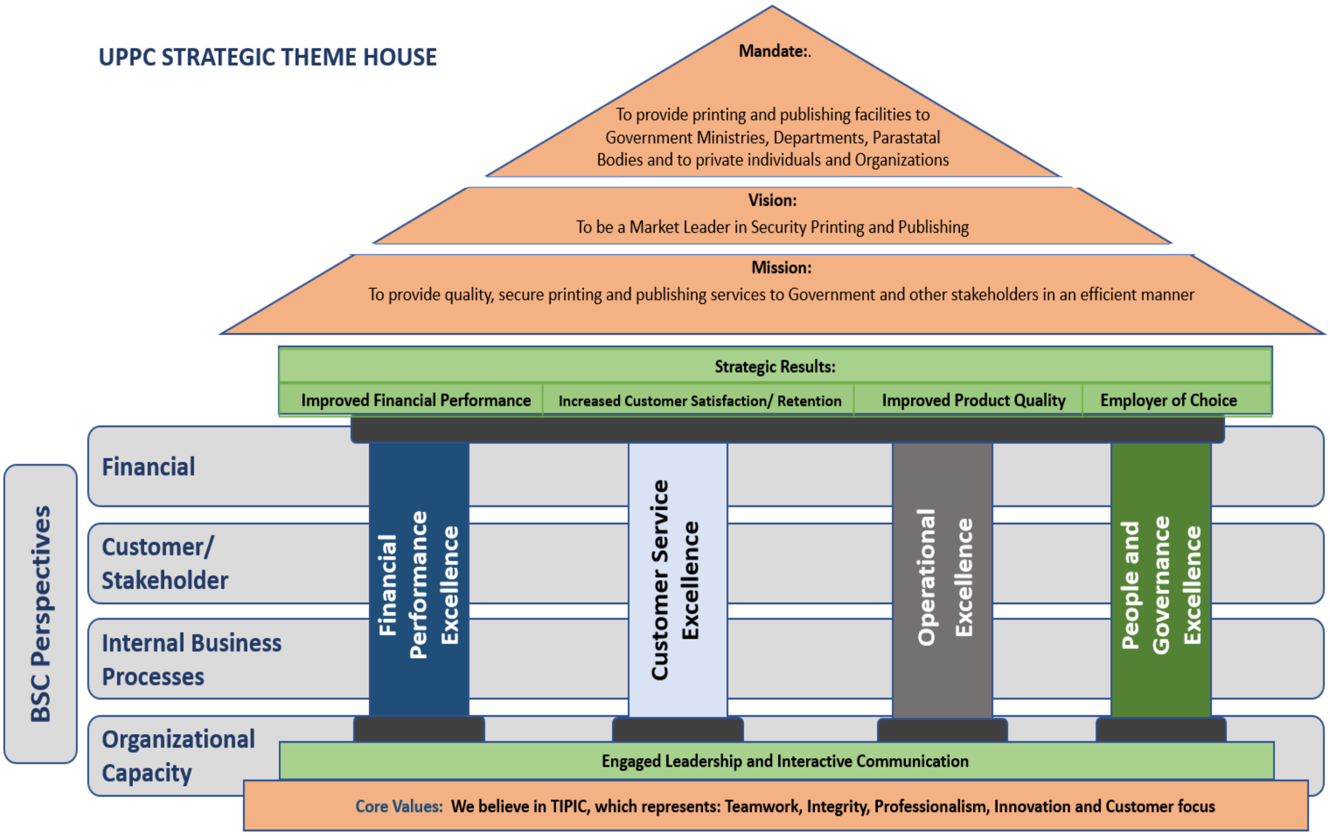
Perspectives	Description
a) Financial	This perspective addresses the question: How do we create value for owners, in terms of financial performance, value for money expenditure, and effective resource use?
b) Customers	This perspective addresses the question: Through the eyes of customers and stakeholders, how well are we meeting their needs? The perspective focuses on customer satisfaction and retention.
c) Business Processes	This perspective addresses the question: How can we improve internal processes to deliver products & services better, faster, and cheaper? The perspective focuses on efficiency and quality
d) Organisational CCapacity	This perspective addresses the question: How can we support the internal processes through improved knowledge, skills & abilities, tools & technology, innovation, leadership & governance, infrastructure, corporate culture and other capacities?

5.5 Strategic Pillars and Results

The following are our strategic focus areas for the next five years that build on the customer value proposition that defines UPPC's high-level business strategy, break down the vision, mission into action, and focus resources on desired strategic results. Strategic Results (or Goals) are our end outcomes from successfully executing the corporation's strategy.

Strategic Pillars	Description	Strategic Result
Financial Performance Excellence	A high performing Corporation that creates, Shareholder value, Reduced financial audit queries, Value for Money Expenditure.	Improved Financial Performance
Customer service excellence	A first-rate customer experience with every interaction, increased customer satisfaction and customer retention, reduced complaints, diversified products, and business growth.	Increased Customer Satisfaction and Retention
Operational Excellence	Delivering quality products under strict timeframes, reduced delays, modern infrastructure and technology, digitally transformed, exceeding quality standards and improved productivity.	Improved Product Quality
People and Governance Excellence	Be the employer of Choice, increased employee satisfaction and engagement, no silos, high-performance culture, competent employees, high ethical standards, and an improved governance system	Employer of Choice

5.6 Strategic Theme House



5.7: Strategic Objectives, Measures (KPIs) and Intended Results

The following are the specific continuous improvement activities balanced across the perspectives that break down our strategy into smaller components and make the strategy actionable by involving all employees in operationalizing the corporation's goals. Each objective has intended results. They are our desired result associated with the strategic objectives.

Perspectives	Strategic Objectives	KPI	Intended Results
Financial Growth	Improve the Corporation's Profitability	% growth in Net Profit	Improved Financial Performance
	Reduce Audit Queries	% reduction in Audit Queries	- Improved Resource Use - Improved value for money expenditure
Customers Growth	Increase Customer retention	Customer retention rate	Increased Customer Retention
	Improve customer satisfaction	Customer satisfaction rate	Increased Customer Satisfaction
		% reduction in customer complaints	Reduced customer complaints

Perspectives	Strategic Objectives	KPI	Intended Results
Enhanced Business Processes	Improve Compliance	·% reduction in compliance related audit queries	Improved compliance to policies and procedures
		Client charter compliance rate	
	Improve Risk Management in the Corporation	Average performance score on strategic objectives of the Corporation	Improved average performance score on strategic objectives
		% of the corporation's planned risk mitigation measures implemented	Reduced Risk incidents
	Strengthen internal controls in the Corporation	% of internal audit recommendations implemented	Improved control environment
	Improve Decentralization of corporation services	Proportion of the corporation services and products decentralised	-Improved service delivery -Improved sales
	Improve cash flow management	Working capital ratio	Increased working capital
	Reduce debt arrears	% reduction in debt portfolio	Reduced debt arrears
		Percentage reduction in Debtor days	
	Improve printing and publishing quality	Percentage reduction in the value of return in-wards	Increased product quality
		Proportion of orders completed on time	
	Increase client-base	Percentage growth in sales revenue	Increased sales revenue
		% growth in client-base	Increased client base
	Increase the corporate resource envelope	%increase in the corporate resource envelope from new projects	Increased income from projects
	Improve corporate brand management	Net promoter score	Increased client referrals
		Client perception index	Improved public perception
	Reduce corporation legal costs	% reduction in court costs and damages	Reduced legal costs
	Improve stakeholder management	% of planned stakeholder management initiatives implemented	Improved stakeholder management
	Improve innovation	Percentage increase in new product lines	Increased number of new products on the market
	Improve Automation	% increase in online products	Increased online services

Perspectives	Strategic Objectives	KPI	Intended Results
		% of corporation functions Integrated	Increased integration of departmental functions/ services
	Reduce turnround time	% reduction in average cycle time	Reduced average cycle time
	Improve Planning	Level of work plan implementation	Improved work plan implementation
		Proportion of aligned departmental work plans submitted on time	Improved compliance to planning guidelines
Organisa-tional Growth	Improve employee productivity	% of activities in the corporate work plan implemented	Improved corporate performance rating
		% of employees with performance rating of satisfactory and above	Improved staff performance rating
		Proportion of employees with agreed performance appraisals signed off at the end of the cycle	Improved performance reporting
		Proportion of employees with agreed performance agreements signed-off at the beginning of the cycle	Improved performance planning
	Improve employees competencies	Proportion of staff developed in relevant competences	Increased number of staff with relevant competences
		Proportion of planned training programs implemented	Reduced skills gaps
	Improve staff motivation	Staff attrition rate	Reduced staff attrition rate
		Employee satisfaction rate	Increased staff satisfaction
		% of planned staff motivational programs implemented	Engaged staff
	Improve Corporate Culture	% reduction in the disciplinary cases	Reduced disciplinary cases
		% of planned culture improvement initiatives implemented	Improved performance culture
	Improve Corporate Infrastructure	Proportion of employees with adequate and enabling tools of trade	- Improved facilitation - Improved work environment
	Improve corporate Governance	Percentage of board recommendations implemented by management	- Increased corporate performance - Reduced audit queries

5.8 UPPC Business Model Canvas

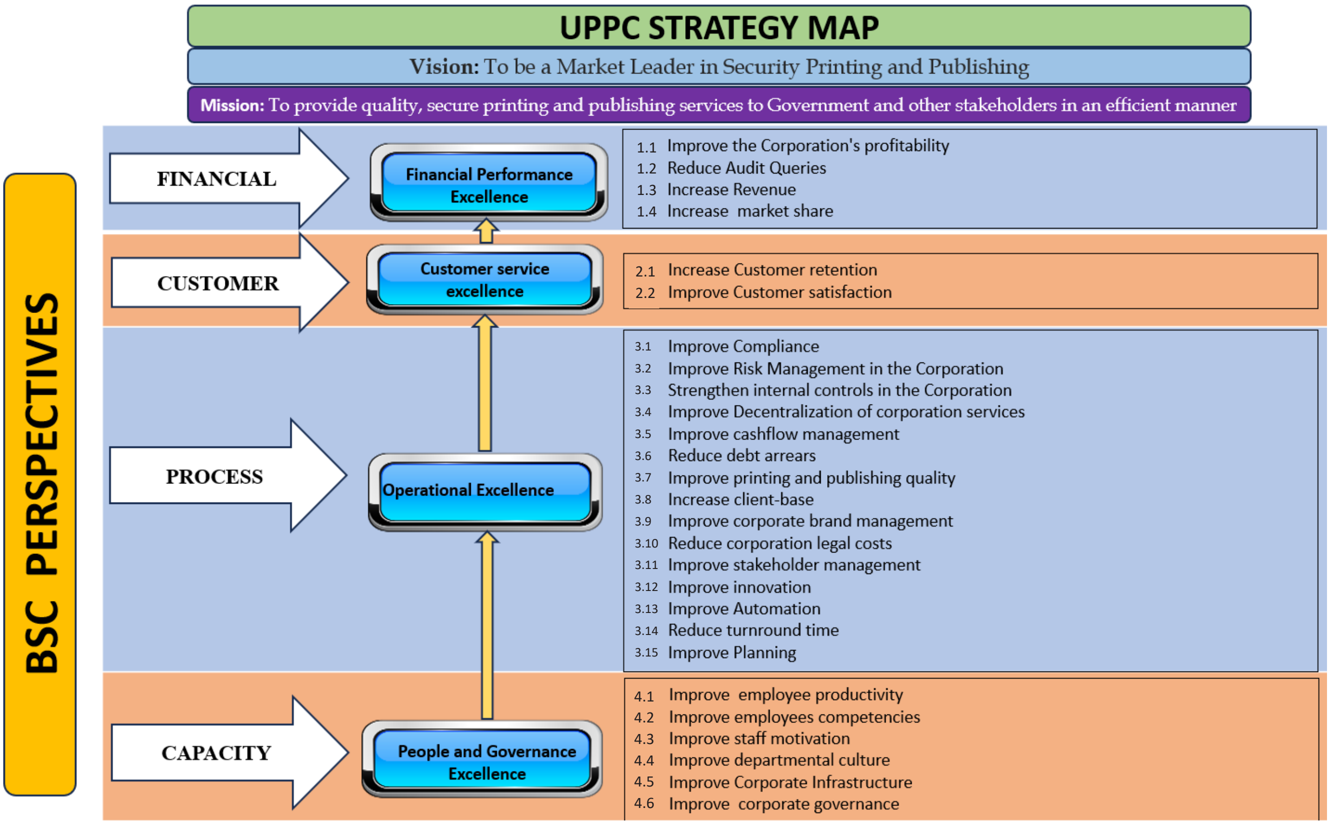
A Business Model Canvas is a one-page document that summarizes the business of any entity. The UPPC Business Model Canvas defines how the Corporation creates, delivers, and captures value. The Balanced Scorecard operationalizes the elements in the Business Model (BM) by laying out what shall be done, when & how.

Key Partners	Key Activities	Value Proposition	Relationships	Customer Segments
• Government • MDAs • Law firms/ advocates, • Professional bodies / associations, • Private organizations and NGOs, • The international community, • The general public and the media fraternity • Financial Institutions • Development Partners	• General Printing • Security Printing • Publishing • Technical Drawings and Architectural Plans • Advisory services to Government on Printing and Publishing	• Operate Simple and transparent business processes • Easily accessible services/ products and service points • Offer high quality services and products that meet client expectations • Deliver all services as per the set service standards • Minimize client transaction cost • Relationship management through Client segmentation • Deliver services/ products according to client expectations	• Provide Excellent and Timely Service • For Committed and Non-Committed Customers, Develop and Implement Customer Loyalty and Retention Strategies • Develop Attraction and Retention Strategies	• Mandatory Customers • Committed Customers • Non-Committed Customers • Potential Customers
	Key Resources		**Service Delivery Channels**	
	- Skilled Human Capital - Financial Resources - Physical Infrastructure - Vehicles - Stand-by Generator - Modern Printing and Publishing Equipment		- Customer Service Centres - Regional Retail Outlets - Online Orders - Tradeshows and Exhibitions - Print and Electronic Media	

Cost Structure	Revenue Streams
- Capital Expenditure - General Administrative Costs - Human Resource Expenses - Marketing Expenses - Infrastructural Costs - Production Overheads - Governance Expenses - Public Relations	- Publication Sales, - Stationary Sales, - Security and General Printing Sales, - Gazette Sales, - Subscription Sales, - Publishing Sales, - Miscellaneous Incomes

6.0 Strategy Map

A Strategy Map is a diagram that describes how a company or organisation can create value by linking strategic objectives in a cause-and-effect relationship based on the four Balanced Scorecard Perspectives. The following is UPPC Strategy Map:



7.0: Strategy Execution

UPPC will leverage its strong and engaged leadership to create interactive communication of the strategy and to harness employee commitment at all levels for strategy execution. UPPC will implement this 5-year strategy by using a strategy map and scorecard system, which will translate the strategic plan into actionable plans that will align the day-to-day work that everyone is doing to the vision and Strategy of the organisation. There will be a Mid-Term Review (MTR) of the strategy to evaluate strategic performance to evaluate both strategy effectiveness and system effectiveness. Depending on the results of this evaluation, the strategies will be revised, enhanced or maintained to ensure the achievement of desired results.

7.1 Strategy Implementation Matrix

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
Financial Perspective	Improve the Corporation's profitability	% growth in Net Profit		21.5%	4.3%	8.6%	12.9%	17.2%	21.5%	Review financial statements	Interpret financial statements	Profitability analysis report	Managing Director
	Maximise Resource Utilisation	OPEX to Gross Revenue Ratio		92%	92%	92%	92%	92%	92%	Review Financial Performance Reports	Review Financial Performance Reports	Actual OPEX to Gross Revenue Ratio	Managing Director
	Increase in gross profit	% gross profit margin		83%	75%	71.1%	80%	81.8%	83%	Review sales reports and revenue performance reports	Carry out revenue trend analysis Interpret revenue reports	Revenue trend analysis reports	Marketing Department
	Increase market share	% Increase in Market Share		20%	4%	8%	12%	16%	20%	Review industry performance reports	Establish the corporation's market share in the industry	Corporation's Market Share report	Marketing Department
Customer/ Stakeholder Perspective	Improve Customer satisfaction	Customer Retention Rate		85%	17%	34%	51%	68%	85%	Conduct customer satisfaction survey	Evaluate repeat client databases	Customer retention survey report	Managing Director Public Relations and Customer service Department
		Customer satisfaction rate		85%	17%	34%	51%	68%	85%	Conduct customer satisfaction survey	Interpret customer satisfaction survey findings	Customer satisfaction survey report	Managing Director Public Relations and Customer service Department
	Improve Customer Service	Percentage reduction in customer complaints		85%	17%	34%	51%	68%	85%	Develop and implement a customer feedback mechanism	Review customer complaints reports	Reduced customer complaints	Public and Corporate Affairs Officer
	Improve Compliance	·% reduction in audit queries		100%	100%	100%	100%	100%	100%	•Develop and implement a audit query management framework	Monitor implementation of compliance related audit query recommendations	Reduced compliance queries	Managing Director

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
		Client charter compliance rate		100%	100%	100%	100%	100%	100%	•Develop and implement a client charter for the corporation	•Develop and implement a sensitization program for the client charter •Conduct sensitization for both clients and staff on the client charter	Staff and clients sensitised on the client charter Client charter developed and implemented	Managing Director
	Improve Risk Management in the Corporation	Average performance score on strategic objectives of the Corporation		95	19%	38%	57%	76%	95%	Develop and implement a M&E framework for monitoring execution of the strategic plan	Develop M&E framework Analyse quarterly M & E reports. Analyse annual and mid-term evaluation reports. Conduct monitoring and evaluation on the performance of Strategic Objectives.	Performance reports on strategic objectives generated and analyzed on time	Every Head of Department
		% of the Corporation's planned risk mitigation measures implemented		100%	100%	100%	100%	100%	100%	Develop and implement a risk management framework.	Identify the corporation risks Conduct Risk Assessment Develop a risk mitigation plan Evaluate the risk mitigation plan	Risk management framework developed and implemented	Managing Director
	Strengthen internal controls in the Corporation	% of internal audit recommendations implemented		100%	100%	100%	100%	100%	100%	Develop an internal audits recommendation implementation framework.	1. Coordinate the implementation of audit recommendations 2. Address queries from PAC, AG, APC, and PPDA and adverse Audit Reports and the implementation of Instructions of PAC and other committees of Parliament.	The internal audit recommendation implementation framework developed and implemented.	All Heads of Departments
Internal Business Process	Improve Decentralization of corporation services	Proportion of Districts with UPPC Decentralised Services		50%	10%	20%	30%	40%	50%	Develop and implement product/ services decentralization strategy	Established and operationalise sales centres at every district for corporation services and products.	District sales centres established and operationalised.	Managing Director
		Proportion of the corporation services and products decentralised		50%	10%	20%	30%	40%	50%	Develop and implement product/ services decentralization strategy	Established and operationalise sales centres at every district for corporation services and products.	District sales centres established and operationalised.	Managing Director
	Improve cash flow management	Working capital ratio		2.5%	0.5%	1%	1.5%	2%	2.5%	Develop and implement cash flow management strategies	Reduce the debtor days. Increase creditor days.	Improved working capital	Head, Finance
	Reduce debt arrears	% Reduction in debt portfolio		30%	6%	12%	18%	24%	30%	Develop and implement debt management strategy	• Coordinate the development and implementation of a vibrant credit policy • Coordinate the vetting process of an external debt collector to manage debt collection • Coordinate the development and implementation of a receivables management policy	Reduced debt portfolio	Head, Finance
		% reduction in Debtor days		30days	30days	30days	30days	30days	30days		Intensify debt collection		Head, Finance

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
	Improve printing and publishing quality	% reduction in the value of return in-wards		100%	100%	100%	100%	100%	100%	Develop and implement printing and publishing policies, procedures, guidelines and standards	Acquisition of new printing and publishing equipment, which will lead to timely mass production and quality work. Procure State of art equipment such as. • Ink Digital Printing machine • A JURA Design Security Software • A case binding machine • A perfect binding machine • A stand-by automated Generator	Increased timely mass production and quality work	Manager Public and Corporate Affairs
		Proportion of orders completed on time		100%	100%	100%	100%	100%	100%				Head, Printing and Publishing
										Operationalise the GABIRO Strategy Develop and implement a corporation's marketing strategy	Implement the GABIRO Strategy as follows: 1. G- Develop and promote the e-Gazette App to promote eMarketing of the Gazette. • Conduct sensitisation of the target audience on UPPC mandate, including government ministries, departments, agencies, law firms/ advocates, Professional bodies / associations, Private organizations and NGOs, the international community, the general public and the media fraternity.		
											• Aggressive Advertising of the Uganda Gazette by bringing all universities on board for Gazette graduates, approaching all professional bodies for gazetting members of the rest of the public. • Acquisition of directives from National Council for Higher education to enforce the Gazetting of graduates from all accredited universities and higher institutions of learning.	Increased client base and sales revenue	Head, Marketing
											2. A- Aggregate all government information on all documents and information that need to be gazetted. • Implement new customers acquisition strategies • Develop and implement customer retention strategies • Develop and implement sales promotion strategies		

Perspec-tive	Strategic Objective	Perfor-mance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
											• Develop and implement a pricing model • Develop a unique customer value proposition • Diversify products to match market needs • Operationalise the UPPC Act to achieve its mandate to, among others, print and publish all government legislation, providing printing services to parastatals, private organisations and individuals, and also to act as a chief advisor for government on all printing and publishing matters.		
											• Market segmentation to match customers' needs to target. This shall be settled by sector season by season and client by client basis, at individual level with the aim of enhancing revenue growth.		
											• Product diversification to maximize sales. Write proposals to the Ministry of Education to supply all exercise books to both UPE and USE schools and other scholastic materials. These will generate revenue to the corporation, and also reduce the costs of government spending on mentioned schools.		
											• Partnership drive and MOU's. Workout with all authorities' regulators such as NCDC with the Ministry of Education to target publishing business. Also obtain a directive from the National Council for Higher Education to enforce the gazetting of students from other universities, which is ongoing.		
											• Conduct research and development to help understand the dynamics of the printing industry and get feedback from clients. 3.B – Books -exploit text books and buy materials in bulk,		

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
	Increase client-base	% growth in sales revenue		30%	6%	12%	18%	24%	30%		Lobby publishers and other clients for printing work such as text books, reports, magazines, fliers, packaging materials, envelopes, headed papers, counter books, etc. 4.I-Embrace and prioritize information technology in production, publishing, using state-of-the-art equipment 5.R-Reports. Follow up with MDAs to publish their reports 6.O-Online/ go Digital. Promote online marketing, ordering, invoicing and payment of products and services		
		% growth in client-base		20%	4%	8%	12%	16%	20%	Develop and implement a strategy to grow the client base	• Offer promotions and discounts e.g., Gazetting of churches which still have a blue ocean market. • Symposiums and exhibitions like the Gadget's conference, Uganda Law society ICPAU NCHE Exhibition and UMA Exhibition • Weekly departmental meetings to increase groundwork, Performance and correct market intelligence. Brainstorm and come up with new ideas, innovative ideas. • Explore the already existing channels of established partners like NIRA, URSB and USPC		
	Increase the corporate resource envelope	% increase in the corporate resource envelope from new projects								Develop and implement alternative income generating projects	- Museum. UPPC will utilize its competitive advantage and distinctiveness of one century track record serving as government and security printer, with a rich history of how the printing industry has evolved in terms of technological advancement and information heritage. - Establishing the first ever printing and publishing Museum as one of the income generating projects will increase the corporation's alternative income streams and promotes Uganda's printing and publishing heritage.		
				10%	2%	2%	2%	2%	10%		- Safe custody of valuable items/ documents. Using UPPC's long history and experience in security printing, UPPC will acquire modern and secure storage facilities to attract government MDAs, Private Sector and Individuals to keep their valuable documents with the corporation at an affordable fee, which will become an alternative income stream.	Increased financing	Managing Director
											- Engage in real estate development as an alternative source of income for the corporation. UPPC owns land in strategic locations that will be developed to generate rental income as an alternative income stream.		

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
	Improve corporate brand management	Net promoter score		10%	2%	4%	6%	8%	10%	Develop strategies to enhance the corporate image	• Participate in Corporate Social Responsibility activities • Conduct client perception survey to obtain a client perception index • Develop and implement a client feedback mechanism • Adopt a companywide Total Quality Management system across the corporation (TQM) • Support preparation and submission of competitive bids	Improved corporate brand rating	Public and Corporate Affairs Officer
		Client perception index		70%	14%	28%	42%	56%	70%				Public and Corporate Affairs Officer
	Reduce court costs and damages	% reduction in court costs and damages		95%	19%	38%	57%	76%	95%	Develop and enforce guidelines concerning all legally binding contracts in the corporation	Involve the legal department in the preparation of corporation contracts and MoUs Observe the terms and conditions of contract Maintain good client relations	Reduced corporation legal liabilities	Corporation Secretary
	Improve stakeholder management	% of planned stakeholder management initiatives implemented		100%	100%	100%	100%	100%	100%	Develop and implement stakeholder management framework	• Provide regular updates to the Board of Directors and relevant stakeholders on Corporation's operations and progress; • Liaise with the Office of the President to operationalize the UPPC Act and presidential directives. • Carry out sensitization programs on the Gazette to the target audience including the MDAs, Law Firms/ Advocates, Churches, media houses, professional bodies and associations, the general public and the international community	Improved stakeholder collaboration	Managing Director All Managers
	Improve innovation	% increase in new product lines		10%	2%	4%	6%	8%	10%	Develop an innovation policy for the corporation Develop and implement product differentiation strategy	•Conduct research and development to identify new products •Monitor external and internal environment for development of new market segments •Conduct feasibility studies on new product lines, •Employee Empowerment Programmes •Set up competitions among innovative staff biannually •Resource innovative ideas by at least 5% of the budget •UPPC leaders' quarterly innovation promotional activities	Innovation policy developed and operationalised	Managing Director All Managers

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
	Reduce turnaround time	% reduction in average cycle time		10%	10%	10%	10%	10%	10%	Develop and implement the corporation client charter	• Develop and operationalize service standards in the corporation •Monitor the implementation of service standards/ charter •Develop and implement a customer feedback mechanism •Promote system integration and simplification of business processes •Promote processes documentation, remove duplications and enhance process governance.	Improved efficiency	All Managers ICT Department
											•Upgrade the website to be more interactive with the clients •Identify services and products to be automated •Conduct process mapping exercise to develop flowcharts for existing manual processes to remove process bottlenecks.		
	Improve Automation	% increase in online products/ services		10%	2%	4%	6%	8%	10%	Develop and implement process automation strategy.	•Update the website with many publications so as to attract subscribers to its website •Develop mobile applications to enable self-service mechanism •Promote processes documentation, remove duplicates and enhance process governance	Automated processes automated and integrated	ICT Department
		% of corporation functions integrated		50%	10%	20%	30%	40%	50%				All Managers
	Improve operationalisation of the printing and publishing academy	% increase in enrolment		20%		5%	10%	15%	20%	Develop a printing and publishing Academy operationalization strategy.	•Coordinate the preparation and implementation of the UPPC printing and publishing academy work plan •Develop a curriculum for the academy •Conduct benchmarking activities with other academies in the region •Allocate a budget to set up infrastructure for the academy. •Develop the recruitment plan for the academy. •Develop a marketing plan for the academy.	The printing and publishing academy operationalized.	Managing Director

Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
		Academy Graduation rate		85%									Principal
	Improve Planning	Level of work plan implementation		100%	100%	100%	100%	100%	100%	Develop and implement corporate planning and budgeting guidelines	•Engage the board of directors to provide the strategic direction •Conduct planning and budgeting workshops •Consolidate departmental work plans and budgets into a corporate plan	Corporate plan and budget developed on time	Managing Director All Managers
		Proportion of Planning documents submitted on time (SP, Budgets, Work Plans, M&E Reports)		100%	100%	100%	100%	100%	100%				
Organisational Capacity Perspective / Learning and Growth	Improve employee productivity	% of employees with performance rating of satisfactory and above		95%	95%	95%	95%	95%	95%	Develop and implement employee productivity improvement program	• Implement the Performance enhancement programme • Develop Performance Agreements on time • Conduct quarterly performance reviews & feedback • Conduct end of cycle appraisals on time	Employee productivity improvement program developed and implemented on time	Human Resource and Administration Manager All Managers
		Proportion of employees with agreed performance agreements signed off at the end of the cycle		100%	100%	100%	100%	100%	100%				All Managers
		Proportion of employees with agreed performance appraisals signed off at the beginning of the cycle		100%	100%	100%	100%	100%	100%				All Managers
		% of activities in the corporate work plan implemented		95%	95%	95%	95%	95%	95%				All Managers
		% of planned staff productivity programs implemented		100%	100%	100%	100%	100%	100%				
	Improve employees' competencies	Proportion of staff developed in relevant competences		40%	8%	16%	24%	32%	40%	Develop and implementation a staff competence enhancement Framework	• Conduct staff skills gap analysis • Develop and implement of a training planner • Conduct Coaching and mentoring • Develop and implement a knowledge sharing program • Develop a knowledge repository for the corporation	Competence enhancement framework developed and implemented	Human Resource and Administration Manager All Managers

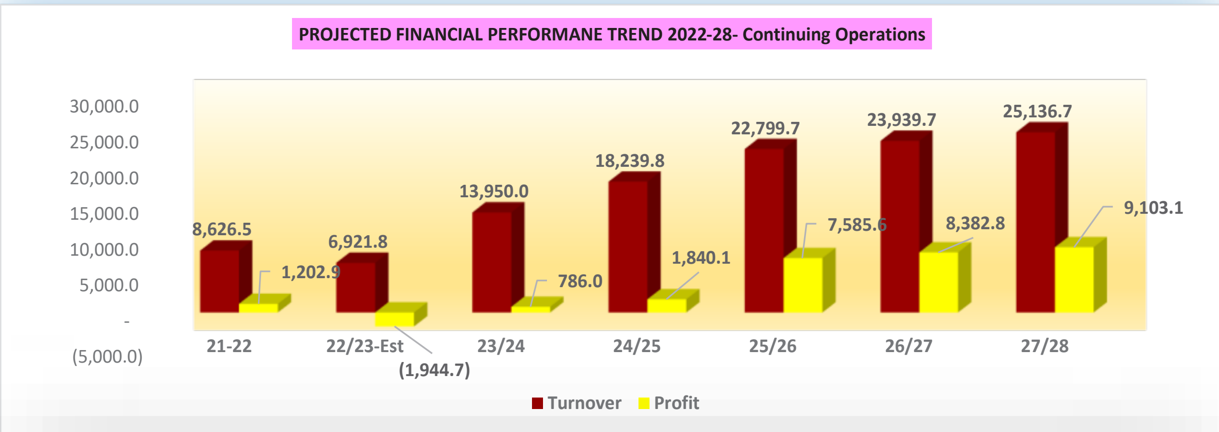
Perspective	Strategic Objective	Performance Indicator (KPI)	BASELINE	5 Year Target	2023/24	2024/25	2025/26	2026/27	2027/28	Strategic Interventions	Activities/ Initiatives	Expected Output	Objective Owner
		• Proportion of planned training programs implemented		100%	100%	100%	100%	100%	100%				Human Resource and Admin Manager
													All Managers
	Improve staff motivation	•Staff attrition rate		0	0	0	0	0	0	Develop and implement a staff motivation improvement program	1. Staff recognition 2. Staff engagements 3. Motivational speakers. 4. Conduct exit interviews 5. Promote workplace safety, staff welfare and engagement so that they feel valued and encouraged to work better, participate in different programs and communicate openly. 6. Develop and implement a staff rewards and recognition policy	A staff motivation improvement program developed and implemented on time	All Managers
		•Employee satisfaction rate		95%	19%	38%	57%	76%	95%				All Managers
		•% of planned staff motivational programs implemented		100%	100%	100%	100%	100%	100%				All Managers
	Improve organisational culture	•% reduction in the disciplinary cases		100%	100%	100%	100%	100%	100%	Conduct a corporation wide cultural audit Develop and operationalise the cultural audit implementation strategy	• Allocate a cultural audit budget • Implement the cultural audit recommendations • Document and sensitize staff on the new performance culture • Incorporate the cultural adherence assessment in the performance appraisal tool	A defined and documented performance culture of the corporation	Managing Director
		•% of planned culture improvement initiatives implemented		100%	100%	100%	100%	100%	100%				Managing Director All Managers
	Improve Corporate Infrastructure	Proportion of employees with adequate and enabling tools of trade		95%	19%	38%	57%	76%	95%	Conduct periodic assessment of the corporation's infrastructure needs	• evelop infrastructure gap assessment templates • Regularly conduct infrastructure gap assessments across the corporation • Allocate a budget to bridge the infrastructure gap	Increased staff productivity	Managing Director
	Improve Corporate Governance	Proportion of board and audit recommendations implemented		95%	95%	95%	95%	95%	95%	Develop and implement board and audit recommendation implementation framework	• Monitor implementation of board recommendations in the corporation • Monitor implementation of audit recommendations in the management letter/ report	• Reduction in Audit queries • Increased average performance score of the corporation	Managing Director

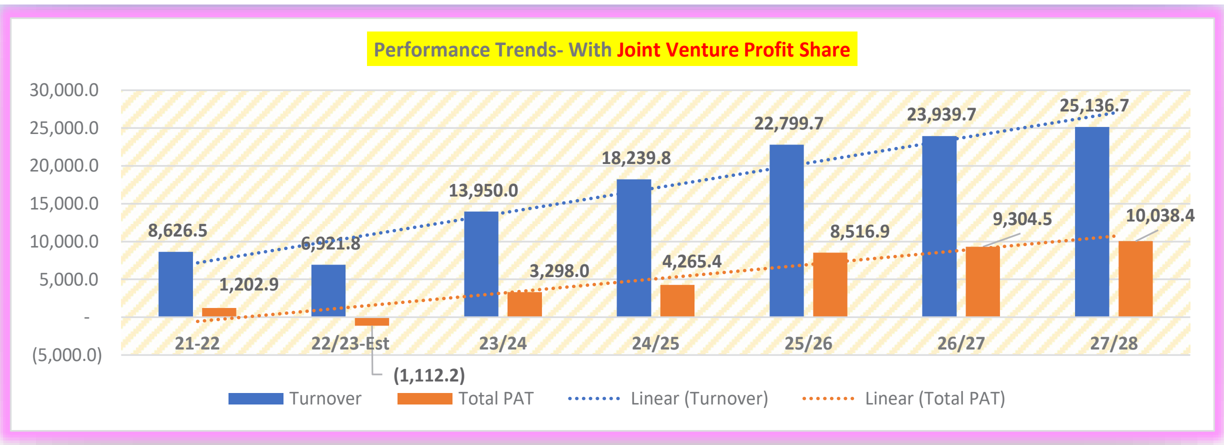
8.0 Strategic Expenditure

Strategic Expenditure has been categorised into two, namely: Capital Expenditure (CAPEX) and Operational Expenditure (OPEX). The following table shows the projected revenue and operational expenditure for the next five years:

	STRATEGIC FINANCIAL PERFORMANCE ANALYSIS/TREND 2022-2028							
	Amounts in Millions							
	21-22	22/23-Est	23/24	24/25	25/26	26/27	27/28	Average 24-28
CONTINUING OPERATIONS								
Turnover	8,626.5	6,921.8	13,950.0	18,239.8	22,799.7	23,939.7	25,136.7	
Profit	1,202.9	(1,944.7)	786.0	1,840.1	7,585.6	8,382.8	9,103.1	
GP Margin	13.9%	-28.1%	5.6%	10.1%	33.3%	35.0%	36.2%	24.0%
Revenue growth %		-19.8%	101.5%	30.8%	25.0%	5.0%	5.0%	33.5%
Profit growth %		-261.7%	-140.4%	134.1%	312.3%	10.5%	8.6%	65.0%
Less;								
Corp Tax (30%)			235.8	552.0	2,275.7	2,514.8	2,730.9	
Net Profit- PAT			550.2	1,288.0	5,309.9	5,867.9	6,372.2	
PAT Margin			3.9%	7.1%	23.3%	24.5%	25.4%	16.8%
OTHER COMPREHENSIVE INCOME								
JV- 51% USPC Profit Share		832.6	2,747.8	2,977.4	3,207.0	3,436.6	3,666.2	
Total PAT	1,202.9	(1,112.2)	3,298.0	4,265.4	8,516.9	9,304.5	10,038.4	
Total PAT P/Margin	13.9%	-16.1%	23.6%	23.4%	37.4%	38.9%	39.9%	32.6%
PROFIT APPROPRIATION								
GOU (20%)			-	-	-	1,860.90	2,007.68	
OVERAL NET PROFIT/ RE			3,297.95	4,265.41	8,516.92	7,443.62	8,030.70	
NP- MARGIN			23.6%	23.4%	37.4%	31.1%	31.9%	29.5%

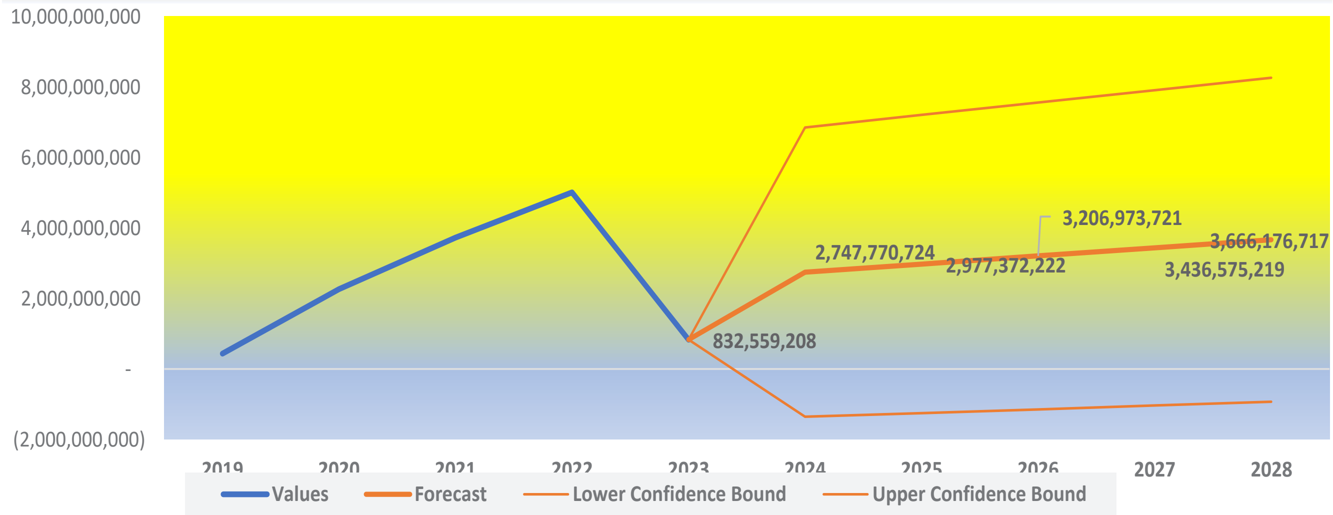
Note: The Revenue Generation and Growth projections are as extensively elaborated on in the Strategy Document 2023-28 and the Annual Budget 2023-24.





JOINT VENTURE INVESTMENT PERFORMANCE ANALYSIS & FORECAST (UGX)

Timeline	Values	Forecast	Lower Confidence Bound	Upper Confidence Bound	Income	Tax	Capitalisation
2,019	435,660,360						
2,020	2,266,730,190						
2,021	3,729,430,590						
2,022	5,009,334,750						
2,023	832,559,208	832,559,208	832,559,208	832,559,208	832,559,208	-	832,559,208
2,024		2,747,770,724	(1,353,334,750)	6,848,876,198	2,747,770,724	-	2,747,770,724
2,025		2,977,372,222	(1,250,947,077)	7,205,691,521	2,977,372,222	-	2,977,372,222
2,026		3,206,973,721	(1,145,814,130)	7,559,761,571	3,206,973,721	-	3,206,973,721
2,027		3,436,575,219	(1,038,168,759)	7,911,319,197	3,436,575,219	-	3,436,575,219
2,028		3,666,176,717	(928,214,705)	8,260,568,140	3,666,176,717	-	3,666,176,717
					16,867,427,812	-	16,867,427,812
	TOTAL ACC. JV PROFIT (PAT), 2019- 2028			28,308,583,702			



	(in 000,000 Ugx)	23/24	24/25	25/26	26/27	27/28
Cash Balances		2,067.6	1,189.7	5,739.5	11,345.2	15,532.8
SFP		43,881.8	45,272.8	52,346.5	60,435.4	69,020.3

8.1 NOTES TO THE PROJECTED REVENUE AND OPERATIONAL EXPENDITURE PERFORMANCE FOR FIVE-YEAR PERIOD (2024-28)

#	Item	Description
	Proposed Avenues to achieve the above projections	**Gazette sales windfall, as a result of activities during the road map to elections and actual elections every 5 years.** There will be a projected increase by 15% in revenue generation in the year 2024/25, this is as a result of activities during the roadmap to elections and in the preceding year 2025/26. It is projected that there will be a windfall leading to 25% increase in revenue projections. After the windfall, 2026/7 and 2027/8 is projected to increase by 5% respectively.
	Acquisition of Machinery through Asset Financing loan	New Printing equipment will be purchased using a loan facility of Ugx 6bn payable in five years (60 Months) this will reduce on the operational costs by 25% in 2024/5 and 2025/6, hence an improvement on the Gross profit margin and net profit margin.

	Improvement on human resource productivity through filling staff gaps and CPD training	The administration costs are expected on average to increase by 5% in the five years as the Corporation is expected to increase the number of staff to be more efficient and to reduce the staffing gaps. This will in turn lead to increased productivity and efficiency hence improvement in revenue generation and profitability.
	Revenue Strategy:	The following strategies will be implemented to ensure that the revenue is realized as planned in the new strategy; i) Effective and consistent branding and advertising of the corporation and its products ii) Conducting market research to reach out to the target market and customer management, this will be done by identifying upcountry agents who will also market UPPC's products and services in most parts of the country, all these will lead to increased sales. iii) The Corporation will continuously update its website with all her publications so as to attract subscribers to its website iv) The corporation will also participate in corporate social responsibility activities. v) Establishing systems which will ensure effective contract management, value chain, and timely accountability of resource utilization, product and service innovations and statutory compliance. vi) Operationalizing the UPPC Act whereby UPPC is mandated to among others, print and publish all Government legislation, providing printing services to parastatals, private organizations and individuals and also to act as the chief advisor to the Government on all printing and publishing matters. The Government has committed to give at least 40% of its printing and publishing work to UPPC. vii) Intensifying the debt collection to ensure that the risk of defaulting is minimized.
		viii) Acquisition of new printing and publishing machines which will lead to timely mass production and quality work. ix) The corporation will operationalize the presidential directive on government printing jobs through dialogue with Ministries and departments. x) Making more appealing market proposals to capture more jobs in the market. For example, e-marketing and digital printing, entering into strategic partnerships and distributorship agreements, subscription drive for gazette etc. xi) Reviewing the costing structure to meet both the Corporation and customer requirements. xii) Product diversification to match the market needs. xiii) Improving relationship with our clients and bidding process. xiv) Benchmark for material sources and industry practices

	In addition to the above, the marketing department shall put more emphasis on the implementing the following strategies geared towards achieving the revenue target as set	• Digital Marketing: Adapting the physical element i.e., being able to sell both physical and digital content. Creation of the E Gazette App which will market all bills, regulations and laws as published in the Uganda Gazette. The Corporation shall launch E-Gazette next month where we expect to sell e-copies of all our products. • Aggressively advertising the Uganda Gazette by bringing all universities on board for gazetting of graduates, approaching all professional bodies for gazetting members and the rest of the public. • Acquisition of directives from the NCHE to enforce the gazetting of graduates from all accredited Universities and Higher institutions of Learning. • Regional selling: Sales centres to be opened to take services closer to the people which will ultimately boost revenue and ensure presence in all regions. This shall also help UPPC to tap into URSB and NIRA clientele. • Market segmentation to match customers' needs to target: This shall be sector by sector, season by season and client by client basis at the individual levels with the aim of enhancing revenue growth. • Product diversification to maximize sales: UPPC has started on the proposal of writing to the Ministry of education to supply all exercise books and other scholastic materials to both UPE and USE schools. This will both generate revenue to the corporation but also reduce the costs the government spends on the mentioned schools.
		• Partnership drive and MOUs: Work out with all authorities' regulators to have the stakeholders gazetted and NCDC/ with the Ministry of education to target publishing business. Also lobby for directives from the NCHE to enforce the gazetting of students from all Universities which is ongoing. • Offering promotions and discounts e.g., gazetting of churches which still have a blue ocean market • Participation in demos, expos, symposiums and exhibitions like the Judges Conference, Uganda Law Society, ICPAU, NCHE exhibition and UMA exhibition. • Holding educational and awareness campaigns on different platforms like Schools, Universities, Local Government Councils, Cities and others. • Weekly departmental meetings to increase groundwork, monitor weekly performance and collect market intelligence, brainstorm and come up with new ideas/innovative ideas. • Research and Development: This will help us understand the dynamics of the Printing industry and get feedback from clients.

8.2 Summary of the entire CAPEX Plan 2023/24

Item	UGX.
Land & Building	351,000,000
Transport Equipment (Motor Vehicles)	135,000,000
Plant & Machinery	3,417,080,000
Furniture & Fittings	40,000,000
Computers & Accessories	1,026,900,000
Generator & Electronic Fittings	70,000,000
Office Equipment	7,000,000
TOTAL	**5,046,980,000**

9.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

9.1 How will the plan be implemented?

In order to implement this Plan effectively and efficiently, UPPC will continue to address structural bottlenecks in order to enhance institutional capacity in delivery of the Corporation 's mandate. Key constraints and challenges include: hitherto an outdated organizational structure; inadequate planning and research skills, and failure to leverage ICT systems to improve internal and external service delivery among others.

The Corporation will fully harness its core strengths to enhance its performance effectiveness. Key strengths include dedicated leadership of new Board of directors and substantive Managing Director; a strong team of multi-disciplinary staff. The corporation will also make wide stakeholder consultations to promote innovation, creativity and professionalism towards realization of the Strategic Plan. The corporation enjoys great opportunity to work collaboratively with a wide range of stakeholders within and out of the country to create synergies that favor the transformation of UPPC into a market leader in printing and publishing.

9.2 Implementation Structure.

The implementation setup of the plan can be broadly categorized into three levels;

1. **Ministry Oversight**: The Corporation reports to the Ministry of Presidency
2. **Board of Directors**: The Board is appointed by the Minister of Presidency and comprises of the Chairperson and seven Members that represent a wide range of stakeholders. The Board provides the Corporation with strategic and policy direction as well as overall oversight of the operations of the Corporation.
3. **Management Level**. This is comprised of the Managing Director, who doubles as the Accounting Officer, assisted by the Heads of Departments (Top Management). The structure is given in the annexes.

The entire staff establishment is summarized in the table below

UPPC Current Staffing

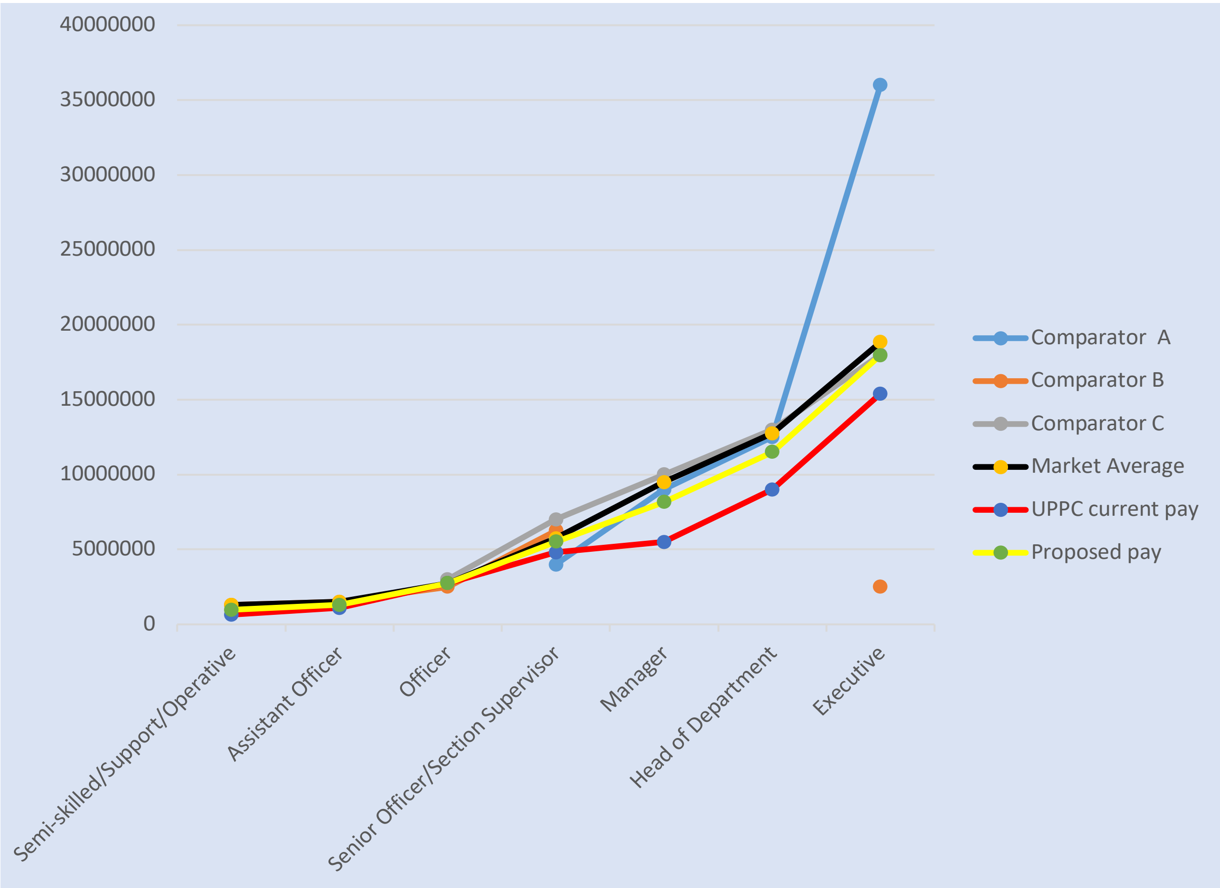
Layer	Office of the MD	Corporation Secretary/Legal Affairs	Internal Audit	Procurement and Disposal	General Printing & Publishing	Business Development	Finance & Accounts	HR & Administration	Publishing	Public Relations	**Total numbers**
Executive	1										**1**
Heads of departments		1	1	1	1		1	1	1	1	**8**
Senior Officers/Section Superv		1					2				**3**
Officer	1				5	1	1	1			**9**
Assistant Officer	1		1		6	1	1	5			**15**
Semiskilled/Support/Operations staff					24		9	9			**42**
Totals	**3**	**2**	**2**	**1**	**36**	**2**	**14**	**15**		**1**	**77**

- The current corporation staff capacity is at 77 staff.
- The staff are supported by more than 20 casual workers, volunteers and interns
- By the end of five years the corporation will employ more than 300 staff
- This will contribute to the vision 2040 which projects jobs for Ugandans in secondary and tertiary industries.
- With effective headcount UPPC will build a workforce plan that will bring the right skills into the business.
- The corporation has also established new departments of ICT to enable the digitalization of the corporation, robust as per annex. In addition, the Quality Assurance department will also improve on the quality standards of the corporation that will serve the corporation clients as per service standards.

  Other special projects that will come with additional staff include; the training school, Museum and archiving center

9.3 Projected Renumerations

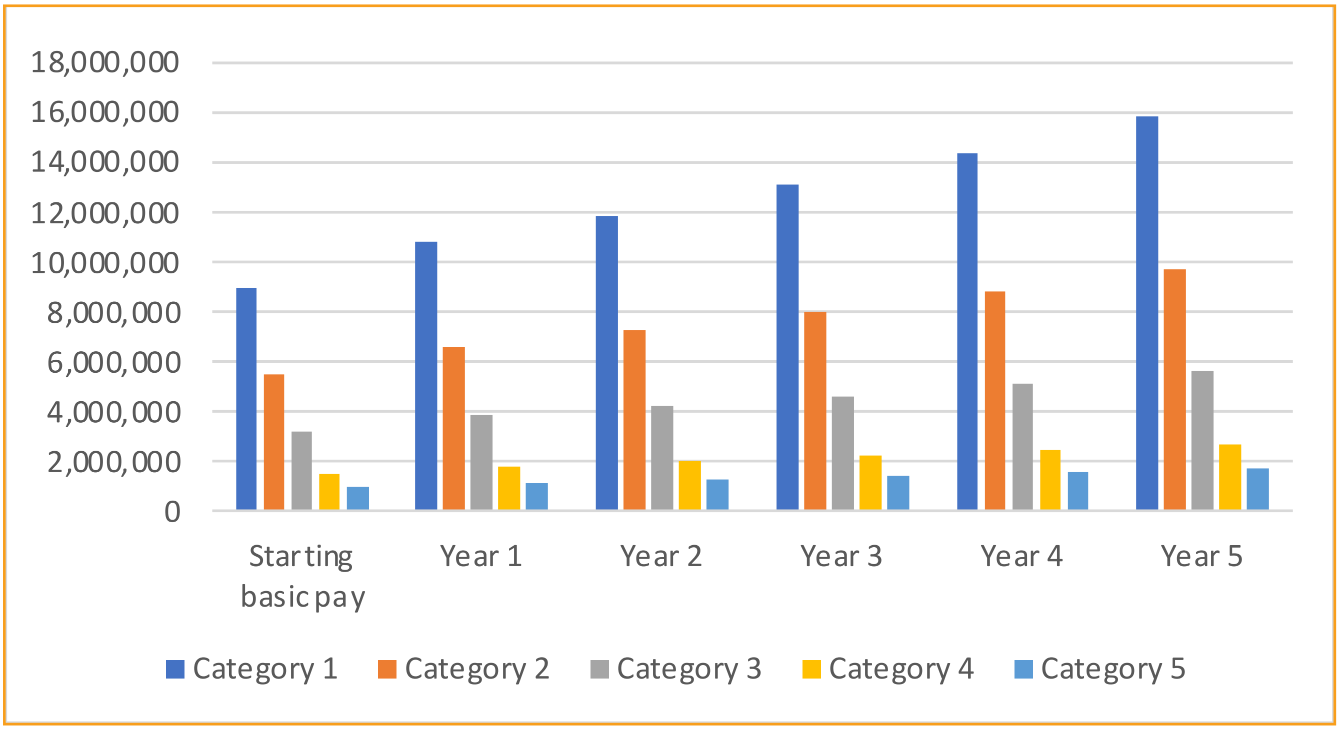
A graphical display of the pay trend lines of the market and UPPC data are shown in the figure below.



As can be seen from the proposed pay curve, the new UPPC minimum pay does not align with the comparator organizations. Therefore, it is our considered opinion that as along as COLA (Cost of Living Adjustment) is applied annually in the five years, UPPC's pay scale will be competitive in the mid-market position of the labour market in Uganda.

Therefore, UPPC must know that the adoption of reward system will help retain the best workers and to ensure that the corporation can position herself as the employer of choice.

Salary projections for the next five years



UPPC will grant a significant percentage of staff increase annually by 10% (i.e., at least 90% of employees will receive an increase).

Other incentives will include:

- Performance bonuses
- Long service awards
- Special incentive / bonus programs
- Capacity building programs

1) UPPC will get creative about non-cash rewards to retain and engage employees.
2) A mix of monetary and non-monetary components will help UPPC set herself apart from the competition
3) Establish a recognition and reward program for outstanding performance and contributions that aligns with UPPC's values and goals.
4) Develop and implement a system for identifying and nominating outstanding performers and contributors.
5) Celebrate and recognize outstanding performers and contributors through awards, incentives, and public recognition.
6) Monitor and evaluate the effectiveness of the recognition and reward program.
7) Develop and implement an innovation rewards program by December 2025.

9.4 Responsible Business Practices

Incorporating environmental concerns into our practices is of paramount importance to protect our environment but also give the corporation edge in sustainable business practices. This strategic direction commits to implementing sustainable printing practices that safeguard our planet for generations to come, while adhering to internationally approved standards.

Sustainable Printing: We will strive to ensure that 80% of the paper used in our printing operations is sourced from recycled materials, in alignment with internationally recognized sustainability standards.

Eco-Friendly Inks: This strategic plan aims to completely transition to vegetable-based inks, complying with international guidelines for reducing the environmental impact of printing processes.

Waste Reduction: Our goal is to achieve a 30% reduction in overall waste generation by 2027, adhering to waste management standards that contribute to a circular economy.

Energy Efficiency: We are committed to reducing our energy consumption by 15% by 2028, through the adoption of cutting edge technology which is energy-efficient.

Cartridge Recycling: We will ensure that 90% of empty cartridges are recycled by 2024, complying with e-waste management standards and contributing to responsible electronic waste disposal.

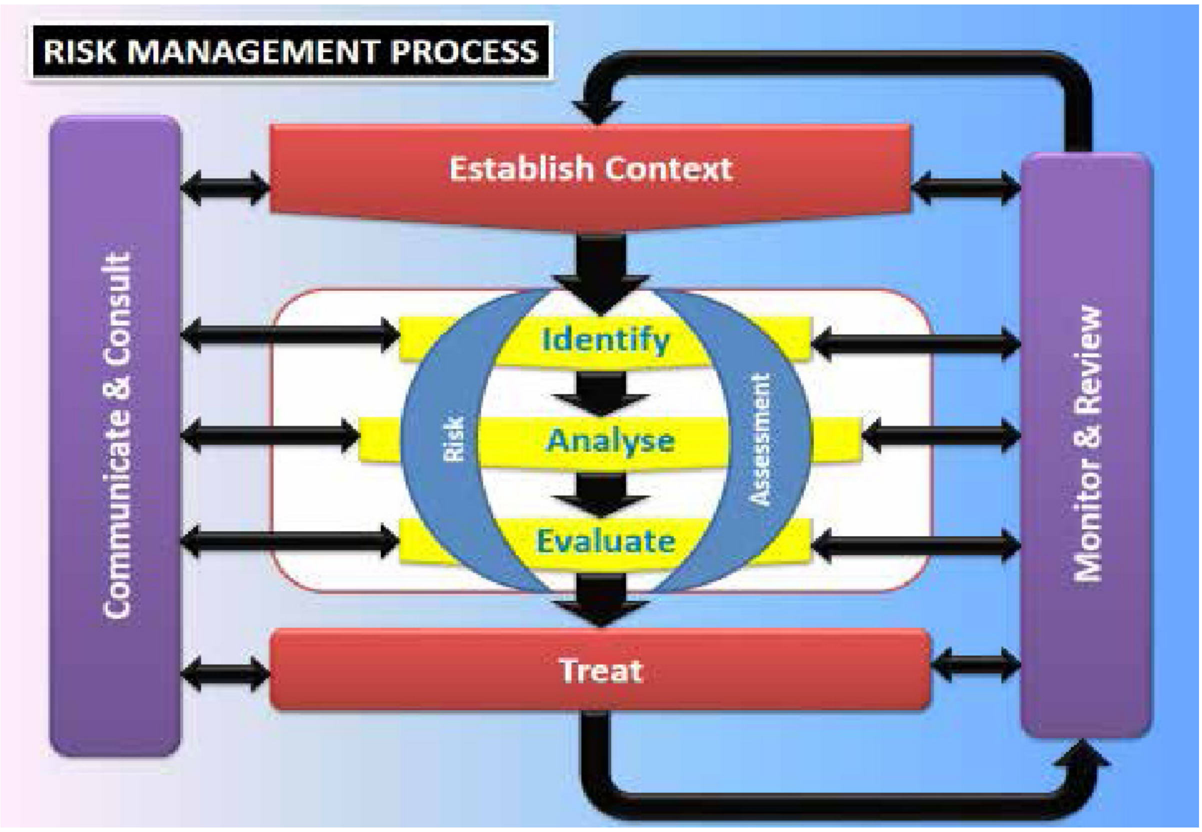
Digital Transformation: As we navigate an increasingly digital landscape, we will harness the power of technology to enhance our products and services for the convenience of our stakeholders.

Digitization of Products: By 2028, we will digitize 80% of our product offerings, ensuring accessibility and convenience for our stakeholders, in alignment with national digitalization strategy.

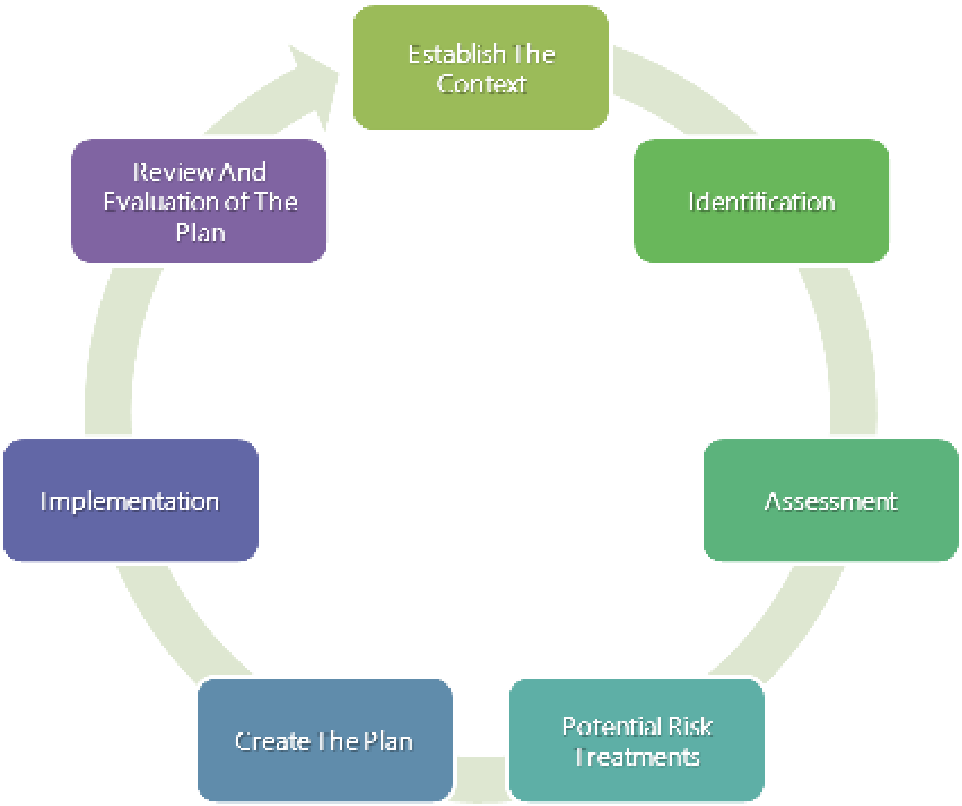
By integrating these principles into our operations, we ensure that UPPC continues to stand at the forefront of the printing industry, delivering value to our stakeholders and contributing to the sustainable development agenda.

10.0 The Enterprise Risk Management Process

The Corporation will identify factors that may hinder the realisation of the strategic objectives and put risk mitigation factors in place to ensure that potential risks don't materialise. The following diagram gives a summary of the risk management process in an organisation.



The risk management system has seven (7) steps which form a cycle.



10.1 The risks faced by UPPC with mitigation measures are categorized as follows:

1.	• Competitors in the Printing Industry	• Carry out aggressive advertising • Adopt digital marketing strategy • Decentralize all the services in every district. • Carry out educative and awareness campaigns.
2.	• Old Machinery and equipment	• Procure an Ink digital printing machine • Procure a JURA Design Security Software • Procure a case binding machine • Procure a perfect binding machine
3.	• Corporate governance challenge	• Sensitize all staff on the best Corporate Governance Principles
4.	• Insufficient quality of our products/services	• Adopt a total quality management strategy across the whole corporation. • Procure a state-of-the-art printing equipment.
5.	• Under staffing.	• Allocate a budget to fill all vacant positions on the structure. • Recruitment of new staff to key vacant positions.
6.	• Poor work attitude	• Conduct corporate cultural audit • Document and sensitize staff on the new corporate culture
7.	• Failure to cope with changing technology	• Continuously conduct research on the new technological changes in the printing industry to enable UPPC remain on top of the game.
8.	• Under utilization of the UPPC Mandate	• Lobby with the government to get political support to fully regain and utilize the UPPC mandate. • Formulation of regulations

9.	• Limited awareness of UPPC products and services	• Conduct targeted sensitization to the following audience:
		  • Government Ministries, Departments and Agencies
		  • Law firms/ Advocates
		  • Professional Bodies/ Associations
		  • Private organizations and NGOs
		  • The International community
		  • The General Public
		  • The Media fraternity

11.0 Quality Assurance Office

UPPC will create a Quality Assurance office to manage the initiatives and the Balanced Scorecard system. The office has the following roles and responsibilities:

- Strategic planning
- Scorecard management
- Strategy execution evaluation
- Project and portfolio management
- Performance measurement and target-setting coordination
- Benchmarking and setting baselines
- Sharing best practices
- Program evaluation
- Continuous process improvement coordination

11.1 Scorecard Alignment and Cascading

UPPC will align organizational structures, processes, and systems to support the strategy of the organization to achieve the following:

- Strategic alignment by making all employees understand what UPPC is trying to accomplish, make decisions and take actions based on that strategy.
- Aligned departmental and individual goals with higher-level objectives
- Cascaded high-level strategy to business and support units and then to individual employees.
- Completed and agreed upon individual scorecards at the beginning of every financial year.
- Aligned performance plans with strategy.
- Regular feedback and frequent communication of results to staff, which enables them to take quick corrective actions.
- Improved performance reporting across the corporation.

11.2 Strategy Evaluation

Strategy evaluation is an opportunity to review and refresh. We will evaluate how well the UPPC's strategies accomplish desired results and how well the strategic management system improves communications, alignment, and performance. It will ensure that the strategic planning and management system is dynamic and incorporates continuous improvement into day-to-day operations and management.

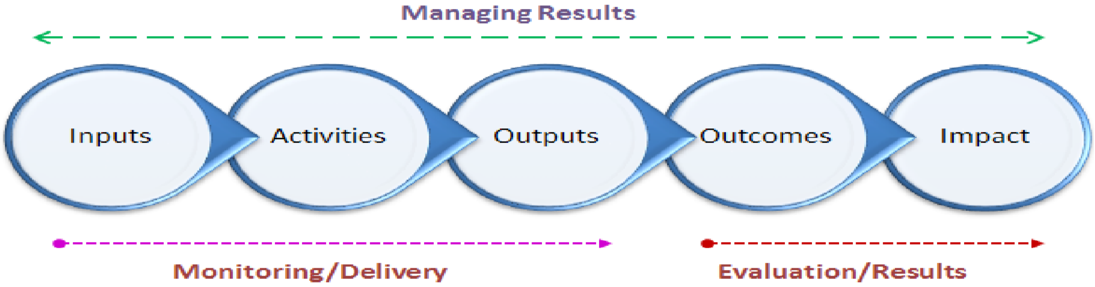
The strategy evaluation will include two components namely strategy and system effectiveness evaluation.

<table>
<tr><th>Strategy Effectiveness Evaluation</th><th>Key Question during Strategy Effectiveness Evaluation</th></tr>
<tr><td>The strategy effectiveness evaluation is a high-level review that determines whether:
UPPC's strategy is effective and implemented well.
Good but implemented poorly.
Not a good strategy to continue to pursue.
The process identifies adjustments required to achieve desired results. A strategy effectiveness evaluation precedes updates to the strategic plan, budget, and strategic operating plan.</td><td>Is UPPC a high-performance one? (Use the Strategic Management Maturity Model)
How well did the programs/products/projects/services perform, as seen through the eyes of customers and stakeholders?
How well did the programs/products/projects/services perform, as seen through the lens of organization cost/ revenue/process efficiency?
How well are strategies aligned throughout the organization?
How well were the strategies executed by managers and other employees? Was the required follow-through on specific tasks completed as planned?
What, if anything, has significantly changed in the business ecosystem, in technology and innovation, or within the organization that would cause a change in strategy?
What adjustments should be made to the strategy for the next planning cycle?
Did our strategies produce the expected results, and if not, why not?
Were the strategies executed well?
If not, what adjustments are necessary to improve execution?
If the chosen strategy was not right, what should be done differently going forward?</td></tr>
<tr><th>System Effectiveness Evaluation</th><th>Keys during System Effectiveness Evaluation</th></tr>
<tr><td>The system effectiveness evaluation is a high-level review of the scorecard management system as a whole and how effectively its components work together. The process identifies ways to make the existing scorecard system stronger, especially when alignment and support are lagging, or desired results are not being seen.</td><td>Technical
How complete and effective is the Balanced Scorecard structure?
How well is the organization aligned around strategy?
How is strategy communicated?
How extensive is the use of strategic objective measures and initiative?
How useful is the information?
Is performance information being used to better inform decision-making at all levels?
Have other management systems and tools been integrated into the Balanced Scorecard system?
Behavioural
How well do leaders model desired behaviours and stay engaged?
How well do employees at all levels understand, embrace, and execute the strategy?
What is the strategic maturity level of the organization?
Does the organization offer a learning opportunity?</td></tr>
</table>

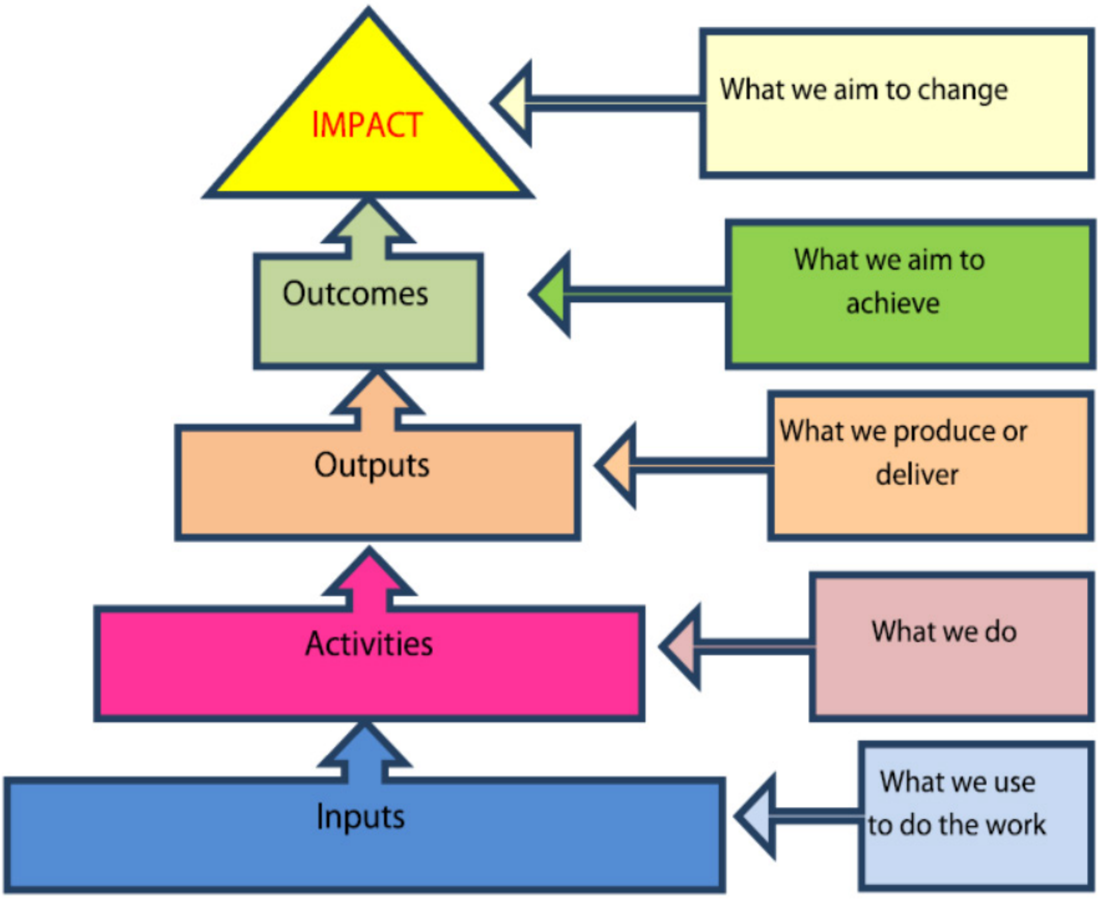
There will be strategy evaluation or review annually. It shall be done in the last quarter of the year. All key surveys must be completed before strategy evaluation.

12.0 Monitoring and Evaluation of the Strategic Plan

In order to improve corporate accountability and enhance institutional efficiencies, continuous monitoring of UPPC strategy shall be conducted to assess strategy execution and its relevance to the achievement of the planned results and outcomes. The Logic Model as described in Diagrams below will be used to develop the M&E Framework.



An overview of the elements included in the M&E framework



The UPPC monitoring and evaluation framework is based on the result value chain from inputs, processes, outputs and outcomes under each perspective that collectively deliver the intended strategic objectives.

The framework will also provide a clear basis for monitoring the contributions of the various strategic measures that are linked to strategic objectives. The monitoring of this corporate plan will be coordinated as a corporate function under the corporate performance reporting, M&E section in the Quality Assurance unit

- To ensure effective coordination of the M&E framework within the Corporation, the Corporate Performance Reporting, Monitoring & Evaluation section will be responsible for:
    - i. Providing a framework, including standardized templates, for reporting on a quarterly, semi-annual and annual basis.
    - ii. Generating, maintaining and reviewing a set of performance measures drawn from the M&E framework.
    - iii. Carrying out periodic visits to the regions where services have been decentralized to ensure reported implementation conforms to facts on the ground.
    - iv. Coordinate meetings to review progress and resolve issues that may arise in the implementation.
    - v. Provide relevant reports to senior management to ensure that management is fully updated on the plan implementation.

12.1 Monitoring of the Strategic Plan

The plan will be monitored by the Senior Management on a monthly basis. The quality assurance unit will prepare comprehensive performance reports that analyse the planned outputs against the actual, and show variances, their causes and suggest remedial actions.

The quality assurance unit will review and thereafter consolidate the departmental reports into the corporate performance report. The decisions of senior management will then be used to update the plan.

The monitoring of the corporate plan will be done on a continuous basis throughout the corporate plan period using the following mechanisms:

1. Monthly meetings of senior management
2. Quarterly meetings of the Board

12.2 Evaluation of the Strategic Plan

The senior management and the Board of Directors (BoD) will carry out an annual and midterm evaluation of this plan through the following avenues:

1. End of year strategy review retreat of senior management and the Board of Directors (BoD)
2. Midterm strategic review retreat of senior management and the Board of Directors (BoD)
3. End of the Strategic Plan period review meeting of senior management and the Board of Directors (BoD).

Strategy evaluation is an opportunity to review and refresh. We will evaluate how well the UPPC's strategies accomplish desired results and how well the strategic management system improves communications, alignment, and performance. It will ensure that the strategic planning and management system is dynamic and incorporates continuous improvement into day-to-day operations and management.

The Strategy Evaluation will include two components namely Strategy and system effectiveness evaluation.

Strategy Effectiveness Evaluation

The strategy effectiveness evaluation is a high-level review that determines whether:

- UPPC's strategy is effective and implemented well.
- Good but implemented poorly.
- Not a good strategy to continue to pursue.

The process identifies adjustments required to achieve desired results. A strategy effectiveness evaluation precedes updates to the strategic plan, budget, and strategic operating plan.

System Effectiveness Evaluation

The system effectiveness evaluation is a high-level review of the scorecard management system as a whole and how effectively its components work together. The process identifies ways to make the existing scorecard system stronger, especially when alignment and support are lagging, or desired results are not being seen.

There will be strategy evaluation or review annually. It shall be done in the last quarter of the year. All key surveys must be completed before strategy evaluation.

APPENDICES

APPENDIX I

PROJECTED REVENUE AND OPERTIONAL EXPENDITURE PERFORMANCE FOR FIVE-YEAR PERIOD (2024-28)						
		Figures in (Ugx Millions)				
Revenue Stream	23/24	24/25	25/26	26/27	27/28	Average growth 24-28
% Growth	101.5%	15%	25%	5%	5%	12.5%
Revenue Stream						
Publication Sales	250.0	316.3	395.4	415.2	435.9	
Stationary Sales	100.0	119.5	149.4	156.9	164.7	
Security and General Printing Sales	6,300.0	8,848.9	11,061.1	11,614.2	12,194.9	
Gazette Sales	5,600.0	6,558.9	8,198.7	8,608.6	9,039.0	
Subscription Sales	600.0	702.7	878.4	922.3	968.4	
Publishing Sales	800.0	1,168.4	1,460.5	1,533.5	1,610.2	
Miscellaneous Incomes	300.0	525.0	656.3	689.1	723.5	
TOTAL	13,950.0	18,239.8	22,799.7	23,939.7	25,136.7	
LESS						
Production costs	3,490.6	5,264.7	4,549.2	4,358.8	4,275.5	
Gross Profit	10,459.4	12,975.0	18,250.6	19,580.9	20,861.2	
Gross profit Margin	75.0%	71.1%	80.0%	81.8%	83.0%	
Administration Costs(Incr by 5% + Loan Int)	9,673.4	11,135.0	10,664.9	11,198.2	11,758.1	
Pre- tax Profit	786.0	1,840.1	7,585.6	8,382.8	9,103.1	
Pre- tax Profit- Margin	5.6%	10.1%	33.3%	35.0%	36.2%	
Less:						
Corp Tax (30%)	236	552	2,276	2,515	2,731	
Net Profit- PAT	550	1,288	5,310	5,868	6,372	
PAT Margin	3.94%	7.06%	23.29%	24.51%	25.35%	
Other Comprehensive Income						
JV- Income	2,747.8	2,977.4	3,207.0	3,436.6	3,666.2	
Total PAT	3,298.0	4,265.4	8,516.9	9,304.5	10,038.4	
Total PAT P/Margin	23.6%	23.4%	37.4%	38.9%	39.9%	
PROFIT APPROPRIATION						
GOU (20%)	-	-	-	1,860.9	2,007.7	
NET PROFIT/ RE	3,298	4,265	8,517	7,444	8,031	
NP- MARGIN	23.6%	23.4%	37.4%	31.1%	31.9%	

CASHFLOW PROJECTIONS 2023-28					
FY	23-24	24/25	25/26	26/27	27/28
	Amounts in Millions (Ugx)				
Bal bfwd	**2,481.1**	**2,067.6**	**1,189.7**	**5,739.5**	**11,345.2**
Add;					
CASH COLLECTIONS/RECEIPTS					
Publication Sales	250.0	316.3	395.4	415.2	435.9
Stationary Sales	100.0	119.5	149.4	156.9	164.7
Security and General Printing Sales	6,300.0	8,848.9	11,061.1	11,614.2	12,194.9
Gazette Sales	5,600.0	6,558.9	8,198.7	8,608.6	9,039.0
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Publishing Sales	800.0	1,168.4	1,460.5	1,533.5	1,610.2
Miscellaneous Incomes	300.0	525.0	656.3	689.1	723.5
Total Revenue-Net	**13,950.0**	**18,239.8**	**22,799.7**	**23,939.7**	**25,136.7**
Collection Ratio-95%	13,252.5	17,327.8	21,659.7	22,742.7	23,879.9
Total Receipts	**13,252.5**	**17,327.8**	**21,659.7**	**22,742.7**	**23,879.9**
Old Debt Recovery	2,098.4	2,203	2,313	2,429	2,551
Bank Loan	6,000.0	-	-	-	-
Total Cash Available	**23,832**	**21,599**	**25,163**	**30,911**	**37,776**
COSTS					
Production costs	2,574.7	5,264.7	4,549.2	4,358.8	4,275.5
Administration Costs(Incr by 5% + Loan Int)	9,673.4	11,135.0	10,664.9	11,198.2	11,758.1
Total Recurrent Expenses	**12,248**	**16,400**	**15,214**	**15,557**	**16,034**
B) MAJOR ITEMS					
Corp Tax Deposits	300.0	337.5	337.5	337.5	337.5
VAT- Net	600.0	675.0	675.0	675.0	675.0
Other Macinery , CTP etc Supplier	2,212.0	-	-	-	-
Loan Repayment	457.1	1,828.3	1,828.3	1,828.3	1,828.3
Paper Stock	723.7	814.2	814.2	814.2	814.2
Consumables-Stock	176.5	198.5	198.5	198.5	198.5
Sub-total	**4,469.3**	**3,853.5**	**3,853.5**	**3,853.5**	**3,853.5**
C) CAPITAL EXPENDITURE					
Land & Buildings	351.0				2,200.0
Transport Equipment (Motor Vehicles)	135.0		200.0		
Plant & Machinery	3,417.1				
Furniture & Fittings	40.0	5.0	5.0	5.0	5.0
Computers,Softwrae & Accessories	1,026.9	150.7	150.7	150.7	150.7
Generator & Electronic Fittings	70.0				
Office Equipment	7.0				
Total CAPEX	**5,047.0**	**155.7**	**355.7**	**155.7**	**2,355.7**
Total Capital and Major Payments	**9,516.2**	**4,009.3**	**4,209.3**	**4,009.3**	**6,209.3**
TOTAL EXPENDITURE	**21,764.3**	**20,409.0**	**19,423.3**	**19,566.2**	**22,242.8**
CASH BALANCE	**2,067.6**	**1,189.7**	**5,739.5**	**11,345.2**	**15,532.8**
SURPLUS/DEFICIT	**2,067.6**	**1,189.7**	**5,739.5**	**11,345.2**	**15,532.8**

PROJECTED ANNUAL STATEMENTS OF FINANCIAL POSITION 2023-28

Amount in (000,000)

	30.6.24	30.6.25	30.6.26	30.6.27	30.6.28
NON-CURRENT ASSETS					
Total Assets(Cost)	13,385.5	21,753.2	22,108.9	22,264.7	24,620.4
Accum-Deprec	2,512.5	4,102.1	5,605.5	6,953.7	8,213.0
NBV	**10,872.9**	**17,651.1**	**16,503.4**	**15,310.9**	**16,407.4**
Investment in Joint Venture					
Initial Cost	9,096.5	9,096.5	9,096.5	9,096.5	9,096.5
J.V Profit Share(51%)-Cum to 2023	12,273.7	15,021.5	17,998.9	21,205.8	24,642.4
J.V Profit Share(51%)- to 24-28	2,747.8	2,977.4	3,207.0	3,436.6	3,666.2
JV- Investment	**24,118.0**	**27,095.4**	**30,302.4**	**33,738.9**	**37,405.1**
INVENTORY					
Sub-total	**1,590.6**	**1,789.4**	**2,013.1**	**2,264.7**	**2,547.8**
CASH & CASH EQUIVALENT					
Cash & Bank	2,067.6	1,189.7	5,739.5	11,345.2	15,532.8
Trade Debtors	4,139.8	3,035.6	3,667.6	4,126.0	4,641.8
Other Receivables	18.8	21.2	23.8	26.8	30.1
Other Current Assets	842.6	947.9	1,066.4	1,199.7	1,349.6
Sub-total	**423.8**	**476.8**	**536.4**	**603.5**	**678.9**
Other Receivables/ Short -Term Deposits	5,810.1	-	1,649.0	2,241.5	2,143.1
SUB-TOTAL	**13,302.7**	**5,671.1**	**12,682.7**	**19,542.6**	**24,376.4**
TOTAL CURRENT ASSETS	**14,893.3**	**7,460.6**	**14,695.8**	**21,807.3**	**26,924.2**
TOTAL ASSETS	**49,884.2**	**52,207.0**	**61,501.6**	**70,857.2**	**80,736.7**
CURRENT LIABILITIES					
TOTAL CURRENT LIABILITIES	**6,002.4**	**7,044.1**	**9,051.3**	**9,963.0**	**10,956.8**
NET CURRENT CURRENT ASSETS	**8,891**	**416**	**5,644**	**11,844**	**15,967**
TOTAL NET ASSETS	**43,881.8**	**45,162.9**	**52,450.2**	**60,894.2**	**69,779.9**
NON CURRENT LIABILITIES					
Sub-total	**8,682.3**	**5,807.8**	**3,940.7**	**2,725.0**	**1,271.6**
CAPITAL & RESERVES					
Share Capital	4,533.5	4,533.5	4,957.4	4,957.4	4,957.4
Share Capital	3.9	3.9	3.9	3.9	3.9
Non Distributable Reserves	11,676.2	11,676.2	11,676.2	11,676.2	11,676.2
Acc Other Comprehensive Income(JV)	**2,747.8**	**2,977.4**	**3,207.0**	**3,436.6**	**3,666.2**
GOU EQUITY FUNDS/Accumulated Fund	186.1	186.1	186.1	2,047.0	4,054.7
Retained Earnings	16,052.1	20,087.9	28,375.3	35,589.3	43,390.4
Total Capital & Reserves	**35,200**	**39,465**	**48,406**	**57,710**	**67,749**
TOTAL CAPITAL EMPLOYED	**43,881.8**	**45,272.8**	**52,346.5**	**60,435.4**	**69,020.3**
LIQUIDITY RATIOS					
Current Ratio	**2.48**	**1.06**	**1.62**	**2.19**	**2.46**
Quick Ratio	**2.22**	**0.81**	**1.40**	**1.96**	**2.22**
Debt Ratio	**19.8%**	**12.8%**	**7.5%**	**4.5%**	**1.8%**

Total Investment Portifolio 24-28 -PPE

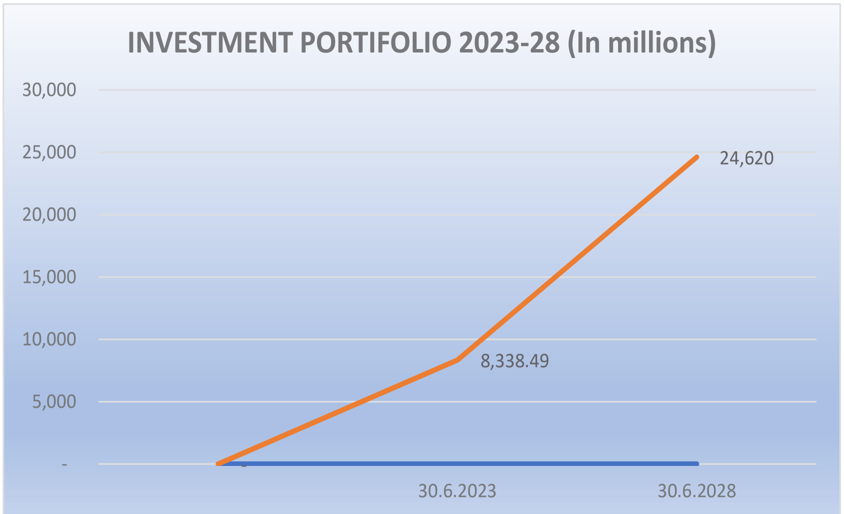
	Land & Buildings.	Plant and Machinery	Motor Vehicles	Generator & Elec. Fit	Furniture & Fittings	Office Equipment	Computers & Accessories	TOTAL	Growthh
Balance 30.6.23	4,178,400,000	2,617,568,062	603,567,969	40,000,000	322,606,368	38,954,086	537,389,808	8,338,486,293	
Committed Xpture Investments		8,212,000,000						8,212,000,000	
Budget 2023-24	351,000,000	2,980,000,000	135,000,000	70,000,000	40,000,000	7,000,000	1,463,980,000	5,046,980,000	
Other Projected Investments 2024-28	2,200,000,000		200,000,000		20,000,000		602,915,923	3,022,915,923	
Asset Base(At Valuation 30.6.28	**6,729,400,000**	**13,809,568,062**	**938,567,969**	**110,000,000**	**382,606,368**	**45,954,086**	**2,604,285,731**	**24,620,382,216**	**295.3%**

Total Investment Portifolio 23-28 -PPE

	Ugx	Ugx ('Millions)
Land & Buildings.	6,729,400,000	6,729.40
Plant and Machinery	13,809,568,062	13,809.57
Motor Vehicles	938,567,969	938.57
Generator & Elec. Fittings	110,000,000	110.00
Furniture & Fittings	382,606,368	382.61
Office Equipment	45,954,086	45.95
Computers & Accessories	2,604,285,731	2,604.29
TOTAL	**24,620,382,216**	**24,620.38**

Note: 1 Projected growth in Fixed Investment Portifolio from 2023- 2028 is projected at 271%

Note:2 The Above Analysis excludes the Investment in the JV (Ugx 9bn)



COMMITED CAPEX FROM 2022		
	Cost	Financing Source
Purchase of a Five Colour Printing Machine	6,000,000,000	Borrowing
Purchase of a digital cutting machine	477,000,000	Internally Generated Funds
Purchase of a perfect binding machine	350,000,000	Internally Generated Funds
Purchase of a sewing machine	370,000,000	Internally Generated Funds
Purchase of a Gang stitching machine	325,000,000	Internally Generated Funds
Purchase of a Computer-To-Plate (CTP) /Machine.	690,000,000	Internally Generated Funds
TOTAL	**8,212,000,000**	
PLANNED NEW CAPEX 24-28		
REVAMPING UPPC PRINTING SCHOOL	150,000,000	Internally Generated Funds
ESTABLISHING PUBLISHING DEPARTMENT	50,000,000	Internally Generated Funds
Plot Re-developments	2,000,000,000	
Staff Van	200,000,000	Internally Generated Funds
Furniture	20,000,000	Internally Generated Funds
Puchase of an Electronic Document Management System (ED	100,000,000	Internally Generated Funds
Systems Improvements and New Softwarws/Systems	100,000,000	Internally Generated Funds
ICT Support to New Staff	402,915,923	Internally Generated Funds
Total	**3,022,915,923**	

FA MOVEMENT SCHEDULES JUNE 2024- JUNE 2028

FA 2023/24

DEPRECIATION SCHEDULE

Property, Plant and Equipment for the year ended JUNE 2024

Non Current Asset	Land & Buildings.	Plant and Machinery	Motor Vehicles	Generator & Elec. Fittings	Furniture & Fittings	Office Equipment	Computers & Accessories	TOTAL	
Depreciation Rate	Buildings 2%	10%	25.00%	25.00%	12.50%	12.50%	33.50%		
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	
Cost / Valuation	4,178,400,000	2,617,568,062	603,567,969	40,000,000	322,606,368	38,954,086	500,389,808	8,301,486,293	
Additions	351,000,000	2,980,000,000	135,000,000	70,000,000	40,000,000	7,000,000	506,900,000	4,089,900,000	
Disposals account	-	-	-	-	-	-		-	
Total	4,529,400,000	5,597,568,062	738,567,969	110,000,000	362,606,368	45,954,086	1,007,289,808	12,391,386,293	
DEPRECIATION	0.02	0.10	0.25	0.25	0.125	0.125	0.335		
At 1st July 2023	81,429,700	596,197,185	380,906,407	32,880,860	108,073,357	18,785,672	356,104,305	1,574,377,485	
Disposal account	-	-	-	-	-	-	-	-	
Charge for Year	46,365,439	500,137,088	89,415,391	19,279,785	31,816,626	3,396,052	218,147,143	908,557,524	908,557,524
As at june 2024	127,795,139	1,096,334,273	470,321,797	52,160,645	139,889,983	22,181,724	574,251,448	2,482,935,009	
NET BOOK VALUE									
At June 2024	4,401,604,861	4,501,233,789	268,246,172	57,839,355	222,716,385	23,772,362	433,038,359	9,908,451,284	
At 30th June 2023	4,096,970,300	2,021,370,877	222,661,562	7,119,140	214,533,011	20,168,414	137,634,571	6,720,457,876	
Intangibles									
Cost	37,000,000							37,000,000	
Accumulated Deprec./Amortisation	22,200,000							29,600,000	7,400,000
NET BOOK VALUE	14,800,000							7,400,000	
Total Depreciation Of Assets and Armotisation of Intangible assets								915,957,524	
								915,957,524	
Note: 1(a)									915.96

FA 2024/25

DEPRECIATION SCHEDULE

Property, Plant and Equipment for the year ended JUNE 2025

Non Current Asset	Land & Buildings.	Plant and Machinery	Motor Vehicles	Generator & Elec. Fittings	Furniture & Fittings	Office Equipment	Computers & Accessories	TOTAL	
Depreciation Rate	Buildings 2%	10%	25.00%	25.00%	12.50%	12.50%	33.50%		
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	
Cost / Valuation	4,529,400,000	5,597,568,062	738,567,969	110,000,000	362,606,368	45,954,086	1,007,289,808	12,391,386,293	
Additions	-	8,212,000,000	-	-	5,000,000	-	150,728,981	8,367,728,981	8bn Committed 1
Disposals account	-	-	-	-	-	-		-	
Total	4,529,400,000	13,809,568,062	738,567,969	110,000,000	367,606,368	45,954,086	1,158,018,789	20,759,115,274	

DEPRECIATION	0.02	0.10	0.25	0.25	0.125	0.125	0.335		
At 1st July 2024	127,795,139	1,096,334,273	470,321,797	52,160,645	139,889,983	22,181,724	574,251,448	2,482,935,009	
Disposal account	-	-	-	-	-	-	-	-	
Charge for Year	39,345,439	1,271,323,379	67,061,543	14,459,839	28,464,548	2,971,545	195,562,059	1,619,188,352	1,619,188,352
As at June 2025	167,140,577	2,367,657,652	537,383,340	66,620,484	168,354,531	25,153,269	769,813,507	4,102,123,361	
NET BOOK VALUE									
At June 2025	4,362,259,423	11,441,910,410	201,184,629	43,379,516	199,251,837	20,800,817	388,205,281	16,656,991,913	
At 30th June 2024	4,401,604,861	4,501,233,789	268,246,172	57,839,355	222,716,385	23,772,362	433,038,359	9,908,451,284	
Intangibles									
Cost	37,000,000							37,000,000	
Accumulated Deprec./Amortisation	37,000,000							37,000,000	-
NET BOOK VALUE	-							-	
Total Depreciation Of Assets and Armotisation of Intangible assets								1,619,188,352	
								1,619,188,352	
Note: 1(a)									1,619.19

FA 2025/26

DEPRECIATION SCHEDULE Property, Plant and Equipment for the year ended JUNE 2026									
Non Current Asset	Land & Buildings.	Plant and Machinery	Motor Vehicles	Generator & Elec. Fittings	Furniture & Fittings	Office Equipment	Computers & Accessories	TOTAL	
Depreciation Rate	Buildings 2%	10%	25.00%	25.00%	12.50%	12.50%	33.50%		
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	
Cost / Valuation	4,529,400,000	13,809,568,062	738,567,969	110,000,000	367,606,368	45,954,086	1,158,018,789	20,759,115,274	
Additions	-	-	200,000,000	-	5,000,000	-	150,728,981	355,728,981	
Disposals account	-	-	-	-	-	-		-	
Total	4,529,400,000	13,809,568,062	938,567,969	110,000,000	372,606,368	45,954,086	1,308,747,769	21,114,844,254	
DEPRECIATION	0.02	0.10	0.25	0.25	0.125	0.125	0.335		
At 1st July 2025	167,140,577	2,367,657,652	537,383,340	66,620,484	168,354,531	25,153,269	769,813,507	4,102,123,361	
Disposal account	-	-	-	-	-	-	-	-	
Charge for Year	39,345,439	1,144,191,041	100,296,157	10,844,879	25,531,480	2,600,102	180,542,978	1,503,352,076	1,503,352,076
As at june 2026	206,486,016	3,511,848,693	637,679,497	77,465,363	193,886,011	27,753,371	950,356,485	5,605,475,436	
NET BOOK VALUE									
At June 2026	4,322,913,984	10,297,719,369	300,888,472	32,534,637	178,720,357	18,200,715	358,391,284	15,509,368,818	
At 30th June 2025	4,362,259,423	11,441,910,410	201,184,629	43,379,516	199,251,837	20,800,817	388,205,281	16,656,991,913	

Intangibles

Cost	37,000,000							37,000,000	
Accumulated Deprec./Amortisation	37,000,000							37,000,000	-
NET BOOK VALUE	-							-	

Total Depreciation Of Assets and Armotisation of Intangible assets	**1,503,352,076**	
	1,503,352,076	
Note: 1(a)		1,503.35

FA 2026/27

DEPRECIATION SCHEDULE									
Property, Plant and Equipment for the year ended JUNE 2027									
Non Current Asset	**Land & Buildings.**	**Plant and Machinery**	**Motor Vehicles**	**Generator & Elec. Fittings**	**Furniture & Fittings**	**Office Equipment**	**Computers & Accessories**	**TOTAL**	
Depreciation Rate	**Buildings 2%**	**10%**	**25.00%**	**25.00%**	**12.50%**	**12.50%**	**33.50%**		
	Ushs	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**	**Ushs**	
Cost / Valuation	4,529,400,000	13,809,568,062	938,567,969	110,000,000	372,606,368	45,954,086	1,308,747,769	**21,114,844,254**	
Additions	-	-	-	-	**5,000,000**	-	**150,728,981**	**155,728,981**	
Disposals account	-	-	-	-	-	-		-	
Total	**4,529,400,000**	**13,809,568,062**	**938,567,969**	**110,000,000**	**377,606,368**	**45,954,086**	**1,459,476,750**	**21,270,573,235**	
DEPRECIATION	0.02	0.10	0.25	0.25	0.125	0.125	0.335		
At 1st July 2026	206,486,016	3,511,848,693	637,679,497	77,465,363	193,886,011	27,753,371	950,356,485	**5,605,475,436**	
Disposal account	-	-	-	-	-	-	-	-	
Charge for Year	**39,345,439**	**1,029,771,937**	**75,222,118**	**8,133,659**	**22,965,045**	**2,275,089**	**170,555,289**	**1,348,268,576**	**1,348,268,576**
As at june 2027	**245,831,455**	**4,541,620,630**	**712,901,615**	**85,599,022**	**216,851,056**	**30,028,461**	**1,120,911,774**	**6,953,744,012**	
NET BOOK VALUE									
At June 2027	**4,283,568,545**	**9,267,947,432**	**225,666,354**	**24,400,978**	**160,755,312**	**15,925,625**	**338,564,976**	**14,316,829,223**	
At 30th June 2026	**4,322,913,984**	**10,297,719,369**	**300,888,472**	**32,534,637**	**178,720,357**	**18,200,715**	**358,391,284**	**15,509,368,818**	
Intangibles									
Cost	37,000,000							37,000,000	
Accumulated Deprec./Amortisation	37,000,000							37,000,000	-
NET BOOK VALUE	-							-	

Total Depreciation Of Assets and Armotisation of Intangible assets	**1,348,268,576**	
	1,348,268,576	
Note: 1(a)		1,348.27

FA 2027/28

DEPRECIATION SCHEDULE

Property, Plant and Equipment for the year ended JUNE 2028

Non Current Asset	Land & Buildings.	Plant and Machinery	Motor Vehicles	Generator & Elec. Fittings	Furniture & Fittings	Office Equipment	Computers & Accessories	TOTAL	
Depreciation Rate	Buildings 2%	10%	25.00%	25.00%	12.50%	12.50%	33.50%		
	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	Ushs	
Cost / Valuation	4,529,400,000	13,809,568,062	938,567,969	110,000,000	377,606,368	45,954,086	1,459,476,750	**21,270,573,235**	
Additions	**2,200,000,000**	**-**	**-**	**-**	**5,000,000**	**-**	**150,728,981**	**2,355,728,981**	
Disposals account	-	-	-	-	-	-		**-**	
Total	**6,729,400,000**	**13,809,568,062**	**938,567,969**	**110,000,000**	**382,606,368**	**45,954,086**	**1,610,205,731**	**23,626,302,216**	
DEPRECIATION	0.02	0.10	0.25	0.25	0.125	0.125	0.335		
At 1st July 2027	245,831,455	4,541,620,630	712,901,615	85,599,022	216,851,056	30,028,461	1,120,911,774	**6,953,744,012**	
Disposal account	-	-	-	-	-	-	-	**-**	
Charge for Year	**83,345,439**	**926,794,743**	**56,416,588**	**6,100,244**	**20,719,414**	**1,990,703**	**163,913,476**	**1,259,280,608**	**1,259,280,608**
As at june 2028	**329,176,894**	**5,468,415,373**	**769,318,204**	**91,699,267**	**237,570,470**	**32,019,164**	**1,284,825,250**	**8,213,024,620**	
NET BOOK VALUE									
At June 2028	**6,400,223,106**	**8,341,152,689**	**169,249,765**	**18,300,733**	**145,035,898**	**13,934,922**	**325,380,481**	**15,413,277,596**	
At 30th June 2027	**4,283,568,545**	**9,267,947,432**	**225,666,354**	**24,400,978**	**160,755,312**	**15,925,625**	**338,564,976**	**14,316,829,223**	
Intangibles									
Cost	37,000,000							37,000,000	
Accumulated Deprec./Amortisation	37,000,000							37,000,000	-
NET BOOK VALUE	**-**							**-**	
Total Depreciation Of Assets and Armotisation of Intangible assets								**1,259,280,608**	
								1,259,280,608	
Note: 1(a)									1,259.28

UGANDA PRINTING AND PUBLISHING CORPORATION

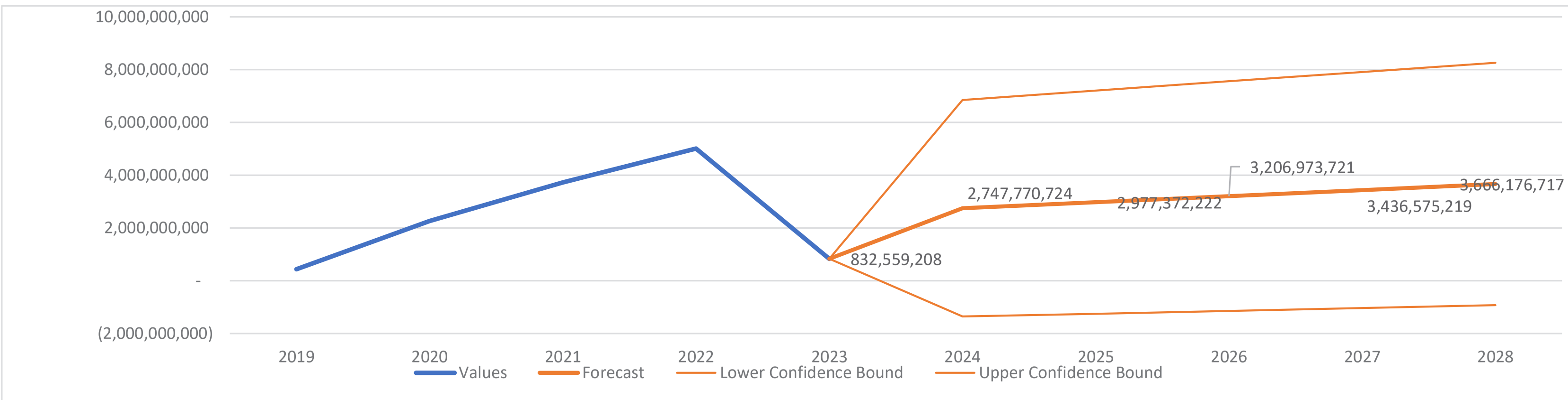
FINANCIAL ANALYSIS OF THE INVESTMENT IN UGANDA SECURITY PRINTING COMPANY SINCE THE INCEPTION OF THE PROJECT ON 12 OCTOBER 2018

Statement of comprehensive income	Total-Jan-Dec2019 2019	Jan to 31 December 2020	Jan to 31 December 2021	Jan to 31 Decembe 2022	Jan to 31 December 2023
Gross Profit	8,703,077,000	12,742,815,000	17,437,612,000	36,628,126,000	11,551,052,628
Profit/Loss for the period after tax	2,122,497,000	3,756,088,000	6,597,981,000	15,638,065,000	-
Currency Translation Adjustment	(1,268,261,000)	688,481,000	714,628,000	(5,815,840,000)	-
Profit /Loss for the Period	854,236,000	4,444,569,000	7,312,609,000	9,822,225,000	1,632,469,036
UPPC 51% STAKE IN USPC PER YEAR	**435,660,360**	**2,266,730,190**	**3,729,430,590**	**5,009,334,750**	**832,559,208**

Timeline	Values	Forecast	Lower Confidence Bound	Upper Confidence Bound
2019	435,660,360			
2020	2,266,730,190			
2021	3,729,430,590			
2022	5,009,334,750			
2023	832,559,208	832,559,208	832,559,208	832,559,208
2024		2,747,770,724	(1,353,334,750)	6,848,876,198
2025		2,977,372,222	(1,250,947,077)	7,205,691,521
2026		3,206,973,721	(1,145,814,130)	7,559,761,571
2027		3,436,575,219	(1,038,168,759)	7,911,319,197
2028		3,666,176,717	(928,214,705)	8,260,568,140

Income	Tax	Capitalisation
832,559,208	-	**832,559,208**
2,747,770,724	-	**2,747,770,724**
2,977,372,222	-	**2,977,372,222**
3,206,973,721	-	**3,206,973,721**
3,436,575,219	-	**3,436,575,219**
3,666,176,717	-	**3,666,176,717**
16,034,868,603	**-**	**16,034,868,603**

TOTAL ACCUM- JV PROFIT	**28,308,583,702**



PROJECT FEASIBILITY ANALYSIS- 5-Colour Press

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Initial Capital Outlay	(6,000,000,000)					
Cash Inflow						
REVENUE						
Gazette adverts		118,920,797	130,812,877	150,434,809	180,521,770	225,652,213
Gazette Subscriptions		12,698,139	13,967,953	16,063,146	19,275,775	25,058,508
Security / Gen Printing		1,394,677,178	2,022,281,908	3,033,422,862	4,853,476,580	7,765,562,528
Sales-stationary & others		4,546,030	4,773,332	5,011,999	5,262,598	5,525,728
Sales- Publications		28,829,959	33,154,453	38,127,621	43,846,764	50,423,779
Rental income		180,000,000	180,000,000	180,000,000	180,000,000	180,000,000
Other Income		216,000,000	216,000,000	216,000,000	216,000,000	216,000,000
Total Cashinflows		**1,955,672,104**	**2,600,990,524**	**3,639,060,437**	**5,498,383,488**	**8,468,222,756**
Cash Outflows						
Working Capital		(547,573,432)	(602,330,775)	(662,563,853)	(728,820,238)	(801,702,262)
New Repair Costs/Spares		**(480,000,000)**	**(480,000,000)**	**(580,800,000)**	**(696,960,000)**	**(766,656,000)**
Total Cash Outflow		**(1,027,573,432)**	**(1,082,330,775)**	**(1,243,363,853)**	**(1,425,780,238)**	**(1,568,358,262)**
Net Cash Inflows	(6,000,000,000)	928,098,672	1,518,659,748	2,395,696,584	4,072,603,250	6,899,864,494
Undiscounted PV	(6,000,000,000)	(5,071,901,328)	(3,553,241,579)	(1,157,544,995)	**2,915,058,255**	9,814,922,749
Discount Factor(COC-18%)	1.000	0.847	0.718	0.609	0.516	0.437
PV	(6,000,000,000)	786,524,299	1,090,677,785	1,458,094,903	2,100,603,449	3,015,994,361
NPV	**(6,000,000,000)**	**(5,213,475,701)**	**(4,122,797,916)**	**(2,664,703,014)**	**(564,099,564)**	**2,451,894,797**

PayBack Period	**4 Years**
Net Present Value	**2,451,894,797**

Projected Sales Growth Rates(%)- 2023-2027

	Y1	Y2	Y3	Y4	Y5
Gazette adverts	2%	10%	15%	20%	25%
Gazette Subscriptions	2%	10%	15%	20%	30%
Security / Gen Printing	30%	45%	50%	60%	60%
Sales-stationary & others	5%	5%	5%	5%	5%
Sales- Publications	15%	15%	15%	15%	15%

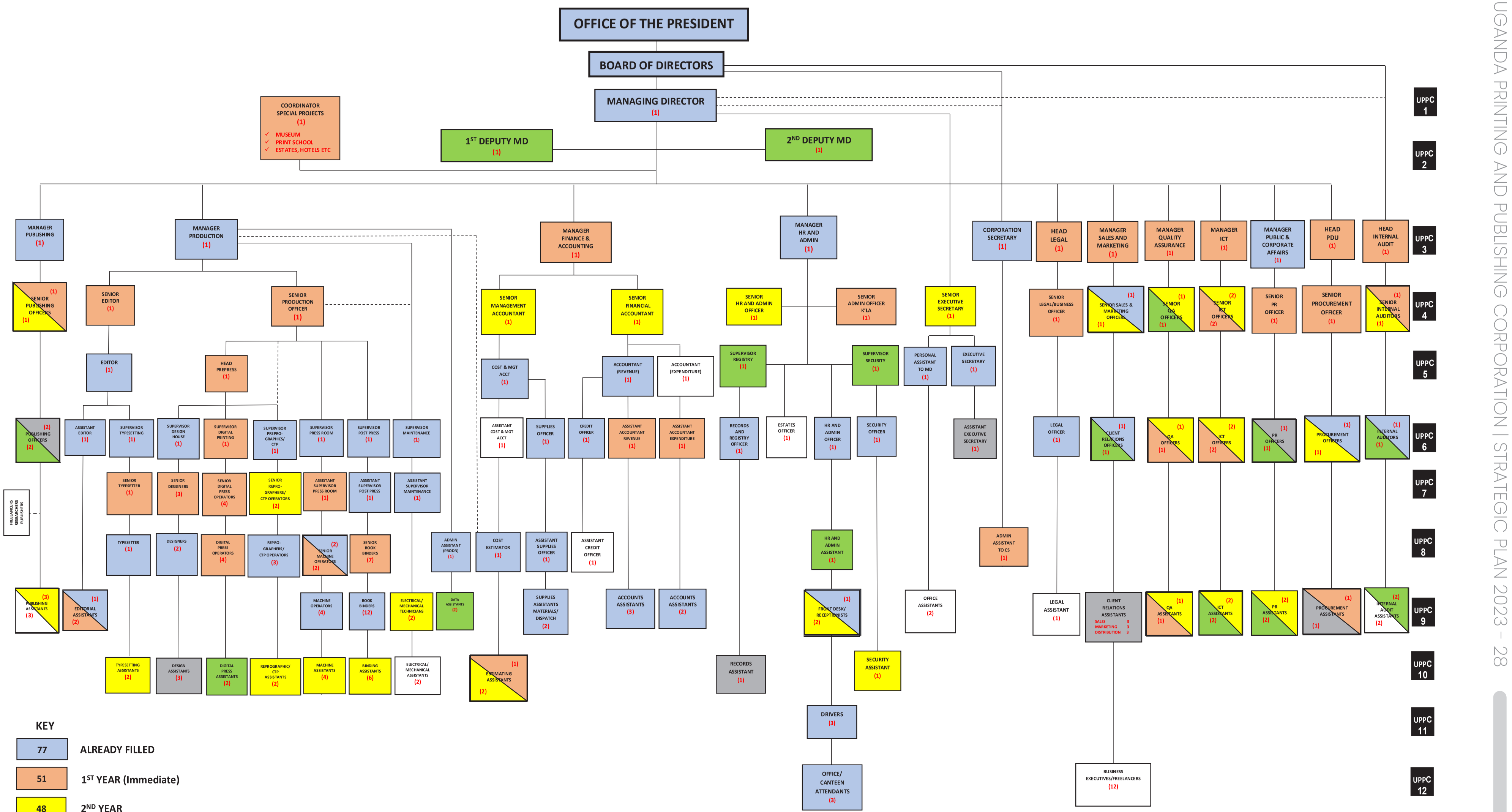
LOAN AMORTIZATION SCHEDULE

ENTER VALUES		LOAN SUMMARY	
Loan amount	6,000,000,000	Scheduled payment	152,360,565
Annual interest rate	0.18	Scheduled number of payments	60
Loan period in years	5	Actual number of payments	
Number of payments per year	12	Total early payments	-
Start date of loan	1/3/2024	Total interest	3,141,633,874
Optional extra payments		LENDER NAME	Woodgrove Bank

PMT NO	PAYMENT DATE	BEGINNING BALANCE	SCHEDULED PAYMENT	TOTAL PAYMENT	PRINCIPAL	INTEREST	ENDING BALANCE	CUMULATIVE INTEREST
1	1/3/2024	6,000,000,000	152,360,565	152,360,565	62,360,565	90,000,000	5,937,639,435	90,000,000
2	2/3/2024	5,937,639,435	152,360,565	152,360,565	63,295,973	89,064,592	5,874,343,462	179,064,592
3	3/3/2024	5,874,343,462	152,360,565	152,360,565	64,245,413	88,115,152	5,810,098,050	267,179,743
4	4/3/2024	5,810,098,050	152,360,565	152,360,565	65,209,094	87,151,471	5,744,888,956	354,331,214
5	5/3/2024	5,744,888,956	152,360,565	152,360,565	66,187,230	86,173,334	5,678,701,726	440,504,549
6	6/3/2024	5,678,701,726	152,360,565	152,360,565	67,180,039	85,180,526	5,611,521,687	525,685,074
7	7/3/2024	5,611,521,687	152,360,565	152,360,565	68,187,739	84,172,825	5,543,333,948	609,857,900
8	8/3/2024	5,543,333,948	152,360,565	152,360,565	69,210,555	83,150,009	5,474,123,392	693,007,909
9	9/3/2024	5,474,123,392	152,360,565	152,360,565	70,248,714	82,111,851	5,403,874,679	775,119,760
10	10/3/2024	5,403,874,679	152,360,565	152,360,565	71,302,444	81,058,120	5,332,572,234	856,177,880
11	11/3/2024	5,332,572,234	152,360,565	152,360,565	72,371,981	79,988,584	5,260,200,253	936,166,464
12	12/3/2024	5,260,200,253	152,360,565	152,360,565	73,457,561	78,903,004	5,186,742,693	1,015,069,467
13	1/3/2025	5,186,742,693	152,360,565	152,360,565	74,559,424	77,801,140	5,112,183,268	1,092,870,608
14	2/3/2025	5,112,183,268	152,360,565	152,360,565	75,677,816	76,682,749	5,036,505,453	1,169,553,357
15	3/3/2025	5,036,505,453	152,360,565	152,360,565	76,812,983	75,547,582	4,959,692,470	1,245,100,939
16	4/3/2025	4,959,692,470	152,360,565	152,360,565	77,965,178	74,395,387	4,881,727,293	1,319,496,326
17	5/3/2025	4,881,727,293	152,360,565	152,360,565	79,134,655	73,225,909	4,802,592,637	1,392,722,235
18	6/3/2025	4,802,592,637	152,360,565	152,360,565	80,321,675	72,038,890	4,722,270,962	1,464,761,125
19	7/3/2025	4,722,270,962	152,360,565	152,360,565	81,526,500	70,834,064	4,640,744,462	1,535,595,189
20	8/3/2025	4,640,744,462	152,360,565	152,360,565	82,749,398	69,611,167	4,557,995,065	1,605,206,356
21	9/3/2025	4,557,995,065	152,360,565	152,360,565	83,990,639	68,369,926	4,474,004,426	1,673,576,282
22	10/3/2025	4,474,004,426	152,360,565	152,360,565	85,250,498	67,110,066	4,388,753,928	1,740,686,348
23	11/3/2025	4,388,753,928	152,360,565	152,360,565	86,529,256	65,831,309	4,302,224,672	1,806,517,657
24	12/3/2025	4,302,224,672	152,360,565	152,360,565	87,827,194	64,533,370	4,214,397,478	1,871,051,027
25	1/3/2026	4,214,397,478	152,360,565	152,360,565	89,144,602	63,215,962	4,125,252,875	1,934,266,989
26	2/3/2026	4,125,252,875	152,360,565	152,360,565	90,481,771	61,878,793	4,034,771,104	1,996,145,783
27	3/3/2026	4,034,771,104	152,360,565	152,360,565	91,838,998	60,521,567	3,942,932,106	2,056,667,349
28	4/3/2026	3,942,932,106	152,360,565	152,360,565	93,216,583	59,143,982	3,849,715,523	2,115,811,331
29	5/3/2026	3,849,715,523	152,360,565	152,360,565	94,614,832	57,745,733	3,755,100,691	2,173,557,064
30	6/3/2026	3,755,100,691	152,360,565	152,360,565	96,034,054	56,326,510	3,659,066,637	2,229,883,574
31	7/3/2026	3,659,066,637	152,360,565	152,360,565	97,474,565	54,886,000	3,561,592,072	2,284,769,574
32	8/3/2026	3,561,592,072	152,360,565	152,360,565	98,936,683	53,423,881	3,462,655,389	2,338,193,455
33	9/3/2026	3,462,655,389	152,360,565	152,360,565	100,420,734	51,939,831	3,362,234,655	2,390,133,285
34	10/3/2026	3,362,234,655	152,360,565	152,360,565	101,927,045	50,433,520	3,260,307,610	2,440,566,805
35	11/3/2026	3,260,307,610	152,360,565	152,360,565	103,455,950	48,904,614	3,156,851,660	2,489,471,419
36	12/3/2026	3,156,851,660	152,360,565	152,360,565	105,007,790	47,352,775	3,051,843,870	2,536,824,194
37	1/3/2027	3,051,843,870	152,360,565	152,360,565	106,582,907	45,777,658	2,945,260,964	2,582,601,852
38	2/3/2027	2,945,260,964	152,360,565	152,360,565	108,181,650	44,178,914	2,837,079,313	2,626,780,767
39	3/3/2027	2,837,079,313	152,360,565	152,360,565	109,804,375	42,556,190	2,727,274,939	2,669,336,956
40	4/3/2027	2,727,274,939	152,360,565	152,360,565	111,451,440	40,909,124	2,615,823,498	2,710,246,081
41	5/3/2027	2,615,823,498	152,360,565	152,360,565	113,123,212	39,237,352	2,502,700,286	2,749,483,433
42	6/3/2027	2,502,700,286	152,360,565	152,360,565	114,820,060	37,540,504	2,387,880,226	2,787,023,937
43	7/3/2027	2,387,880,226	152,360,565	152,360,565	116,542,361	35,818,203	2,271,337,865	2,822,842,141
44	8/3/2027	2,271,337,865	152,360,565	152,360,565	118,290,497	34,070,068	2,153,047,368	2,856,912,209
45	9/3/2027	2,153,047,368	152,360,565	152,360,565	120,064,854	32,295,711	2,032,982,514	2,889,207,919
46	10/3/2027	2,032,982,514	152,360,565	152,360,565	121,865,827	30,494,738	1,911,116,687	2,919,702,657
47	11/3/2027	1,911,116,687	152,360,565	152,360,565	123,693,814	28,666,750	1,787,422,873	2,948,369,407
48	12/3/2027	1,787,422,873	152,360,565	152,360,565	125,549,221	26,811,343	1,661,873,651	2,975,180,750
49	1/3/2028	1,661,873,651	152,360,565	152,360,565	127,432,460	24,928,105	1,534,441,192	3,000,108,855
50	2/3/2028	1,534,441,192	152,360,565	152,360,565	129,343,947	23,016,618	1,405,097,245	3,023,125,473
51	3/3/2028	1,405,097,245	152,360,565	152,360,565	131,284,106	21,076,459	1,273,813,139	3,044,201,932
52	4/3/2028	1,273,813,139	152,360,565	152,360,565	133,253,367	19,107,197	1,140,559,771	3,063,309,129
53	5/3/2028	1,140,559,771	152,360,565	152,360,565	135,252,168	17,108,397	1,005,307,603	3,080,417,525
54	6/3/2028	1,005,307,603	152,360,565	152,360,565	137,280,951	15,079,614	868,026,653	3,095,497,139
55	7/3/2028	868,026,653	152,360,565	152,360,565	139,340,165	13,020,400	728,686,488	3,108,517,539
56	8/3/2028	728,686,488	152,360,565	152,360,565	141,430,267	10,930,297	587,256,221	3,119,447,836
57	9/3/2028	587,256,221	152,360,565	152,360,565	143,551,721	8,808,843	443,704,500	3,128,256,680
58	10/3/2028	443,704,500	152,360,565	152,360,565	145,704,997	6,655,567	297,999,503	3,134,912,247
59	11/3/2028	297,999,503	152,360,565	152,360,565	147,890,572	4,469,993	150,108,931	3,139,382,240
60	12/3/2028	150,108,931	152,360,565	150,108,931	147,857,297	2,251,634	-	3,141,633,874

UGANDA PRINTING AND PUBLISHING CORPORATION

ORGANISATION STRUCTURE 2023



KEY

77	ALREADY FILLED
51	1ST YEAR (Immediate)
48	2ND YEAR
21	3RD YEAR
18	4TH YEAR
26	5TH YEAR

N.B. For the Publishing Department;
Resources such as computers, printers, designers, typesetters and editors to be outsourced internally from the Production Department as and when need arises.
Freelancers and peer reviewers to be outsourced externally.

APPENDIX II

UPPC Digital transformation:

Information and Communications Technology (ICT) is a hinge of development. It is an accelerator, amplifier, and augmenter of change. It has a huge potential to improve national productivity by making government and business enterprises more efficient, effective and globally competitive. It is therefore a crucial driver of social and economic development. However, the ICT landscape is itself changing and UPPC must take deliberate steps to keep this pace through the development and adoption of new strategies that can be leveraged to realize the country's digital future.

The Uganda Vision 2040 identifies ICT among the key fundamentals as well as an opportunity to spur Uganda's transformation into a modern and prosperous country.

Uganda Printing and Publishing Corporation (UPPC) recognizes the importance of Information and Communications Technology (ICT) in economic development and has embarked on a plan to develop and enforce Information Technology Standards and guidelines so as to improve on the service delivery.

UPPC's plan enlists a number of interventions, which if funded and implemented, can bring about drastic and rapid change in the Corporation business. Therefore, the UPPC ICT Plan details three foundational goals surrounding this approach;

1. Improve Institutional Effectiveness
2. Improve Client Experience
3. Improve Collaboration Experience

ICT IMPLEMENTATION MATRIX

%Weight	Tier 1 Strategic Objectives	Measure/ KPI	Target	Initiatives/ Activities/ Projects
	BUSINESS PROCESSES			
30%	To re-engineer, automate and integrate core business processes across the Corporation for effective service delivery.	Number of Documented processes, Percentage of Process workflows and designs completed	50	Documentation of the Institution process
		% Number of processes automated Number of Client self-service processes automated	25	Automation of Business processes
		% of e-services integrated % of e-Services rolled out % of services accessible on the mobile platform	70%	Acquire/Develop and operationalize an integrated e-services platform
		Ratio of computers to staff Number of supporting software and hardware tools acquired	250	Acquire ICT Infrastructure for UPPC products Provide staff with relevant ICT tool
	ORGANISATION CAPACITY			
	To enhance the capacity of staff in the use and support of ICT services	%age of staff trained Number of Trainings conducted	60%	Establish the ICT training center

		Number of conferences/workshops attended	30	Staff participation in international conferences, seminars, and workshops
		Number of professional bodies ICT department subscribes to.	20	Subscription to ICT professional bodies
		No of E- learning programs acquired	30	Subscribe to ICT online training institutions/ firms
	To improve network connectivity, system security, availability and access across the Corporation	Network reliability	85%	Improve the UPPC LAN infrastructure.
	Apply data analytics and business intelligence solutions to drive better-informed decisions	Number of business intelligence tools acquired. %age of decisions supported by BI tools	80%	Acquire Business intelligence tools to support visualizations and data-based decision making across the Corporation
		Number of public sector & international organizations benchmarked Stakeholder engagement Reports	30	Benchmark with other public sector entities and international organizations.
	To acquire, develop and continuously maintain the Corporation's ICT applications and data	% of Software and databases upgraded	80%	Software and database upgrades
		Increased data storage Capacity; Improved storage availability (MTBF); Improved data backup and recovery	80%	Implement an enterprise data backup solution
		% of versions of source codes acquired	70%	Implement source code versioning
	Integrate Information security management services	Approved Information Security Framework Data Protection and Privacy Program	5	Formulate the UPPC Information security framework
		Periodic Security Audit reports Updated ICT Risk Register	20	Perform general ICT Risk Based Audits
		Web vulnerability assessment report	25	Perform a firewall security review Perform Web application vulnerability scans & assessments
		% of awareness Report	60%	Increase user awareness in information security
	CUSTOMER/ STAKEHOLDER PERSPECTIVE			
	To enhance client participation in the delivery of UPPC Services	% of services offered in compliance with service level agreements	90%	Documentation of ICT customer service charter
		% of Clients actively engaged on the UPPC platforms	98%	Enhance and implement an electronic client engagement platform
		% of completed tasks through the collaboration tools. Number of tools effectively supporting employee collaboration.	60%	Acquire office collaboration tools and technologies

	To enhance the capacity of internal and external clients in the utilization of UPPC services	Availability of specialized software resources for UPPC staff	60%	Acquire specialized software resources for UPPC staff
	To support inclusion and accessibility to services through digital technology.	%age of UPPC Services that are web accessible	90%	Constantly updated user-friendly website. Enhance all services to be web accessible
		Service tracker dashboard List of processes to be tracked		Create a "service tracker" tool for managing workflows for internal processes
		User manuals and Handbooks		Develop systems support tools to enhance usage of systems and applications
	To champion the formation of consortiums with public entities for effective service delivery	Consortium Formed	20	Consortium formed for government agencies such as (MoFPED, NITA, URA, URSB, USPC, NEMA, Kyambogo, UMA).
		A shared agency database Shared Data Platform		Improve Data Sharing with Agencies such as URSB, Law Reform, Min of Lands, FPC, etc.
	To enhance the ICT Innovation Framework	Approved Concept paper UPPC innovation Policy		Review the UPPC Innovation concept paper
		Document UPPC Innovation procedures and guidelines		Document UPPC Innovation procedures and guidelines
		Innovation manual Innovation Management System Developed		Document UPPC Innovation procedures and guidelines
	.	UPPC Innovation Space Staff Recruited in the Innovation space %age of innovations implemented	50%	Establish UPPC innovation center/ space
		Number of Success stories documented and shared	30	Partner to launch a multi-sector innovation centre to create shared value
		Number of Research Studies Conducted Number of Research findings		Conduct research in ICT


HEIDELBERG OFFSET
64 x 91,5 cm · 25¼ x 36"