Uganda Property Holdings Ltd

UPHL

Government Property Managers

UGANDA PROPERTY HOLDINGS LTD
STRATEGIC PLAN 2025/26 – 2029/30

Vision of UPHL

'The leading Property Investment, Development and Management Company of the Government of Uganda.'

Mission of UPHL

'To sustainably and professionally manage and invest in Properties Domestically and Internationally for the Private Sector Growth and Competitiveness on behalf of the Government of Uganda'

Goal

Growth in the value of properties while providing quality and affordable industrial rental space to the private sector

Theme

Developing warehousing infrastructure to facilitate private sector growth and competitiveness

May 2025

Table of Contents

LIST OF TABLES

LIST OF FIGURES

LIST OF ANNEXES

LIST OF ACRONYMS AND ABBREVIATIONS

Admin.	Administration
AIC	AIDS Information Centre
BCG	Boston Consulting Group
BM	Branch Manager
CMB	Coffee Marketing Board
COMESA	Common Market for East and Southern Africa
CS	Company Secretary
DP	Development Partners
EAC	East African Community
EOC	Equal Opportunities Commission
FY	Financial Year
GOU	Government of Uganda
HIV/AIDS	Human Immunodeficiency Viruses
IA	Internal Auditor
KPI	Key Performance Indicator
LMB	Lint Marketing Board
MD	Managing Director
MF&O	Manager Finance and Operations
MIN	Minute
MIS	Management Information System
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoLHUD	Ministry of Lands, Housing and Urban Development
MTIC	Ministry of Trade, Industry and Cooperatives
NRM	National Resistance Movement
OAG	Office of the Auditor General
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMB	Produce Marketing Board
Proc.	Procurement
PS	Private Sector
ROI	Return on Investment
SDG	Sustainable Development Goal
Sec.	Secretary
SPO	Senior Procurement Officer
SWOT	Strengths, Weaknesses, Opportunities and Threats

TUL	Transocean Uganda Limited
UGX	Uganda Shilling
ULC	Uganda Land Commission
UPHL	Uganda Property Holdings Limited

THE BOARD OF DIRECTORS

THE BOARD

Amb. Idi Osman Rizingala – Chairman

Amb. Idi Osman Rizingala has wide experience in Diplomacy. He Served as a Foreign Service Officer in The Ministry of Foreign Affairs from where he took up the duty of Ugandan Ambassador to the United Nations. He also served as a Senior Research Officer at the United Nations Economic and Social Commission for Western Asia (Iraq – Baghdad).

He has wide experience in Lecturing at University Level**.**

Mr. Byamukama Godfrey Kerere

Byamukama is currently the Acting Assistant Commissioner for Private Sector & Investment in the Ministry of FPED since April 2017. Prior to that he worked in different roles in the Ministry. He has a Bachelor's Degree in Economics and a Master of Economic Policy and Planning and he is a Certified Public Accountant. He has also undertaken courses in leadership, taxation and investment abroad**.**

Mr. Kyaterekera Stephen – Chair Fin & Admin Comm.

.

He holds MBA, PGD in Public Admin & Mgt and BA Social Sciences. He has served in the Government since 2000 in different positions and he is currently the Under Secretary in the Ministry of Foreign Affairs

Mr. Dennis Obbo

Mr. Obbo is a Senior Officer at the Ministry of Lands, Housing and Urban Development. He represents the Permanent Secretary of the Ministry on the Board of UPHL.

Dr. Nataliey Bitature – Chair Assets & Tech Comm

Dr. Nataliey holds a Doctorate of Science in Business and Innovation from Staffordshire, UK. She is a Business Development professional who has held several senior positions in different institutions and is currently the Chief of Staff at Simba Group.

Ms. Lucy Lona Nguma- Chair Audit Comm

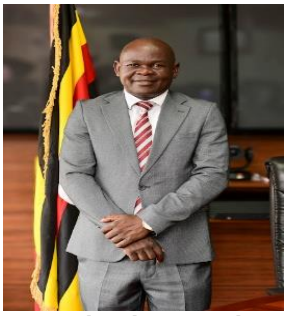
Ms. Nguma holds a Bachelors of Business Administration from UCU, Mukono. She is currently the Bursar at Arua Montessori. She has skills and exposure in financial matters.

THE MANAGEMENT TEAM

Mr. Mugume Wilbert – Managing Director

Mr. Mugume is an enrolled Advocate of the High Court of Uganda with a Bachelor of Laws of MUK and a diploma in legal practice of LDC. He also holds an MBA from MUK

He joined UPHL in 2011 as a Legal Officer and Head of Administration. He was appointed to Company Secretary in 2013 and to Managing Director in 2019. Prior to Joining UPHL, he worked with the Legal Aid Project and the Inspectorate of Government.



Mr. Madembu Wambazu Archangel – Head of Finance & Operations

He holds MBA in Finance of Kenyatta University, B.COM with Accounting Bias of Makerere University and Higher Diploma in Marketing of MUBS. He is a Certified Public Accountant and a full Member of ICPAU.

He has over 25 years' experience in Finance and Operations gained in Public and Private Sector organizations and private consultancy at middle and senior management level.

Ms Diana Nalubuula – Company Secretary/Head Admin

Ms. Nalubuula is an enrolled Advocate of the High Court of Uganda and a Chartered Governance Professional with Certification from ICSA-UK. She also possesses an MBA from ESAMI and a PGD in Tax and Revenue Administration.

She is an experienced legal and compliance professional with a demonstrated track record in general practice, procurement, tax law and a background in real estate and housing industry.

Mr. Steven Kikaya – Head, Internal Audit

Mr. Kikaya holds B. Com Degree with Accounting bias and Master of Economic Policy and Planning. He is a member of ACCA and CPA –Uganda.

He has 20 years' experience in Internal, External and Forensic audits. He has participated in various consultancy assignments in Government and Commercial organizations including value for money audits.

Mr. Frederick Lukone – Sen. Procurement Officer

Mr. Lukone holds a Bachelor of Procurement & Logistics from Kyambogo University and MBA from Makerere University. He is a member of the Chartered Institute of Purchasing and Supply (MCIPS-UK) and Institute of Public Procurement Professionals of Uganda (IPPU). He has over 15 years' experience in procurement management in public institutions. He is skilled in the strategic and timely management of procurement processes to effectively achieve value for money.

FOREWORD

Uganda Property Holdings Ltd (UPHL) is a Government fully owned Company under the oversight of the Minister of Finance, Planning and Economic Development with the mandate of securing and maintaining of Government Commercial Properties and acting as an investment vehicle that ensures appreciation of Government real estate assets. The Company was established in 1998 and over the years, has substantially grown its asset portfolio with strategic properties in Mombasa, Kenya, London in the United Kingdom and in Uganda.

The National Development Plan IV identifies the need to promote Uganda's export through market access, presence and competitiveness of Uganda's goods and services. Given the importance of the Port of Mombasa in the Uganda's international trade, the Government has to Strategically position its self in Mombasa to facilitate its exports. Uganda Property Holdings Ltd owns and manages several industrial warehouses that Uganda can leverage on to boost its exports. Similarly, in Uganda, the Company owns and manages industrial warehouses that are used for storage and industrial purposes. However, there is still shortage of industrial warehouses in Uganda.

In this Strategic Plan, the Company aims at growing the quantity and quality of its properties through putting up new storage facilities and improving the existing ones.

I would like to extend my gratitude to the Board, staff of UPHL and all the stakeholders who collectively developed this Strategic Plan. The Plan will go a long way in helping the Government realizing some of the objectives of the NDP IV.

The Ministry of Finance, Planning and Economic Development remains committed to supporting UPHL in the implementation of the Plan.

For God and my Country

MATIA KASAIJA (MP)
Minister of Finance, Planning and Economic Development

MESSAGE OF THE CHAIRMAN OF THE BOARD

On behalf of the Board of Uganda Property Holdings Ltd (UPHL), I present to you the Company Strategic Plan for the period 2025/26 – 2029/30. Over the last four years, the Company has made tremendous strides towards growth. We have been able to successfully undertake a number of projects including the construction of twelve warehouse in Tororo, renewed leases of five properties in Mombasa and refurbished several properties of the Company.

The Management team was revamped. The positions of Heads of Departments of Finance and Operations and the Company Secretary/Head of Administration were filled by the Board. The Minister of Finance, Planning and Economic Development renewed the term of the Board for three years with effect from August 2023. Let me take this opportunity to thank The Hon. Minister for the trust and confidence he has in the team. The Board was able to provide the necessary leadership during the planning period.

However, due to different challenges, a number of projects that were earmarked for implementation were not under taken. The Management and the Board took time and evaluated the performance of the Strategic Plan identifying the achievements, the failures and learnt lessons which have been carried forward into the next planning horizon. In coming up the strategy for this strategic plan, the Board carefully analyzed the operating environment including the capacity of the Company, the previous performance, the opportunities and threats so that the opportunities can be seized and the threats can be managed for the Company to realize the desired goal.

The Strategic Plan is well thought out as it takes into account the role that UPHL can play in the achievement of the objectives of the National Development Plan IV, Vision 2040 and the NRM Manifesto. In particular, it lays emphasis on supporting the Private Sector growth and competitiveness and industrialization. The Vision, Mission, Goal, Objectives and specific priority intervention are articulated so that the plan can be understood and implemented with ease.

With this Strategic Plan, we believe that UPHL will be able to navigate through the dynamic operating environment and at the same time deliver value to its stakeholders but more so provide service and support to the Private Sector.

I would like to take this opportunity to appreciate all the people who played a role in the process of developing this Strategic Plan. I also thank the Minister of Finance, Planning and Economic Development and the Minister of State for Finance, Planning and Economic Development for Investment and Privatization for the support they render to UPHL and for entrusting the Board with

the role steering UPHL to another level. We look forward to working together to ensure that the Plan is implemented.

Amb. Idi Osman Rizingala
Chairman, Board of Directors

ACKNOWLEDGEMENT

On behalf of Management of UPHL, I am pleased to introduce to you the Strategic Plan for the Company for the period 2025/26 to 2029/30. The outgoing Strategic Plan has been in place from July 2020. Over the time, the business environment has changed. New opportunities have emerged and some of the projects we envisaged to undertake are no longer feasible. As such, Management and the Board crafted another Strategic Plan for the next five years to take advantage of the emerging opportunities and minimize the exposure of the Company. The Plan provides strategic direction of the Company for the next five years. This Plan picks up from the achievements made, lessons learnt from the failures and take stock of what happened in the last five years.

In the last five years, the Company made great success in the areas of property maintenance and growth that saw the construction of twelve new warehouses in Tororo in addition to renovation of the existing ones. The company was able to renew the leases for five of its Properties in Mombasa Kenya that were about to expire for a further 45 years. The Board also re-organized the Company Management by filling two positions of Head of Departments.

In the next five years, focus will be placed on the growth and expansion of the asset base especially construction of storage facilities and offices in Bugolobi in line with the NDP IV programme of promoting the Private Sector growth and competiveness and industrialization. To be able to achieve the above, the Strategic Plan has come up with specific Goals, Objectives and interventions. The intention is to make UPHL a robust organization that will reduce the warehousing deficit in the country.

Let me take this opportunity to thank the Board for defining the strategic direction of the Company for the next five years. I also thank the staff and all other persons that have played a role in development of this Plan. I also thank the Minister of Finance, Planning and Economic Development and the Minister of State for Finance, Planning and Economic Development for Investment and Privatization for their resilient support to UPHL. On behalf of Management and staff, we pledge to ensure the effective implementation of the Plan.

MUGUME WILBERT
MANAGING DIRECTOR

EXECUTIVE SUMMARY

The Strategic Plan for UPHL for the period 2025/26 to 2029/30 shall focus on seeing the Company play a role in the promotion of Private Sector growth and competiveness and industrialization through the provision of the much needed industrial properties (warehouses) for storage and establishment of small scale industries to private investors at affordable prices.

The Vision

The leading Property Investment, Development and Management Company of the Government of Uganda.'.

The Mission

To sustainably and professionally manage and invest in Properties Domestically and Internationally for the Private Sector Growth and Competitiveness on behalf of the Government of Uganda.

The Theme

Developing Warehousing Infrastructure to Facilitate Private Sector Growth and Competitiveness

UPHL has been in existence for the last 25 years. It was established with the main purpose of preserving Government Commercial Properties that are of Strategic importance domestically and internationally. Over the years, the Company has grown both in operations and value and owns properties in Uganda, Kenya and United Kingdom. The implementation of the last Strategic Plan saw the Company undergo a number of reforms including administrative and governance but also grew its asset base. This Strategic Plan will see the Company grow its property base further with a bias towards industrial properties mainly warehouses/storage facilities as a way of promoting Private Sector growth and competitiveness.

The goal is the growth in the value of properties while providing quality and affordable industrial rental space to the private sectors.

The key outputs include construction of storage facilities / office block in Bugolobi, Kampala, develop and approve plans/designs for construction of warehouses at Plot 9695/12 Changamwe, Mombasa and renovation of the existing warehouses in Uganda and Kenya. The required rate of return on capital (minimum) invested will be 5% per annum. To be able to deliver the above, the company will strengthen its institutional and Governance capacity.

The Company's Strategic Objectives are to:

i) Growth in the quantity of industrial rental space for the private sector

ii) Provide high quality and affordable industrial rental space to investors.

iii) Increase return on investments

iv) Strengthen Institutional and Governance Capacity of UPHL.

v) Integrate gender, environmental, health and safety issues in all the Company's activities.

CHAPTER ONE: INTRODUCTION

1.1 Overview

This document presents the five years Strategic Plan for Uganda Property Holdings Ltd (UPHL) for the Financial Years 2025/26 to 2029/30. The overall purpose of the plan is to provide the Company with strategic direction and the road map for the implementation, monitoring and evaluating the operations of the Company. It provided the goal and the objectives to be achieved in next five years and the interventions to be under taken to achieve the objectives. The Plan is anchored on the National Development Plan (NDP) IV for the Financial Years 2025/26 – 2029/30. The goal and the objectives in the UPHL Strategic Plan are derived from the NDP IV programmes and the proposed interventions. It also provides the framework for the financing of the Company operations over the five years.

The plan has been developed on the theme "Developing warehousing infrastructure to facilitate private sector growth and competitiveness" The Plan seeks to grow the quantity and the quality of Government warehouses in Uganda and at the Port of Mombasa.

1.2 Background

In the course of the Privatization, the fate of properties formerly belonging to Coffee Marketing Board (CMB), Transocean Uganda Limited (TUL), Produce Marketing Board (PMB) and Lint Marketing Board (LMB) was debated and Government resolved that such properties were strategically important to Uganda and should therefore not be divested. Arising from the above, Cabinet at its 29th sitting held on 27th May 1998, (MIN 312 (CT 1998) resolved that a new company be established to take over ownership of all real estate properties abroad belonging to the Government of Uganda. This decision was premised on the fact that the properties in reference had significant commercial value and therefore had to be managed under commercial principles for purposes of sustainability.

In light of the above, a new Company in the name of Uganda Property Holdings Limited (UPHL) was incorporated on the 3rd November 1998 by the Solicitor General under the Companies Act, Cap 110 (now Companies Act, Cap 106).

The company is wholly owned by the Government of Uganda under the oversight of the Minister of Finance, Planning and Economic Development. The shareholders of UPHL are the Hon. Minister of Finance, Planning and Economic Development (50%) and the Hon. Minister of State for Finance – Privatization (50%).

UPHL has the following mandate:

The Mandate

a) **Securing Uganda's Foreign Assets:** To act as a vehicle for securing Uganda's foreign-based real estate assets through sustainable, effective and efficient management of such properties wherever they may be.

b) **Provide Real Estate Development for GOU**: Provide an alternative means of offering real estate development services to GOU through purchase, lease, exchange, construction or otherwise so as to allow smooth operations of Government services.

c) **Investment Vehicle**: To operate as a holding and investment company to ensure appreciation of GOU real estate assets and receiving the income there from on behalf of GOU.

d) **Maintenance of GOU Properties**: To offer maintenance services for GOU properties by undertaking the full range of requisite activities including: alter, renovate, repair, furnish, enlarge, pull down and remove or replace collect rents and income and to supply to tenants and occupiers such amenities, facilities, and advantages as may be deemed expedient.

e) **Raise revenue for GOU**: UPHL shall generate profits which shall be paid to GOU in form of dividend.

The Policy under which UPHL was incorporated excluded properties abroad that were already in the custody of the Ministry of Foreign Affairs. Those properties are to-date under the oversight of the Ministry of Foreign Affairs.

Principal Activity of UPHL:

The principal activity of the Company is to own, invest and manage the real estate Properties of the Government of Uganda. Currently, UPHL owns 23 properties in Mombasa Kenya, 4 residential properties in London United Kingdom and 12 properties in Uganda. They are described below.

Properties owned by UPHL

As of today, UPHL owns the following properties:

i. Four residential properties in Mombasa Kenya.

ii. Two office blocks in Mombasa Kenya.

iii. Three commercial properties in Mombasa, Kenya
iv. One Car Port in Mombasa Kenya.
v. Twelve warehouses in Mombasa Kenya
vi. Four residential Houses in London – UK
vii. Four properties in Nalukolongo Kampala, Uganda
viii. Two properties in Tororo Uganda
ix. Four properties in Bugolobi Kampala Uganda
x. Silos complex in Jinja – Masese Uganda
xi. Parcel of Land (three acres) in Namulonge

Properties Managed by UPHL

i) Farmers' House in Kampala Uganda

1.3 Governance and Organizational Structure

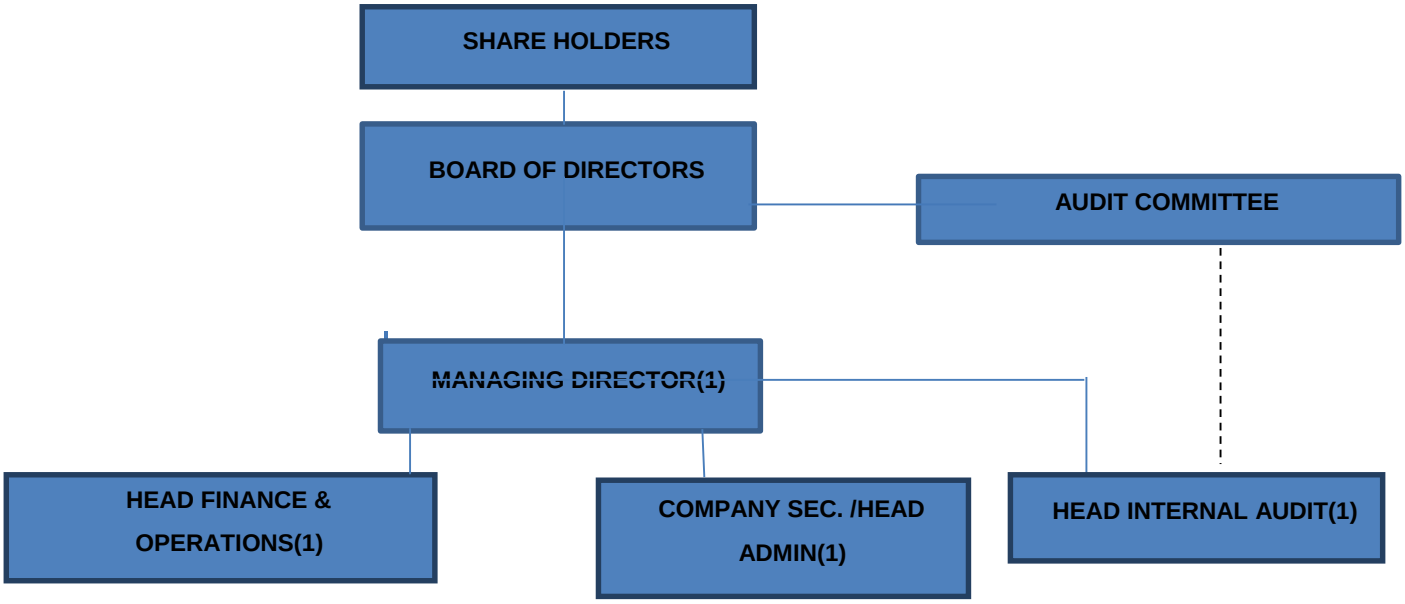
The Company is under the direct supervision of the Minister of Finance, Planning and Economic Development. The Minister appoints the Board which directs the Company at policy level and is charged with top decision making on matters relating to the Company. The Minister also appoints the Managing Director with the guidance of the Board. The Managing Director supervises the day to day operations of the Company and reports to the Board.

The Board is responsible for Policy and decision making. It is responsible for setting the strategic direction of the Company. The Board has three committees namely: The Finance and Administration, the Assets Committee and the Audit Committee. The Committees processes work and advises the Board accordingly.

The Company has the following departments that are charged with the day to day operations of the Company:

i. Office of the Managing Director: This is responsible for the overall implementation of the Strategic Plan and he is accountable for all the operations of the Company. The office is also responsible for strategy and planning.
ii. Finance and Operations: The Department is responsible for management of financial resources of the Company. It is also responsible for the operations of the Company.
iii. Legal and Administration: The department provides secretarial services to the Board and is also responsible for the general/ personnel administration of the Company.
iv. Audit: It provides independent assurance to the Board and is also responsible for risk management and internal controls.

Figure 1: THE GOVERNANCE STRUCTURE



The Company is audited by the Auditor General who reports to Parliament any matters arising from the Audit. The Parliament reviews the reports of the Auditor General together with the Company's reports and makes recommendations from time to time.

1.4 Policy and Legal Mandate of UPHL

UPHL was formed by Cabinet at its 29th sitting held on 27th May 1998, (MIN 312 (CT 1998) that approved the establishment of a company to take over ownership of all Real Estate Properties belonging to the Government of Uganda that were of strategic importance to Uganda. The company in the name of Uganda Property Holdings Limited (UPHL) was incorporated on the 3rd November 1998 by the Solicitor General under the Companies Act, Cap 110 (as it was then).

The Company is wholly owned by the Government of Uganda under the oversight of the Minister of Finance, Planning and Economic Development. The Shareholders of UPHL are the Hon. Minister of Finance, Planning and Economic Development and the Hon. Minister of State for Finance – Privatization and Investment.

The legal framework in which the Company operates is both at national and international level:

1.4.1 National Level

At the National Level, UPHL derives its Mandate from;

i) The 1995 Constitution of the Republic of Uganda as specifically mentioned in the Objective No XXVIII of the National Objectives and Directives Principles of the State Policy.
ii) The Company Act, Cap 106
iii) Public Finance Management Act Cap 171
iv) The National Planning Act 2002
v) Public Procurement and Disposal of Public Assets Act and Regulations
vi) Land Act Cap 236
vii) Vision 2040
viii) NDP IV Other legislations issued from time to time
ix) The NRM manifesto

1.4.2 Regional Level:

i) The East African Community vision 2050
ii) The Treaty establishing COMESA;
iii) The African Union Agenda 2063

1.4.3 International Level

i) The United National Development Agenda 2030
ii) United Nations Sustainable Development Goals
iii) United Nations International Trade Laws

1.4.4 The Linkage between the Strategic Plan and the National, Regional and International Development Agenda

1.4.4.1The Linkage between the Strategic Plan and Vision 2040, NDP IV and NRM Manifesto

The main goal of Uganda Vision 2040 is to transform the Ugandan society from peasant to a modern and prosperous society. Uganda developed a National Development Plan through which the Vision can be realized. The plan is broken into six development plans of five years each and the National Development Plan IV (NDP IV) runs from 2025/26 – 2029/30.

The NDP IV is designed to be implemented through Ministries, Departments and Agencies (MDAs) of Government. UPHL is one of the agencies that is charged with the responsibility of implementing the plan. It is from this that UPHL's Strategic Plan is aligned to the NDP IV in terms of time horizon, goals, objectives, programs and interventions in line with sector development planning guidelines (2019).

The key legal and regulatory frameworks underlying the Strategic Planning include the Constitution of the Republic of Uganda, The National Planning Act 2002, The Public Finance Management Act 2015, and the Company Act Cap 106.

1.4.4.2 Integration of Regional and Global Agenda

UPHL Strategic Plan 2025/26 – 2029/30 integrates the regional and Global Development Agenda including the United Nations Development Agenda 2030 and the Sustainable Development Goals through its objective of providing warehousing infrastructure for private Sector Growth. It also promotes the African Union Agenda 2063 and the East African Community Vision 2050 through and the International Trade Agenda through its objective of promoting international through providing warehousing infrastructure at the Port of Mombasa.

1.5 The Purpose of the Strategic Plan

The Strategic Plan aims at effectively and efficiently allocating of resources which will lead to attainment of the company's objectives and hence resulting in the attainment of the overall National Objectives as well as improved service delivery.

In addition, this Plan will review previous performance of the Company, register the achievements and unlock the binding constraints or challenges and turn them into strategies for the company to execute its mandate effectively and efficiently.

Furthermore, this Plan will offer a basis for UPHL to formulate its annual budgets and work plans as well as monitor and evaluate its performance and contribution to the UPHL Strategic Plan FY 2025/26 – 2029/30 and NDP IV that maps the direction for the realization of Vision 2040.

This Plan feeds into the NDP IV whose theme focuses on industrialization and employment. The Plan will be a key tool in promoting and attracting investors in priority sectors of the economy especially agriculture and industry.

1.6 The process of developing the Strategic Plan

The strategic planning process is in line with the Public Finance Management act, Sector Development Planning Guidelines (2019) and the NDP IV implementation framework. The Strategic Plan was developed through a rigorous and participative process in line with the current Strategic Plan, National Development Plan IV, NRM Manifesto Commitments, SDGs, Presidential Directives and Vision 2040.

The process further involved stakeholders especially the staff and the Board. The staff at all levels were involved in the reviewing of the outgoing Strategic Plan, policies and reports. They scanned the environment and developed draft Strategic Plan including the goals, objectives and the action plan. The Board and the Senior Management then were involved in a rigorous brain storming to refine the strategy taking into account the lessons learned from the past and the opportunities and constraints the future presents.

As one of the ways of ways of monitoring the implementation of the Strategic Plan, it is provided in section 6.3 of the Strategic Plan that the Company would constitute a technical committee comprising of Heads of Departments and headed by the Managing Director to carry out midterm review of the plan.

1.7 The structure of the Plan

The Plan is divided into seven chapters. Chapter one provides the introduction of the Plan, the second covers the analysis of the Company's situation at the National, Regional and International levels, the third describes the entity's five-year strategic direction, the fourth explains the financing strategy of the Plan while the fifth explains the implementation strategy, the sixth explains the monitoring and evaluation framework and the seventh deals with the management of the risk associated with the plan.

CHAPTER TWO: SITUATION ANALYSIS

Preamble

The situation analysis discusses the current environment both internal and external in which UPHL operates. The purpose of this discussion is to gain the understanding of the factors that will either enable or impede the company from achieving its goals. A good understanding of the environment guides in arriving at realistic goals and objectives and eventually guides in selecting strategies that will attempt to turn weaknesses into strengths and threats into opportunities but also capitalize on the strengths and make use of the existing opportunities.

2.1 Performance of the Previous Plan

The Board of UPHL's approved a Strategic Plan for the period 2020/21 to 2024/25. The vision was to "the leading Government of Uganda Investment, Property Development and Management Company. The mission was to sustainably and professionally manage and invest in the Government of Uganda properties domestically and internationally for the private sector growth and competitiveness on behalf of the Government of Uganda.

The Goal was to increase the stock and quality of industrial properties by providing affordable warehousing facilities while earning 5% return on investment by 2025.

The objectives were:

i. To grow the value of properties by 10% by 2025
ii. Improve return on investment to 5% per annum by 2025
iii. Provide quality and affordable industrial rental space to investors in Uganda and at the Port of Mombasa
iv. Strengthen Institutional and Governance capacity of UPHL
v. Integrate Gender, Environmental, Health and Safety issues in all Company activities.

Several interventions were suggested to deliver the objectives. The Strategic Plan has been running for the last five years. The following analysis gives an over view of the milestones made in the implementation and the failures.

2.1.1 Overall Performance

The overall performance of the Strategic Plan for the year 2025/26 – 2029/30 using the scorecard was 61%. There were 31 outputs that were targeted for the planning period. Out of which 19 were achieved and 12 were not achived. The objective of growing the value of property by 10% had 6 outputs of which 3 were achived which gave a score of 50%. The objective of improving return on investments to 5% had 3 outputs and none of them which achieved. The objective of providing

quality and affordable warehouse space to investors had 3 outputs of which one was achieved. The objective of strengthening the Institutional and Governance capacity of the Company had 7 out puts and all them were achieved. The objective of mainstreaming Gender, Environment, health and safety all UPHL activities had 12 outputs out of which 5 were achieved.

2.1.2 Performance by objectives

This reviews the performance of the previous Strategic Plan by strategic objective and interventions

Table 1: Actual performance for the objective of growing value of Industrial Properties

INTERVENTIONS	TIME	INDICATOR	STATUS	REMARKS
Acquisition of 15 acres of Land in Industrial parks	By June 2025	Ownership Documents	Applied for 20 acres from UIA by no response was received.	Not achieved
Completion of 34,000 sq ft of warehouse in Tororo phase 1	2020/21	34,000 sq ft of W/Hses	Completed in 2020/21 and the warehouses are operational	Achieved at 100%
Construction of 68,000 sq ft of warehouses in Tororo phase 2 & 3 worth Ugx 8 bn.	2021/22 – 2022/23	68,000 sq ft of W/Hses	Construction worth Ugx 9.7 bn commenced in 2021/22 and is completed in 2023/24 and is operational	Achieved at 100%
Construct stores/office block at Bugolobi	June 2025	Completed buildings	Designs were done and approved by Nema and KCC. Construction did not start due to limited funds.	Achieved at 10%
Face lift at least 13 properties	By June 2025	13 properties facelifted and in good condition	More than 15 properties have been facelifted in Mombasa and are in good condition	Achieved at 115%
Design and approve plans for warehouse in Changamwe Mombasa	June 2025	Approved building plan	Not done due to limited funds	Not achieved

Three of the six interventions were achieved at 100%. One of the six interventions was achived at 10%. Two of the six interventions were at 0%. This gives an average mark of 51.7%.

Table 2: Actual performance for the objective of improving return on investment

INTERVENTIONS	TIME	INDICATOR	STATUS	REMARKS
Review rental agreements to reflect market rental values	2020/21 – 2024/25	67 agreements reviewed	Approximately 30 agreements have been reviewed over the 5 years.	45% achieved
Transform redundant assets to create income	2020/21 – 2024/25	15 new revenue streams created	12 warehouses were built and rented in Tororo. 2 new revenue streams were created in Mombasa	93% achieved
Budget controls	2020/21 – 2024/25	Maximum of 3% budget variance	• Revenue and recurrent exp. Variance below 3% • High variance in other sources of funds • High variance in capital projects implementation	50% achieved.

Three of the three interventions were partially achieved at 63%.
However, revenue grew at an average of 2% per year against a target of 10%. While expenditure grew by average of 1% per year against a target of 5%

Table 3: Actual performance for the objective of providing high quality and affordable Industrial rental space to the private sectors

Interventions	TIME	INDICATOR	Status	Remarks
Regular renovation and maintenance of properties	2020/21 – 2024/25	At least 49 properties in good tenable and attractive condition	36 properties are in good tenable and attractive condition	74% achieved
Develop an efficient customer communication channel	2020/24 - 25	Efficient communication policy in place	No formal system yet	20%
Customer care training for staff	2020/21 – 2024/45	10 Trainings conducted	I training held	10% done

The three interventions were partially done at an average of 35%.

However, UPHL warehouses are of good quality and offered at affordable rates especially in Mombasa.

Table 4: Actual performance for strengthen Institutional and Governance capacity of UPHL

Intervention	TIME	INDICTOR	Status	Remarks
Develop an optimal organizational structure, Annual man power assessment and filling of gaps	2020/21 – 2021/22	Optimal approved structure in place	Optimal structure was approved	100% achieved
Continuous staff training	2021/22 – 2024/25	26 trainings	Approx. 20 trainings done	77%
Rigorous performance management system with reward and growth system	2020/21 – 2024/25	Actioned performance evaluation reports for all staff	Performance evaluation system is in place. Reward and growth system yet to be incorporated	60%
Develop/review policies	2024/25	6 policies developed/reviewed	6 policies developed/reviewed	100% done
Filling of all Statutory returns	Cont	All returns accurately filed	All necessary returns were filed	100%
Continuous Audit of system	2020/21 – 2024/25	Quarterly audit reports	Quarterly audit report are done	100%
Holding of statutory Board meetings	2021/22 – 2024/25	At least 4 meeting per year	At least four meeting were held per year	100% done

Five of the seven interventions were achieved at 100%. Two were partially achieved. Average mark is 91%.

Table 5: Actual performance for Integrate Gender, Environment, Health and Safety issues

Interventions	TIME	INDICATOR	Status	Remarks
GENDER & EQUITY				
Gender balance in staffing levels	2020/21 – 2024/25	40% female staff	37% female staff	93% achieved
Provide lifts/ramps in the UPHL proposed office building	2024/25	Lifts/ramps in the building	The lifts/ramps were provided for in the approved designs	10% done
Staff training in gender analysis, Planning and budgeting	2020/21 – 2024/25	At least 5 training	One training was carried out	20%
Provide breast feeding facility in the proposed UPHL building	2024/25	Breast feeding facility in place	The facility was provided for in the approved plan	10%
Separate washrooms for female and disabled2	2024/25	Separated washrooms in place	The washrooms were provided for in the approved plan	10%
Sanitary towels disposal bins in the proposed UPHL office building	2024/25	Disposal bins in place	Building not yet constructed	0%
ENVIRONMENT				
Greening of 5 UPHL compounds and Surroundings	Cont	No. of green compounds	2 new green compounds were created	40% done
All projects should have EIA reports approved by NEMA	2020/21 – 2024/25	EIA reports per project	All projects have EIA reports	100%
HEALTH AND SAFETY				
Provide safety gears to field staff	Cont	Safety gears in place	Not all the necessary gears are in place	50%
Provide Medical Insurance to staff	Cont	Annual insurance cover	Staff have medical insurance cover	100%
Provide health fitness centre for staff	cont	Fitness centre in place	Not done	0%
Put in place COVID 19 Policy	2020/21	Covid 19 policy in place	Policy is in place	100%

Table 6: Performance Score Card

Strategic objective	No. of O/P	No. of O/P achived	%ge of O/P achieved	No. of O/P not achived	%ge of O/P not achived
Overall Strategic Performance	31	19	61%	12	39%
Growing stock and quality of Properties by 10% by 2025	6	3	50%	3	50%
Improving Return on Investment to 5%	3	3	100%	0	0
Provide quality and affordable industrial space to customers	3	1	34%	2	66%
Strengthen Institutional and Governance Capacity of UPHL	7	7	100%	0	0
Integrate Gender, Environment and Health and safety main streaming in UPHL	12	5	42%	7	58%

2.1.3 Performances of UPHL on Cross Cutting Issues

UPHL engages in activities that may be gender, environmental, health and safety sensitive. The Company takes deliberate measures to ensure that such gender and environmentally sensitive matters are given due care.

Gender issues

The Company is gender sensitive when recruiting staff. It balances between the female and male staff.

i) The Company has twenty employees of which seven are female.
ii) It has six Board members of which two are female.
iii) It regularly sensitizes employees against gender discrimination and sexual harassment.
iv) The Company plans to build ramps on all its buildings to ensure that they can be accessed by people with disabilities.
v) UPHL endeavors to provide facilities such as wash rooms that are suitable for both genders.

Environmental Issues

UPHL is in the business of properties that includes construction of new properties. In the course of its business, many environmental issues emerge. These include; environmental degradation when establishing new construction sites, noise and dust pollution during construction, garbage pollution arising from disposal of garbage from the buildings and pollution arising from the activities in the warehouses.

The Company is conscious of the above issues and it undertakes the following measures to minimize them:

i) UPHL ensures that it undertakes environmental impact assessment on project by project case before undertaking any development/ projects that are found to have high negative environmental impact are likely to be abandoned.
ii) During construction, UPHL will choose the equipment that will minimize noise and dust pollution.
iii) The Company collects garbage from its premises and ensures that it is disposed in environmentally accepted methods.

Health and Safety Issues

The Company is conscious about the safety and the health of its staff and other stakeholders

i) UPHL ensures that all the people at its sites are safe
ii) All the staff members have medical insurance and workman compensation
iii) All COVID 19 operating procedures are followed

2.1.4 Performance Gaps

The Company posted good performance in a number of areas. However, there were performance gaps in some areas. Below is a summary of the gaps.

Table 1: Performance gaps

Objective	Output not achieved	Implication
Grow the value of properties	• Acquire 15 Acres of Land in the Government Industrial Parks • Construction of stores/office block in Bugolobi • Design and approve plan for warehouses in Changamwe	• Projected asset growth not achieved • Projected revenue growth not realised
Improve return on investments by 5%	• But Variances in revenue were not controlled within 3% • 30 agreements were reviewed against a target of 67	• The projected revenue was not realised.
Providing quality and affordable rental space to investors	• An efficient customers' communication system was not put in place • 1 customer service training was undertaken against a target of 10	• There was no mechanism for assessing customer satisfaction • There is a skills gap among staff in customer service
Strong Institutional and Governance capacity	• System for rewards and growth was not integrated in performance management system • 20 staff were trained against a target of 26	• Performance management system is lacking

2.2 Analysis of UPHL Capacity

UPHL is a medium sized organization that operates domestically and internationally. It operates in Uganda with facilities in Nalukolongo, Bugolobi, Jinja, Tororo among others. Within the region, its operations are mainly in Mombasa-Kenya especially in the arears of Tudor, Shimanzi, Changamwe, Nyali and Mbaraki respectively. Internationally, UPHL has operations in London UK. Over the next five years, emphasis will be put on supporting efforts towards private investment in the country.

2.2.1 UPHL's Budget Performance

2.2.1.2 Review of Budget performance for the last five years

UPHL prepares annual budgets for each financial year that are considered by the Board and appropriated by Parliament in line with its Finance and Accounting Procedures Manual and the Public Finance Management Act 2015. The budgets are tailored towards the implementation of the Strategic Plan. The implementation of the Strategic Plan is broken down into financial years. It is therefore important that the portion to be implemented in a particular year be supported with financial resources. The resources are sourced and allocated in form of the annual budget.

The budget performance has a direct link with the implementation of the Strategic Plan. The Strategic Plan is implemented through annual budgets. If the budget performance is poor, it is likely that the Strategic Plan is poorly implemented and vice-versa. It is therefore important to have an over view of how the Company has been doing in budget performance. Below is a summary of the Company budget performance for the last five financial years 2019/20 to 2023/24

2.2.1.3 Review of Project Implementation Performance

FINANCIAL YEAR 2019/20
Table 2: Review of project implementation 2019/20

FINANCIAL YEAR 2022/23
Table 3: Review of project implementation 2022/23

FINANCIAL YEAR 2023/24
Table 4: Review of project implementation 2023/24

2.2.1.4 Progress on UPHL projects

In the last Strategic Plan, UPHL main objective was to grow the asset base and improve return on investment. The focus was placed on acquisition of industrial land for establishment of industrial warehouses, construction of new warehouses for food storage and renovation of the existing warehouses. In particular, UPHL planned to undertake the following projects:

i. Construction of twelve warehouses inTororo
ii. Acquisition of land in industrial parks
iii. Construction of warehouses in Bugolobi
iv. Construction of warehouses in Nalukolongo
v. Construction of warehouses in Busukuma

Table 5: Progress of UPHL Projects

Project	Est. Time	Status	%ge complete	Remarks
Construction of 12 warehouses in Tororo	June 2024	The project was completed in March 2024	100%	The objective was achieved
Acquisition of Land in Industrial parks	June 2025	Have applied for land.	10%	Follow up for response from UIA
Construction of warehouses in Bugolobi	June 2025	Was re-scheduled to 205/26		The project has been included in the Strategic Plan 2025/26 – 2029/30
Renovation and face lifting of 13 existing building	June 2025	The project was completed in 2025		The objective was achieved

2.2.2. UPHL Financial performance

UPHL operates on commercial principles and funds all its activities without any financial support from Government. Further, as a commercial entity; it endeavors to enhance shareholder value and therefore pays dividends to Government when profits are not fully committed to future investment activities.

Being a Government Company, UPHL in performing its mandate, follows set down Government Laws and Regulations like Public Procurement and Disposal of Public Assets Act 2003 and Public Finance Management Act 2015 etc.

The Company is audited by the Auditor General's Office on an annual basis in line with the Audit Act 2008. UPHL as a limited liability Company maintains its books of accounts and prepares its financial reports in accordance with the Company Act and International Financial Reporting Standards

.

The main source of revenue for UPHL is rental collections. It should be noted that UPHL took over properties of the defunct Coffee Marketing Board (CMB), Lint Marketing Board (LMB) and Trans-Ocean Uganda Ltd (TUL) in dilapidated state. It has so far reinvested massively to bring the properties to their current state.

Below is a graph that shows the Financial Performance for the last five Financial Years:

2.2.3. Human Resource Analysis

UPHL has a competent Board and a Professional Management team. The Board is drawn from a diversity of skills, experiences and a wide representation of its major stakeholders. It has representatives from the Ministry of Finance, Planning and Economic Development, Ministry of Lands, Housing and Urban Development, Ministry of Foreign Affairs and distinguished members of the public respectively.

The Company's Human Resources are the key drivers in attainment of the Company's, Vision, Mission and Mandate. The Board from time to time, and on such terms and conditions as it thinks fit, appoints such officers and employees necessary for the operations of the company.

The Company has 100% of the approved positions filled as shown below;

Table 6: UPHL Approved Structure

	Approved Position	**Status**
1	Managing Director	Filled
2	Head Internal Audit	Filled
3	Company Secretary / Admin	Filled
4	Head Finance and Operations	Filled
5	Senior Procurement Officer	Filled
6	Estates Officer Uganda	Filled
7	Branch In Charge Mombasa	Filled
8	Agent London	Filled

9	Accounts Officer Mombasa	Filled
10	Human Resource Officer	Filled
11	Accounts Officer Uganda	Filled
12	I.T Officer	Filled
13	Administrative Assistants	Filled
14	Support Staff	Filled

The positions are adequately filled and the strategy should be to enhance their effectiveness and efficiency to enable the delivery on the Company's mandate.

The detailed Staff Organogram is attached as Annex 1

2.2.4 Infrastructure, Processes and Facilities

Over the years, UPHL has developed capacity for the implementation of its Strategic Plan. In terms of office space, UPHL has offices in Farmers' House Parliamentary Avenue. However, the office space available is inadequate. The Company may not be able to recruit new staff because of the limited space. In the Strategic Plan 2025/26 – 2029/30. The Company plans to construct a modern office block in Bugolobi part of which will accommodate the Company offices. The new office block on top of providing adequate office space will provide for gender sensitive facilities such as separate wash rooms for different genders and the disabled, breast feeding areas, physical fitness facilities, fire systems enhanced security. It will also enable the Company to put in place enhanced ICT infrastructure to manage the operations.

The Company has provided all staff with a computer and the computers are connected to the internet. The Company uses Pastel Partner computerized accounting system and a Management Information System. However, these systems are not integrated. The Company plans put in place an integrated system that will computerize most of the Company processes in the next planning period.

2.2.5 Monitoring and evaluation

Monitoring, evaluation and control is an important process of strategic planning. The main objective is to ensure that the plan implementation goes on as planned at any one time. It is therefore a continuous process that goes on for the entire period of the Strategic Plan.

UPHL regularly collection and analysis of data to provide timely reports on how the strategic plan is performing. If implementation is off course, it signals that the Company needs to act so as to bring the implementation back on course.

Monitoring and Evaluation (M&E) of the strategic plan has two components, namely; narrative component and results framework component. Continuous monitoring of the Plan implementation will be carried out to ensure that the plan is implemented in line with the set goals and objectives. The Strategic Plan defines the objectives, interventions, outcomes/ outputs, indicators and targets against which performance will be measured. Monitoring of the Plan provides useful feedback on the basis of which informed and evidence-based management decisions are made.

The monitoring and evaluation arrangements include progress reporting, annual performance reviews, mid-term reviews, and end of term evaluation.

The Company intends to adopt the PIAP mechanism for the monitoring and evaluation of this Strategic Plan.

2.3 Achievements, challenges and lessons learnt

This Strategic Plan will build on the foundation made from the previous plans. The Company was established in 1998 and has been running periodic five year plans. It is important to bring out the achievements so far made and the challenges met and learnt from them.

2.3.1 Summary of Key Achievements

i. Construction of 12 warehouses in Tororo

The Company completed the construction of 12 warehouses in Tororo. The project was funded by internally generated funds (rent from existing properties). The construction stretched over a period of four years and was completed in March 2024. The warehouses were rented out to World Food Programme with effect from 1st June, 2024 for 3 USD per sq. meter per month. The choice of Tororo was informed by the availability of land (UPHL owned the land) and the ready market for the warehousing space.

We would like to thank the Minister of State for Finance, Planning and Economic Development – Investment and Privatization, Ms Evelyn Anite and the PAC – COSASE Committee of Parliament who inspected the project and provided valuable guidance that contributed to its success.

New W/Houses at Plot 38 B Nagongera Rd. Tororo	**COSASE Inspecting new w/houses at Plot 38 B Nagongera Rd. Tororo**

Minister of State For Finance, Planning and Economic Development – Investment and Privitisation Ms Evelyn Anite Inspecting the project.

ii) Renewing of Leases for Warehouses in Mombasa

The leases for five of the UPHL properties (warehouses) in Mombasa, Kenya namely LR 9695/6, 12, 14,25 and 26, Changamwe, Mombasa were at the verge of expiring. Due to the strategic nature of the properties in facilitating Ugandan exports, the Company ensured that the leases are renewed. UPHL applied for renewal of the land leases and got offers letters in the year 2022/23 extending the lease for 45 years from 1st September 2022. I am glad to inform you that UPHL fulfilled the conditions of the offers and completed payment of the required premium in during the year 2023/24.

The pictures of the properties whose leases were renewed.

Plot LR 9695/12 – Office Block

Plot LR 9695/12 Yard

Plot LR 9695/25

Plot LR 9695/25

Plot LR 9695/6

Plot LR 9695/14

iii) Renovation of the Existing Warehouses

The Company has been able to renovate and maintain all its existing properties in good state of repairs. As you may be aware, most of properties are over 50 years old and therefore

require deliberate efforts to keep them in good state. We are glad to say that all our properties are maintained in good state and are inspected annually by the different stake holders including Shareholders, Committees of Parliament and the Auditor General.

The current state of UPHL properties are attached as Annex 2

iv. Asset Base:

UPHL owns 23 Properties in Mombasa, Kenya, 4 Residential Houses in London and 12 properties in Uganda. UPHL manages Farmers' House at Plot6/8 Parliament Avenue Kampala, Uganda which houses some government departments (Ministry of Trade, Industry and Cooperatives, Education Service Commission, and Public Service Commission.

Other recent Projects undertaken by UPHL include;

(a) Construction of 4 warehouses in Tororo that was completed in 2020/21.
(b) Construction of 8 warehousing in Tororo that was completed in March 2024

2.3.2 Challenges faced by UPHL

Although the Company registered significant achievements over time, it has done so amidst several challenges. These include:

i. **Limited access to and high cost of Finance**: UPHL could have had several projects that would have been beneficial to the Company and the country at large.

These include construction of warehouses in different parts of the country for quality and affordable storage space and for establishment of small scale industries by the private sector in different parts of the country. However, these could not take off due to limited access to finances. Where the Company could access the finances, they were very expensive.

ii. **Aging Buildings in Mombasa**: Most of the buildings that were inherited from the CMB, LMB, and TOL are over 40 years old. This implies that they require large resources for maintenance. As such, a large percentage of the company revenue is channeled to maintenance of the properties.

iii. **COVID 19 Out Break**: The outbreak of COVID 19 in early 2020 led to the lock down of the Uganda, Kenya and United Kingdom economies. This slowed down the implementation of the plans of the Company. In addition, many of our clients have to date failed to pay their rent which has led to increase in uncollected revenue. Some of the clients closed their businesses and are unable to pay their arrears. This has led to reduced cash flow for the implementation of projects.

iv. **Private Interests in UPHL Properties**: UPHL owns several prime properties on behalf of Government and has done well in ensuring that all the properties are safe (not grabbed). However, the Company faces a lot of pressure from different members of society who want to grab the properties. The Company spends a lot of resources trying to protect the properties from the grabbers.

2.3.3 Lessons Learnt

From the implementation of the previous Strategic Plans, the Board and Management have learnt the following lessons:

i. There must be availability of access to funding for investment projects. The Company has many investment opportunities; However, they will not materialize if we cannot raise funds to invest in them.

ii. There should be a professional Board and Management team that will innovate ideas and see their implementation.

iii. Strong and highly motivated human resource.

iv. UPHL needs support from the Government as a whole but in particular the parent Ministry of Finance, Planning and Economic Development.

v. Investment in modern real estate properties that are to the tastes of the customers today and tomorrow.

vi. High level of compliance with the regulatory and statutory requirements.

vii. There is need to be customer focused.

viii. High level of Integrity.

2.4 Analysis of UPHL Environment

Table 7: Strength and weaknesses

STRENGTH	
STRENGTH	**MEASURES TO CAPITALISE ON THEM**
Large Asset Base	Can be used to access borrowed funds
Competent Board	Develop sound policies/strategies for UPHL and bring about good governance
Competent Management team	Sound corporate management
Skilled and stable work force	Increased productivity of labour
Efficient and effective internal Controls	Sound corporate management
Stable Client base	Reliable sources of funds therefore better planning
Global Presences	Diversify investments in different economies to minimise risk
WEAKNESSES	
WEAKNESS	**MEASURES TO ELIMINATE/MANAGE THE WEAKNESS**
Inadequate funding for projects	Seek for partners to fund projects
High costs of operations	Frugal budget process management
High level of bureaucracy	Flat communication channels/open door policy
Poor Visibility	Carry out promotion campaign

Low awareness of UPHL mandate	Carry out promotion campaign
Infrastructure gaps such as limited office premises	Construction of office block and acquire more equipment
Low capacity in appreciating ICT advances	Automation of the Company processes

Table 8: Opportunities and Threats

OPPORTUNITIES		
PESTEL CATEGORY	**OPPORTUNITY**	**MEASURES TO EXPLOIT THEM**
POLITICAL	Strong support from Government	Lobby for favourable policies and funding
	Stable regional peace and security	Increase investments with minimal risk
	Trade liberalisation and Regional Integration	Carry out trade in Kenya with ease
ECONOMIC	Available Investment Opportunities	Increase investment portfolio
	Good Relationship with the Bankers	Borrow funds for investment
	Growing Uganda's economy	Take advantage of the investment
SOCIAL	Good will from the private sector	Increase the customer base
TECHNOLOGICAL	Increasing ICT advances	Computerise most of the Company operations
ENVIRONMENT	Increasing campaign for environment	Develop and maintain green zones around the properties
LEGAL	The Landlord-tenancy act of 2022	Can recover rent and evict tenants with ease
THREATS		
PESTEL CATEGORY	**THREAT**	**MEASURES TO MITIGATE THE THREAT**
POLITICAL	The changing USA Government Foreign Policy of reducing funding	Diversify the customer base
	Changing foreign Governments' policies on ownership of properties	Lobby for favourable policies
ECONOMIC	Increasing property and ground rates by councils	Engage the different Councils
	Increasing rental income tax in Uganda and Kenya	Engage in good tax planning practices
	Fluctuating foreign exchange rates	Minimise currency exchanges
	Non-tariff barriers and protectionism	Engage the relevant bodies
SOCIAL	Standard Gauge Railway in Mombasa that may lead to loss of market for warehouses	Diversify investment portfolio

	Land Encroachments	Fence off Company land
	Negative attitudes towards Government owned companies	Carry out promotional campaigns
	More sophisticated and demanding customers	Modernise the properties and services
TECHNOLOGICAL	Rapidly changing technologies (technologies become obsolete)	Use technologies that are flexible including upgrades
ENVIRONMENT	Natural Disasters	Insurance
LEGAL	Unfavourable landlord – tenancy legislations in Kenya	Engage legal counsel for guidance

2.5 Partnerships and Collaborations

The Company is wholly owned by the Government of Uganda under the over-sight of the Hon. Minister of Finance, Planning and Economic Development. The shareholders of UPHL are the Hon. Minister of Finance, Planning and Economic Development and the Hon. Minister of State for Finance – Privatization and Investment.

2.5.1 The key collaborators are;

- Ministry of Finance, Planning and Economic Development
- Ministry of Lands, Housing and Urban Development
- Ministry of Justice and Constitutional Affairs,
- Ministry of Foreign Affairs
- Office of the Prime Minister
- Uganda Railways Corporation
- Private Sector especially traders
- Foreign governments especially in Kenya and United Kingdom
- Accountability Sector
- Office of the Auditor General
- Public Procurement and Disposal of Public Assets Authority
- Parliament of Uganda
- Tenants
- Suppliers
- The Public
- Employees
- Media
- Ugandan citizens
- Citizens of Kenya and UK

2.5.2 Stakeholder Mapping

The Matrix shows the mix between the level of interest and power among the different stakeholders of UPHL

Table 9: Stakeholder Mapping

INTEREST	POWER: Low	POWER: High
high	A:The "High Interest but Low Power Stakeholders" -Private Sector especially Traders - Tenants - Suppliers - The Public - Employees - Media	B:The "High Interest and High Powe Stakeholders" -Ministry of Finance, Planning And Economic Development. -Ministry of Lands, Housing and Urban Development. -Ministry of Justice and Constitutional Affairs. -Ministry of Foreign Affairs. -Office of the Prime Minister. -Parliament of Uganda. -Office of the Auditor General.
Low	D: The "Low Interest and Low Power Stakeholders" -Citizens of Uganda -Citizens of Kenya and UK.	C: The "Low Interest but High Powe Stakeholders" - Foreign Governments Especially in Kenya and the United Kingdom. - Accountability Sector.

The Ministry of Finance, Planning and Economic Development owns the 100% shares of UPHL. It therefore expects return on investment. In addition, UPHL is expected to assist the Ministry in the implementation of the National Development Plan. UPHL shall therefore ensure that the return on investment is high and at the same time provide services to the public.

The Ministry of Lands, Housing and Urban Development regulates the use of land and the developments on it. UPHL shall therefore liaise with the Ministry to ensure that all its land acquisitions and developments are within the Ministry framework.

UPHL owns properties abroad. It will therefore liaise with the Ministry of Foreign Affairs on the matters relating to such properties. The Office of the Auditor General will ensure that UPHL is governed in the best ways possible and that the operations are within the law.

2.6 Emerging Issues

Following the above analysis, UPHL has Identified key issues that need to be addressed in the next Strategic Plan for the Next Five Years and these include:

i. Innovations and Creativity: UPHL is in the dynamic real estate industry. The construction trends and technology is rapidly changing. The testes and preferences of the clients are also rapidly changing. The Company needs to be innovative so that it can cope up with the rapidly changing trends.

ii. Focus to warehousing: Analysis indicate that there is shortage of warehousing space in Uganda and provision of warehousing will have a direct impact on production and trade. The Company should therefore focus it investments in industrial warehouses.

iii. Cost Effectiveness: As a Company that operates on commercial principles, it should be noted that cost of operations is key to the success of a business. UPHL will embrace the value of minimizing the cost of operations so as to improve return on investment to the shareholders.

iv. Customer Relation Management: The Company needs to invest in customer relations management. This will lead to high customer retention and lower default rates.

v. Compliance: UPHL needs to strictly adhere to both internal and external compliance requirements in line with national and international legal and regulatory requirements.

vi. Cross cutting Issues: UPHL should engage in activities that conserve the environment and mainstream gender and equity Issues in all the Company's activities for improved service delivery and increased customer base.

vii. Image Building: UPHL needs to Create an Image so that it Appears in the Eyes of its Stakeholders including the Government and the Public as a Relevant, Viable and a Value Adding institution

.

CHAPTER THREE: THE STRATEGIC DIRECTION

Preamble

This Chapter presents the Company's Vision, Mission, Values Overall Goal, Strategic Objectives, Priority Interventions and Strategies, Specific Priority Projects and Programs, Strategic Linkage of the Plan to NDP IV, Anticipated Program Outcomes, a Review of Cross Cutting Issues and Logical Framework.

3.1 Organization Tenets

3.1.1 Vision

The Leading Property Development and Management Company of the Government of Uganda.

3.1.2 Mission

To Sustainably and Professionally Manage and Invest in Properties Domestically and Internationally for the Private Sector Growth and Competitiveness on behalf of the Government of Uganda.

3.1.3 Theme

Developing Warehousing Infrastructure to Facilitate Private Sector Growth and Competitiveness

3.2 Core Values

While our intention is to grow the asset base of the company and enhancing customer value, we are aware that UPHL's actions may have Implications beyond the customer and shareholders. In an effort to be thoughtful, careful and visionary about decision within UPHL, we feel it is important to set forth the Core Values of the Company.

i. ***Integrity:*** Integrity underpins the approach of the Board Members, Management and Staff in executing their duties and responsibilities. All UPHL personnel are expected to act with high integrity.

ii. ***Team work:*** We recognize the fact that no single individual will take UPHL to its desired destination. It requires the collective efforts of the Board and all staff members. team work is therefore essential ranging from Sharing of a Common Vision, Mission, Goals and Objectives to the mutual support among individual staff members.

iii. **Exemplary leadership:** All Members of the Board and Management are expected to be patriotic and extend good leadership in the Company operations. This will build good image of the Company and restore the confidence of the stakeholders.

iv. **Customer Focus**: Its UPHL's conviction that the customer is the primary reason for UPHL's existence. UPHL's approach to property management and development shall seek to respond to and satisfy identified needs of the different market segments that are served by UPHL.

v. **Adaptability**: UPHL intends to be a flexible and dynamic organization, able and willing to adapt to the changing environment and stakeholder's interest.

vi. **Accountability and Transparency:** This underpins the approach of the Board and Staff. They are expected to be transparent and accountable for their actions.

3.3 Goal

Growth in the value of properties while providing quality and affordable industrial rental space to the private sector.

3.4 Strategic Objectives and Intermediate outcomes-

STRATEGIC OBJECTIVE 1:

Growth in the quantity of industrial rental space

Expected Outcome

Growth in the size of industrial rental space.

STRATEGIC OBJECTIVE 2:

Provide quality and affordable industrial rental space to investors

Expected outcome

Availability of quality and affordable industrial rental space

STRATEGIC OBJECTIVE 3:

Increase in return on investments

Expected outcome

Increased in the rate of return on investment.

STRATEGIC OBJECTIVE 4:

Strengthen Institutional and Governance Capacity of UPHL.

Expected outcomes

An efficient and effective organization capable of delivering its mandate in a satisfactory manner.

STRATEGIC OBJECTIVE 5:

Integrate Gender, Environment, Health and Safety issues in all UPHL activities.

Expected outcomes

Gender, environmental, health and safety sensitive organization.

Table 10: Goal, Objectives and Intermediate Outcomes

GOALS & OBJECTIVES	Outcomes	INDICATORS	BASELINE 2023/24	TARGETS 2029/30
GOAL: Growth in the value of properties while providing quality and affordable industrial rental space to investors.	Increased value of properties and return on investments	The Value of properties and rate of return on investments	80%	20% growth in value of properties
		Rate of Return on Investments	3%	5%
OBJECTIVE 1: Growth in the quantity of industrial rental space	Growth in the size of industrial rental space	Area of the warehousing space	NA	10%
OBJECTIVE 2: Provide quality and affordable industrial rental space to investors	Availability of quality and affordable industrial rental space	Proportion of warehouses in good tenable conditions	70%	95%
OBJECTIVE 3: Increase Return on investments	Increased Rate of Return on investments	Rate of Returns on Investments	3%	5%
OBJECTIVE 4: Strengthen the institutional and governance capacity of UPHL	An efficient and effective organisation	Percentage of strategic organisational targets achieved.	60%	100%
OBJECTIVE5: Integrate gender, environment, health and safety in all activities of UPHL	Gender, environmental, health and safety sensitive organisation	Percentage of activities that pass gender, environmental, health and safety test	50%	100%

Table 11: Linking NDP IV Programme, Objectives and Interventions to UPHL Plan

	PRIVATE SECTOR DEVT PROGRAMME OF NDP IV	**UPHL STRATEGIC PLAN**	**OUTCOMES**
GOAL	Increased Survival of Private Sector Enterprises	Growth in the value of properties while providing quality and affordable industrial rental space to investors.	Increased value of properties and return on investments
OBJECTIVES	Increase Market access, presence and competitiveness of Ugandan goods and services	1.Growth in the quantity of industrial rental space	Growth in the size of industrial rental space
		2. Provide quality and affordable industrial rental space to investors	Availability of quality and affordable industrial rental space
		3. Increase Return on investments	Increased Rate of Return on investments
		4. Strengthen the institutional and governance capacity of UPHL	An efficient and effective organisation
		5. Integrate gender, environment, health and safety in all activities of UPHL	Gender, environmental, health and safety sensitive organisation
INTERVENTIONS	Establish logistical centres and services such as storage and distribution to support value addition	Construction and renovation of industrial rental space (warehouses) for investors in Uganda and at the Port of Mombasa	Availability of quality and affordable industrial rental space to investors

3.5 Interventions, outputs and Actions

This section gives details of the strategic objectives and interventions that will be undertaken during the five year planning period to attain the overall goal. The objectives and interventions are linked to the Private Sector Development Programme of NDP IV under second objective of "increasing market access, presence and competitiveness of Ugandan goods and services" and in particular the intervention of establishing logistical centers and services such as storage and distribution to support value addition.

Strategic Objective 1: Growth in the quantity of industrial rental space

Interventions

Construction of new storage facilities

Outputs

i) Construction of storage facilities and office block in Bugolobi

ii) Design and approve designs for construction of warehouses at Plot 9695/12 Changamwe, Mombasa.

Strategic Objective 2: Provide quality and affordable industrial rental space to investors.

Priority Intervention

i. Renovate, facelift and maintain the existing industrial buildings
ii. Carry out market research
iii. Customer service improvement schemes

Outputs

i) Re-roofing of existing warehouses in Tororo
ii) Construction perimeter wall around Nalukolongo warehouses
iii) Face lifting of 10 of the existing warehouses
iv) Paving of compound and drive ways in Tororo
v) Regular renovations and maintenance of the existing warehouses
vi) Develop an efficient customer communication channel.
vii) Carry out regular rental market surveys.

Strategic Objective 3: Increase in Return on Investments

Priority Interventions

i) Grow Company Revenue
ii) Prudent Financial Management

Outputs.

i) Review rental agreements to ensure that rent payable is at market rate.

ii) Transform under developed assets to create new revenue streams.

iii) Frugal Budget management.

Strategic Objective 4: Strengthen Institutional and Governance Capacity of UPHL

Priority Intervention

i) Human Resources Capacity Development
ii) Strengthening Systems and Internal Controls

Outputs

i) Establish an optimal organizational structure
ii) Continuous training of staff and Board.
iii) Put in place a rigorous performance management system with reward mechanism
iv) Develop/review policies that are necessary to guide different aspects of company operations.
v) Continuous audit of company systems.
vi) Compliance to statutory obligations
vii) Holding statutory Board meetings
viii) Holding Annual General Meetings

Strategic Objective 5: Integrate Gender, Equity, Environmental, Health and Safety issues in all UPHL activities

Priority Intervention

i) Integrate gender and equity issues in all UPHL activities
ii) Integrate environmental issues in all UPHL activities
iii) Integrate health and safety issues in all UPHL activities

Outputs

i. Affirmative action to create gender balance among staff and Board
ii. Put in place separate wash rooms for different genders and people with disabilities in each of UPHL project
iii. Put in place a breast feeding area in the proposed UPHL office block
iv. Provide sanitary towels disposal bins in UPHL offices
v. Provide ramps/lifts in the proposed UPHL office block
vi. Carry out environmental impact assessment for each of UPHL project
vii. Greening of UPHL compounds and surroundings
viii. Provide health fitness facilities for staff
ix. Provide medical and workman compensation insurance to staff

Table 12: Summary of objectives, interventions, outputs and Actions

UPHL Objective	UPHL Intervention	Outputs	Actions
Growth in the quantity of industrial rental space	Construction of new storage facilities/office	Construction of storage facilities/office block in Bugolobi	Design, Approve, Procure, Supervise
		Design and approve plans for construction of warehouses in Changamwe, Mombasa	Design, submit for approve and follow up
Provide quality and affordable industrial rental space to investors	Renovate and facelift and maintain the existing industrial buildings (warehouses)	Re-roofing of warehouses in Tororo	Design, Procure and Supervise
		Face lighting of 10 existing warehouses	Design, Procure and Supervise
		Construction of perimeter wall around Nalukolongo warehouses	Design, Procure and Supervise
		Paving of drive ways of the new warehouses in Tororo	Design, Procure and Supervise
		Regular renovation and maintenance of existing industrial properties	Plan, identify necessary works, procure and supervise
	Carry out market research	Carry out regular rental market surveys	Procure consultants and supervise
	Customer service improvement schemes	Establishment of effective and efficient customer communication channels	Design, benchmark, Test, approve and implement
Increase in Return on Investments	Grow Company Revenue	Review rental agreements regularly	Identify, Give notice, negotiate and review
		Transform under developed assets to create new revenue streams	Identify, modify and rent out
	Prudent Financial Management	Frugal Budget management	Budget controls
Strengthen institution and Governance capacity of UPHL	Human Resources Capacity Development	Optimization of human resources	Review structure, identify gaps and close them
		Performance management system with growth mechanism	Identify system, implement and monitor
		Continuous training of staff	Identify, train and evaluate
		Continuous Board Training	Identify, train and evaluate
	Strengthening systems and internal controls	Put in place effective policies	Draft policies and ensure compliance.
		Compliance with statutory obligations	Filling of Returns and submission of periodic reports to stakeholders
		Continuous audit of Company systems	Internal Audits, External Audits, Audit Committee of the Board meeting
		Holding of Board statutory Board meeting	Plan and hold meeting
		Holding of Annual General Meetings	Plan and hold meetings
		Compliance to PPDA	Follow PPDA act and regular reports PPDA

UPHL Objective	UPHL Intervention	Outputs	Actions

UPHL Objective	UPHL Intervention	Output	Actions
Integrate Gender, equity, Environment, health and safety issues in UPHL activities	Integrate gender and equity in UPHL activities	Balance Board and staff in terms of Gender	Affirmative action in recruitment
		Separate wash rooms for different genders and people with disability in each of the new Company project	Design and build
		Put in place breast feeding area in the proposed UPHL offices	Design and build
		Provide sanitary towels' disposal bins in the proposed UPHL office building	Procure and put in place
		Provide ramps/lifts in the proposed UPHL office building	Design and build
	Integrate Environmental issues in UPHL activities	Carry out environmental impact assessment for all projects	Carry out study for every project
		Greening of UPHL compounds	Design, plant and maintain
	Integrate Health and Safety issues in UPHL activities	Provide safety gears to field staff	Identify and procure
		Provide health fitness facilities to UPHL staff	Identify and procure
		Provide medical and workman compensation insurance to staff	Identify and procure

3.6 Linkage between UPHL strategy and NDP IV

The strategic direction of UPHL is centered on the Private Sector Development Programme of NDP IV. The Goal of the Programme is “increase Survival and transition of the private enterprises”. The UPHL objectives and interventions are linked to the Private Sector Development Programme of NDP IV under the objectives of “lowering the cost of doing business and increasing market access, presence and competitiveness of Ugandan goods and services” and in particular the intervention of establishing logistical centers and services such as storage and distribution to support value addition.

In line with the above, the company will contribute to reducing the cost of doing business, increasing market access, presence and competitiveness of Ugandan goods and promoting of exports by pursuing the following objectives:

i) Grow the quantity of its industrial properties
ii) Provide high quality and affordable industrial rental space to investors
iii) Promote International Trade through provision of high quality and affordable storage facilities at the Port of Mombasa.

Specific project intervention includes:

i) Construction of storage facilities in Bugolobi.
ii) Construction of warehouses in Changamwe, Mombasa
iii) Renovation of existing warehouses in Uganda and Mombasa, Kenya

The Logical Framework
Table 13: Linkage between UPHL strategy and NDP IV

NDP IV Prog.	Prog Goal	Prog Objective	Prog outcomes	Prog Intervention	UPHL Objective	UPHL Intervention	Outcomes
Private Sector Development	Increased Survival of Private Sector Enterprises	Increase market access, presence and competitiveness of Ugandan goods/services	Increase the average life of businesses and increase value of exports.	Establish logistical centres and services such as storage and distribution to support value addition	Growth in the quantity of industrial Rental Space for investors	Construction of storage facilities	Increase in industrial rental space
					Provide quality and affordable industrial rental space to investors	Renovate, facelift and maintain the existing industrial buildings	Availability of quality and affordable industrial rental space
						Carry out market research	
						Customer Service improvement schemes	
					Increase Returns on Investments	Grow Company Revenue	Increased Rate of Returns on Investments
						Prudent financial management	
					Strengthen institutional and Governance Capacity of UPHL	Human Resources Capacity Development	Efficient and effective organization
						Strengthening systems and internal controls	
					Integrate gender, equity, environment, health and safety issues in all UPHL activities	Integrate gender and equity issues	Organization which is sensitive to cross cutting issues
						Integrate environmental issues	
						Integrate health and safety issues	

CHAPTER FOUR: FINANCING STRATEGY

Preamble

This Chapter summarizes the key considerations for financing the plan, capture key cost drivers for the Plan, Resource mobilization strategy, Strategic Plan budget for five years

The financial projections are that the income will grow by 10% while the re-current expenditure will be grow at 5% per annum. Other outflows required are for payment of taxes to Government. After considering the re-current expenditure and other outflows, the rest of the income will be applied to capital investment.

4.1 Key Considerations in Financing the Plan

- Prevailing foreign exchange rate
- Income Projections are based on a 10% increase per year
- Re-current expenditure projections to grow by 5% per annum
- Stable macro-economic environment

4.2 Key Cost drivers of the Plan

- Volatile exchange rate
- Dynamics in regional and international geopolitical environment
- Inflation rate in Uganda and Kenya

4.7 Resource Mobilization Strategy

This section addresses the sources of financial resources that are required to fund the Strategic Plan and how UPHL will be able to maintain or improve its current financial position for the next five years. The main source of funds is the internally generated rental revenue and therefore the company intends to acquire, develop and maintain new properties and also renovate existing properties to increase rental income, enforcing compliance to rent payment deadlines and improve customer care to retain and attract new clients. Specifically, the Company intends to do the following:

i. Renovate existing properties to attract new customers,
ii. Transform redundant properties so that they can be rented out to generate revenue.
iii. Review tenancy agreements with the intention of increasing rent payable by clients.
iv. Develop vacant plots of land in Bugolobi to increase the asset base and rental income
v. Improve on customer care to attract more, and/ or retain the existing customers.
vi. Enforce compliance of the clients in payment of rent so that the Company can realize the projected rental income.
vii. Source for viable partners with whom the Company can contribute funds for the implementation of projects
viii. Lobby Government for funding for the project of construction of stores in Bugolobi.

4.8 Summary of annualized funds requirements per intervention

Each of the strategic objectives has priority interventions that are expected to deliver the expected outcomes. This section costs each of the intervention and outputs of the objectives.

Table 14: Cost for implementation of interventions and outputs

Objective 1	**Grow the quantity of industrial rental space**										
Intervention	**Output**	**Actions**	**FINANCIAL YEAR**						**Budget Comp**		**Source**	
			25/26	26/27	27/28	28/29	29/30	**Tot**	**Rec**	**Cap**	**Int**	**Ext**
			UGX IN BILLIONS									
Construction of new storage facilities	Construct storage facilities and office block at Bugolobi	Design, Source funds, procure and supervise		4	4	15	5	28	0	28	18	10
	Design and approve plans for warehouses at Changamwe Mombasa	Design, Submit and follow up					0.2	0.2	0.2	0	0.2	0
Total				4	4	15	5.2	28.2	0.2	28	0.2	10
Obj 2	**Provide quality and affordable industrial rental space to investors**											
Intervention	**Output**	**Actions**	**FINANCIAL YEAR**						**Budget Comp**		**Source**	
			25/26	26/27	27/28	28/29	29/30	**Tot**	**Rec**	**Cap**	**Int**	**Ext**
			UGX IN BILLIONS									
Renovate, facelift and maintain the existing industrial buildings	Re-roofing of existing warehouses in Tororo	Design, Source funds, procure and supervise	0.9					0.9	0	0.9	0.9	0
	Construction of perimeter wall around Nalukolongo warehouses	Design, Source funds, procure and supervise	0.9					0.9	0	0.9	0.9	0
	Face lifting of 10 of the existing properties	Design, Source funds, procure and supervise	0.7	0.7	0.3			1.7	0	1.7	1.7	0
	Paving of compounds and	Design, Source funds, procure and supervise					0.8	0.8	0	0.8	0.8	00

	drive ways in Tororo											
	Regular maintenance of properties	Monitoring, procurement supervision	1	1	1	1	1	5	5	0	5	0
Customer Service improvement schemes	Develop efficient comm. system	Design, tests, Implement & maintenance				0.1		0.1	0.1	0	0.1	0
Market Research	Regular Rental Market Surveys					0.1	0.1	0.2	0.2	0	0.2	0
			3.5	1.7	1.3	1.2	1.9	9.6	9.6	0	9.6	0
Obj. 3	**Increase Return on Investments**											
Grow Company Revenue	Review of Rental Agreements	Review of rental agreement	0.02	0.02	0.02	0.03	0.03	0.12	0.12	0	0.12	0
	Transformation of under developed assets to create income	Re- design of properties	0.02	0.02	0.03	0.03	0.03	0.13	0.13	0	0.13	0
Prudent Fin. mgt	Frugal Budget control	Budget Controls	0.05	0.05	0.05	0.05	0.05	0.25	0.25	0	0.25	0
			0.1	0.1	0.1	0.1	0.1	0.5	0.5	0	0.5	0
Objective 4	**Strengthening institutional and governance capacity of UPHL**											
Intervention	**Output**	**Actions**	**FINANCIAL YEAR**						**Budget Component**		**Source**	
			25/26	26/27	27/28	28/29	29/30	**Tot**	**Rec**	**Cap**	**Int**	**Ext**
			UGX IN BILLIONS									
Human Resources Capacity development	Establish an optimal organizational structure	Studies, designs, gaps identification n and filling gaps	0.1			0.1		**0.2**	**0.2**	0	**0.2**	0
	Continuous Staff and Board training	Need identification training		0.1	0.2	0.3	0.4	**1**	**1**	0	**1**	0
	Performance mgt, rewards and facilitation	Performance mgt and rewards	3.5	3.5	3.5	3.5	3.5	**17.5**	**17.5**	0	**17.5**	0
Strengthen systems	Develop efficient	Review of policies and	0.1	0.1	0.3	0.3	0.3	**1.1**	**1.1**	0	**1.1**	0

and internal controls	policies and systems	debt of new ones										
	Continuous Audit of systems	Auditing planning and execution	0.1	0.1	0.1	0.1	0.1	**0.5**	**0.5**	0	**0.5**	0
	Statutory Compliance	Filing of returns and paying obligations	1.5	1.5	1.7	2	2	**8.7**	**8.7**	0	**8.7**	0
	Continuous Board Training	Organizing trainings	0.1	0.1	0.1	0.1	0.1	**0.5**	**0.5**	0	**0.5**	0
	Holding of Statutory Board & AGMs meetings	Organizing meetings	0.2	0.2	0.2	0.2	0.2	1	1		1	0
Total			5.6	5.6	6.1	**6.6**	**6.6**	30.5	30.5		30.5	0

Objective 5	**Integrating Gender, equity, Environment, Health and Safety Issues in all UPHL activities**											
Intervention	**Output**	**Input**	**FINANCIAL YEAR**						**Budget Component**		**Source**	
			25/26	26/27	27/28	28/29	29/30	**Tot**	**Rec**	**Cap**	**Int**	**Ext**
			UGX IN BILLIONS									
Integrate Gender and Equity issues	Gender balancing among staff and Board	Affirmative action in recruitment										
	Gender training and staff sensitization	Consultations and training			0.05	0.05	0.05	0.15	0.15		0.15	
	Separate wash rooms for different	Design and implement										

	genders & people with disabilities in UPHL projects											
	Put in breast feeding areas in proposed UPHL office	Design and implement					0.05	0.05	0.05		0.05	
	Provide sanitary towels disposal bins in UPHL offices	Design and implement					0.05	0.05	0.05		0.05	
	Provide ramps/lifts in UPHL offices	Design and implement										
Integrate environmental issues in UPHL activities	Environmental impact assessment for projects	Studies, procurements and supervision					0.1	0.1	0.1		0.1	
	Greening of UPHL Compounds	Planting & maintenance of gardens			0.05	0.05	0.05	0.15	0.15		0.15	
Integrating health and safety issues in UPHL activities	Provide health & fitness facilities to staff	Design and implement the facility				0.1	0.1	**0.2**	**0.2**		**0.2**	
	Provide medical & workman compensation insurance to staff	Procure and implement	0.1	0.1	0.1	0.1	0.1	**0.5**	**0.5**		**0.5**	
Total			**0.1**	**0.1**	**0.2**	**0.3**	**0.5**	**1.2**	**1.2**		**1.2**	

CHAPTER FIVE: INSTITUTIONAL ARRANGEMENT FOR IMPLEMENTATION OF THE STRATEGIC PLAN

Preamble

The success of the Strategic Plan depends on the way it is implemented. It will involve addressing of the weaknesses and threats identified above and turn them into strength and opportunities. From the past lessons, we have learnt and known some of the critical success factors which if not considered, the plan cannot be delivered.

This Plan will be implemented in a period of five years. Implementation of some intervention priorities will be a continuous process covering the five years while some interventions will be implemented in a phased manner. Due to resource constraints, projects will also be prioritized and scheduled for implementation in a phased manner.

The implementation model will take form of a matrix that will identify the Goal, break it down to strategic objectives, further broken down into priority interventions and then strategies. Each strategy will have a performance indicator. Each of the strategies will be allocated a responsibility center and time frame.

5.1 Arrangements for Implementation of the Plan

The Strategic Plan will be implemented through the existing structure/updated structure and corporate culture. In addition, implementation of the plan is highly dependent on the different external stakeholders. The tables below describe the roles that will be played by different stakeholders:

Table 15: Roles and Responsibilities of internal stakeholders

Responsible Persons	Roles and Responsibilities
UPHL Board	• Provide advocacy of the UPHL Vision, Mission and Strategy • Provide general direction and supervision of implementation of the Strategic Plan. • Provide oversight for the operation of the plan • Lobbying for financing • Monitor the milestones on implementation of the plan • Engage external stakeholders especially the shareholders
The Fin & Admin Comm of the Board	• Plan and ensure that there are appropriate Human Resources to implement the Strategic Plan • Put in place policies and ensures there are effective controls in place • Ensure the budgeting process is undertaken in accordance with the laws and best practices • Evaluate investment proposals
The Assets & Tech. Comm of the Board	• Provide oversight on the process acquiring, constructing and renovating of properties.
The Audit Comm of the Board	• Ensure that adequate controls are in place and working effectives • Ensure risk is well managed
Management	• Provide technical guidance • Implement the interventions of the Strategic Plan • Provide accountability • Monitor progress of the plan • Evaluate and make recommendation for review of the plan • Provide the necessary reports on the implementation of the plan

Table 16: Roles and Responsibilities of External Stakeholders

Responsible Persons	Roles and Responsibilities
MoFPED	• Provide technical guidance and monitoring of the implementation of the plan • Monitoring the budget implementation and utilisation of resources • Providing funds to close the funding gaps
National Planning Authority	• Providing overall Guidance and technical support to the programme development planning process • Offering capacity building and support where necessary • Monitoring the effectiveness of the Strategic Plan implementation
Development Partners	• Provide financial resources to close the funding gap • Provide technical support in the implementation of projects
General Public	• Provide feedback on the general performance of the Strategic Plan • Demand accountability

5.2 Sustainability Arrangement

To ensure sustainability of the implementation of the Strategic Plan, the Company will use different strategies:

5.2.1 Institutional Sustainability arrangement

The goal of UPHL over the five year 2025/26 – 2029/30 is the grow the value of properties and increase return on investment while providing quality and affordable industrial rental space to investors. It also aims at improving internal efficiency while embracing cross cutting issues. To be able to achieve this, focus will be put on governance of the Company. UPHL will therefore want to continuously improve the robustness of the governance arrangements of the Company at all levels.

In addition, the Company will put focus on its core values which are Integrity, exemplary leadership, customer focus, accountability, transparency, customers focus and team work. All the stakeholders are expected to act with integrity. Members of the Board and Management are expected to be patriotic and extend good leadership in the Company. Team work will be key which will require collective efforts of the Board and all staff members. The culture of accountability and transparency will be upholding. All the actions/activities undertaken should have a positive effect to customer service.

The Company will ensure that all issues of compliance are attended to. This will help the Company stay afloat with unforeseeable future. Tax compliance will be key in the operations of the Company. In addition, the company will ensure that all other statutory obligations such as NSSF, property rates etc are paid in time and up-to-date. All legal statutory requirements such as periodic filing of returns are made on time.

5.2.3 Partnerships and Collaborations

The Strategic plan provides for strong collaborations with different stakeholders to ensure that it is implemented successfully. The Company will collaborate with the Ministry of Finance Planning and Economic Development for technical and political guidance. In addition, UPHL will have strong collaborations with the National Planning Authority for technical guidance on the planning process so that the plan is in line with the National Planning Guidelines and the National Development Plan IV.

The Company will have strong collaborations with the Parliament of Uganda which will appropriate the budget for the Company but also do oversight. Parliament may work with the Office of the Auditor General with which we work closely.

UPHL will collaborate with other MDAs to ensure that it's not duplicating roles played by other agencies. Other collaborations will be with private partners who may provide funds for projects, customers, and members of the public.

5.2.4 Human Resource capacity

The successful implementation of the Strategic Plan will need the Company to have human resources with specific skills and streamlined in terms of positioning. The Company has an approved human resources structure and is 100% filled. This is believed to be sufficient to implement the Strategic Plan. However, the Company will undertake continuous human resources analysis throughout the planning period to identify performance gaps with intention of filling them.

In addition, the Company will emphasizes building the capacity of employees at all levels to effectively execute their roles. The Company will develop training programme targeting particular employees and the skills they require. Other programmes to build capacity of human resources will include mentorship and team building.

CHAPTER 6: COMMUNICATION AND FEED BACK STRATEGY

6.1 Rationale and objectives of the communication strategy

The role of implementation of the Strategic Plan cuts across all the stakeholders of the organization from the shareholders to the Board to the lowest staff member and the external stakeholders. It is important that everybody understands their role and contribution well. As such, there should be a well-designed communication strategy aimed at disseminating the Strategic Plan but also provide channel for feedback.

UPHL will adopt an integrated communication strategy that will embrace both the tradition formal communication and the modern emerging communication system which includes the digital and social media. The objectives of UPHL communication strategy include:

i) Disseminate the Strategic Plan to all stakeholders
ii) Improving brand visibility of UPHL
iii) Spell out the roles of the different stakeholders in the implementation of the plan
iv) Provide channel for receiving feedback from the stakeholders
v) Provide a channel for monitoring and evaluating the performance of the plan
vi) Provide transparency and accountability to the stakeholders during the implementation of the plan

6.2 Key communication priorities

UPHL will undertake the following interventions to ensure that the Strategic Plan is well communicated.

i) UPHL will prioritize communication of the Company Vision, Mission and objectives so that they can be understood by all the stake holders. This is aimed at creating awareness of the contribution of UPHL to NDP IV.
ii) The Strategic plan document will be distributed to all key stakeholders mainly the Shareholders, the Board Members, all staff members, the National Planning Authority, the Ministry of Finance, Planning and Economic Development and to the public through the website.
iii) Regular performance reports reflecting the milestones in the implementation of the plan will be provided to the key stakeholders
iv) The Company will make use of conventional print and digital channels, social media, public relations to communicate to the stakeholders about the plan.
v) UPHL will use its website as a key communication medium. All information concerning the Strategic Plan will be posted and the website and a feedback widow will be available for the public to give its views.

6.3 Implementation of communication priorities

Table 17:Key Stakeholders, influence/message and the channel of communication

Stakeholder	Level of Influence	Issue	Communication Channel
Shareholders	High	Strategic Direction of the Company	• Copies of the Strategy • Engagement meeting
MoFPED	High	Strategic Direction of the Company	• Copies of the Strategy • Engagement meeting
Parliament	High	Strategic Direction of the Company	• Copies of the Strategy • Engagement meeting in Committees
Board members	High	Strategic Direction of the Company	• Copies of the Strategy • Reports • Meetings
Development Partners	Medium	Strategic Direction of the Company	• Copies of the strategy • Media • Meetings
Public	Low	Service delivery	• Conventional media • Social Media • Web site
Staff	Medium	Strategic Direction of the Company and the staff welfare	• Copies of the strategy • Reports • meeting
Supplier	Medium	Available opportunities and timely payments for the supplies	• Conventional media • Social Media • Web site
NPA		Alignment of the strategy to NDP IV	• Copies of the strategy • Reports • Meeting

CHAPTER SEVEN; RISK ANALYSIS

Preamble

UPHL strategic risk is the possibility that some aspects may interfere with the complete achievement of all the strategic objectives. Because Strategic Planning is done on long time horizon, it is likely that projections into the future are not accurate. The problem is amplified by the fact that the business environment has been very dynamic that you cannot tell with accuracy what technology will be in use next year, the nature of products on the market next year, the nature of customer tastes next year etc.

For this Strategic Plan to be a success, we should anticipate these risks in advance (at planning stage) and put in place mitigating measures. This takes form of asking questions of 'what if' 'then'. Below is UPHL strategic risk matrix. The rank is the likeliness that the risk will occur.

7.1 Risk Management Strategies

Table 18: Risk Management Matrix

SN	RISK	CATEGORY	CAUSE	LIKELIHOOD	IMPACT	RANK	MITIGATION MEASURES	LEAD ACTOR
1	Disaster like storms and floods	External	Climatic Changes	H	H	M	Insurance policies covering natural disaster	MD
2	Political Strives	External	Political Activities	M	H	M	Insurance covering political insecurity	MD
3	Government shift in policy	External	Ever changing government priorities	M	H	M	Lobby Government for favorable policies	Board
4	Board – Mgt conflict	Operational	Low level of trust	H	H	M	Corporate Gov. training	BOARD
5	Internal staff conflict	Operational	Lack of team work and goal congruence	H	H	M	Team building training/ disciplinary measures	MD
6	Impaired Public Image	Operational	Inadequate information to the public	H	M	M	Develop an effective communication strategy	MD
7	Inadequate funding	Operational	Failure to realize the projected funds	H	H	H	Intensify efforts to mobilize funds	MD

8	Takeover of foreign based property by other Government agencies	Strategic	Changes in foreign Property ownership laws	M	H	M	Lobby for favorable Government policy	MD
9	Change of Leadership/ ideology	Strategic	Expiry of Contracts/Unforeseen circumstances	M	H	H	Succession planning	Shareholders
10	Declining Economy in United Kingdom and Kenya	External	Macro-Economic and Political factors	M	M	M	Diversify investments	Board
11	Mombasa Port Cargo handling base shifting to Naivasha	External	Government of Kenya decision	M	M	H	Diversification	Board
12	Failure to renew leases in Kenya	Strategic	Foreign Government policies and bureaucracy	M	H	M	Lobby through bi-lateral relations	Board
13	Increasing demands of the City Councils	Operational	Growing demands of the City Councils	H	M	M	Lobby for favorable decisions	MD
14	Reliance on few large clients	Strategic	Current customer register has few but large clients	H	H	H	Diversify	MD
15	Loss of key staff	Operational	Conflicts/Low motivation	M	M	L	Succession planning	MD
16	Loss of company land to grabbers	Operational	High appetite for land	H	M	M	Fencing of land	MD

CHAPTER 8: MONITORING AND EVALUATION FRAMEWORK

Preamble

Monitoring, evaluation and control is an important process if the plan is to succeed. The main objective is to ensure that the plan implementation goes on as planned at any one time. It is therefore a continuous process that goes on for the entire period of the Strategic Plan.

It entails regular collection and analysis of data to provide timely reports on how the plan implementation is progressing. If implementation is off course, it signals that the Company needs to act so as to bring the implementation back on course.

Monitoring and Evaluation (M&E) of this plan will have two components, namely; narrative component and results framework component. Continuous monitoring of the Plan implementation will be carried out to ensure that the plan is implemented in line with the set goals and objectives. The Strategic Plan defines the objectives, interventions, outcomes/ outputs, indicators and targets against which performance will be measured. Monitoring of the Plan will provide useful feedback on the basis of which informed and evidence based management decisions will be made.

8.1 Monitoring and Evaluation Arrangements

8.1.1 Progress Reporting

The UPHL and other stakeholders will monitor and evaluate the Company's activities and performance on a quarterly basis. The Company will compile and submit quarterly progress reports on implementation of the plan highlighting the key achievements, challenges and gaps for redress. In addition, semiannual and annual reports will be prepared showing the mile stones made towards the implementation of the plan and achievement of the objectives.

8.1.2 Annual Performance Reviews

With the use of the annual performance reports, the Company will undertake annual reviews to evaluate the performance of planned activities, identify challenges, and chart way forward. The review will be undertaken by key stakeholders mainly the employees and the Board. The review will take into consideration the feedback of the customers, suppliers and the general public.

8.1.3 Mid-term review

There will be a forum for stakeholders' mid-way the period of the Strategic Plan to evaluate the progress of implementation of the plan. The Company will engage key stakeholders mainly employees, Board, Customers and Suppliers to review the strategy with aim of assessing the performance on the objectives and revise the objectives and the interventions where necessary.

8.1.4 End of term Evaluation

At the end of the implementation period, a comprehensive review will be undertaken to assess the extent of the implementation of the plan. The evaluation will be based on the monitoring and evaluation framework provided in the strategy. It will measure the milestones attained in the execution of the specific intervention.

The end of term evaluation shall be undertaken by both internal and external stakeholders. The evaluation shall be done 4 months before the end of the planning period. Performance score card and balanced score card will be used to obtain the overall performance

8.2 Monitoring and Evaluation Result Framework

8.2.1 Monitoring and Evaluation result framework (outcomes) Summary

Table 19: Monitoring and evaluation result framework (outcomes)

Goal/Objective	Outcome	Indicators	Base Yr	Annualized Targets				
			23/24	25/26	26/27	27/28	28/29	29/30
GOAL: Growth in the value of properties while providing quality and affordable industrial rental space to investors	Increased value of properties and return on investment	Value of properties	80%	80%	85%	90%	95 %	100 %
		Return on investments	3%	3%	3.5 %	4%	4.5%	5%
OBJECTIVE1: Grow the quantity of industrial rental properties	Increased quantity of industrial rental properties	Area of warehousing space	90%	90%	90%	90%	95 %	100 %
OBJECTIVE 2: Provide quality and affordable industrial rental space to investors	Availability of quality and affordable rental industrial space	Proportion of warehouses in good tenable conditions	70%	75%	80%	85%	90%	95%
OBJECTIVE 3: Increase return on investment	Growth in return on investments	Rate of Return on investments	3%	3%	3.5 %	4%	4.5%	5%
OBJECTIVE4: Strengthen Institutional and Governance Capacity of UPHL	An efficient and effective organization	Percentage scores in implementation of annual plans	60%	60%	70%	80%	90%	100 %
OBJECTIVE 5: Integrate gender, Environment, health and safety issues in all UPHL activities	Gender, environment, health and safety sensitive organization	Proportion of activities that pass gender, environmental, health and safety tests.	50%	60%	70%	80%	90%	100 %

8.2.2 Monitoring and Evaluation result framework (output)

Table 20: Monitoring and evaluation result framework (outputs)

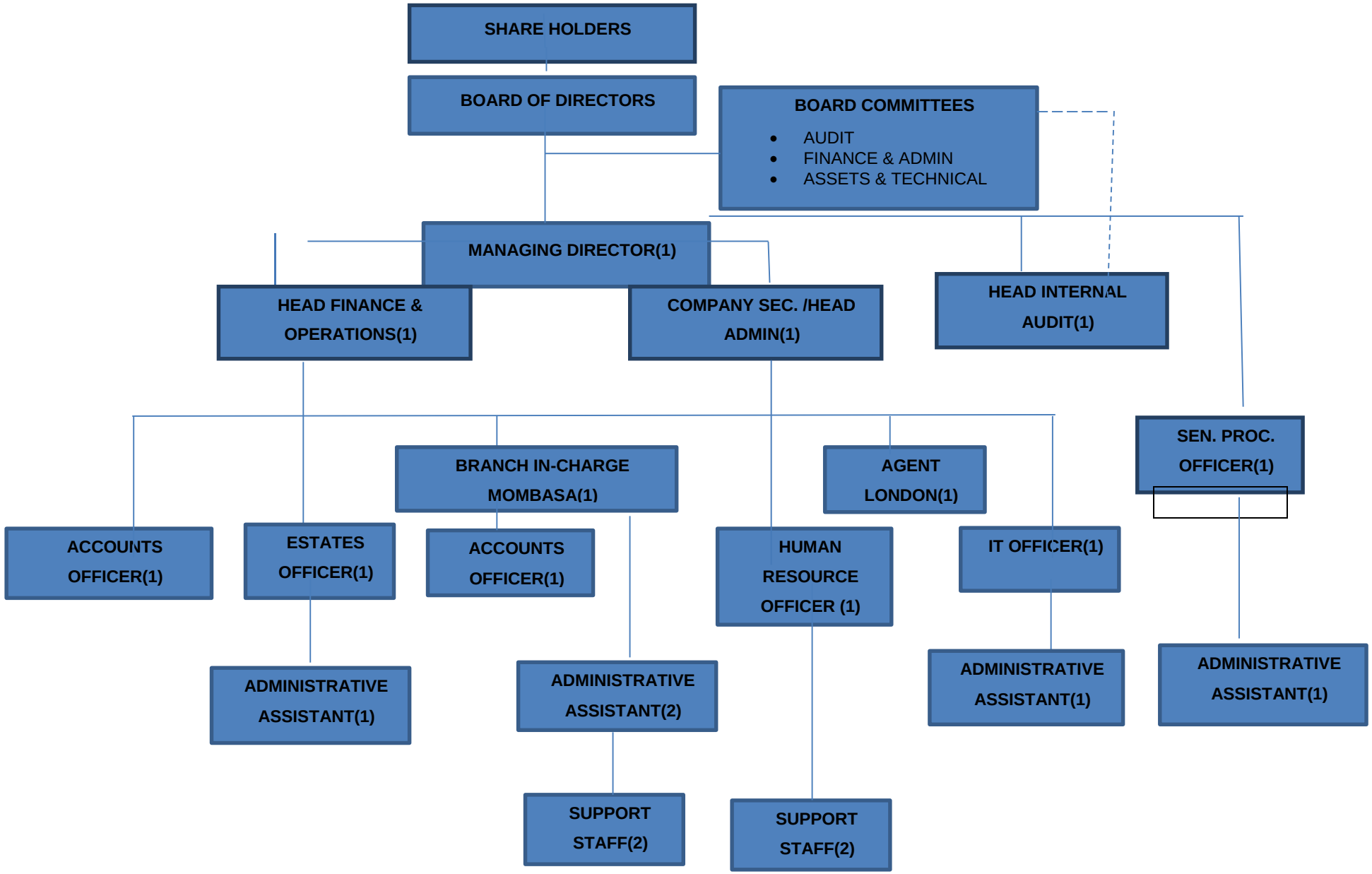
Objective 1: Grow the quantity of Industrial Properties										
Intervention	**Output**	**Indicators**	**Base** Yr	**Annualized Targets**					**Means of Verification**	**Assumption**	**Resp.**
			23/24	25/26	26/27	27/28	28/29	29/30			
Construction of new industrial properties	Construct storage facilities and office block at Bugolobi	Proportion of work completed	10%	10%	20%	40%	70 %	100 %	Certificate of completion	Availability of funds	MD
	Develop and approve plans for warehouses at Changamwe Mombasa	Proportion of the approval process completed					50%	100 %	Letters of completion	Availability of funds	MD
Objective 2: Provide quality and affordable warehousing rental space to investors											
Renovate, facelift and maintain the existing industrial buildings	Re-roofing of existing warehouses in Tororo	Proportion of work completed	30%	70 %	100 %				Certificates of completion	Availability of funds	MD
	Construction of perimeter wall around Nalukolongo warehouses	Proportion of work completed	NA	100 %					Certificates of completion	Availability of funds	MD
	Face lifting of 10 of the existing warehouses	Number of warehouses face lifted	2	2	2	2	2	2	Certificates of completion	Availability of funds	MD
	Paving of compounds and drive ways in Tororo	Proportion of work completed	NA			10%	50%	100 %	Certificates of completion	Availability of funds	MD
	Regular renovation and maintenance of existing warehouses	Proportion of warehouses in good and tenable conditions	75%	80%	85%	90%	95%	100 %	Inspect to establish condition	Availability of funds	HOF & Ops
Market Research	Regular rental market surveys	Number of surveys	2	2	2	2	2	2	Survey reports	Availability of funds	MD
Customer service improvement	Establish an effective and efficient customer comm. System	Proportion of the process completed	NA	20%	60%	80%	100 %		System reports	Availability of funds	MD

Objective 3: Increase rate of return on investment											
Intervention	**Output**	**Indicators**	**Base Yr**	**Annualized Targets**						**Means of Verification**	**Assumption**	**Resp.**
			23/24	25/26	26/27	27/28	28/29	29/30			
Grow Company Revenue	Review agreements regularly	Number of agreements reviewed	10	10	10	10	10	10		Reviewed agreement	Economic condition are conducive	MD
	Transform redundant assets to create new revenue streams	Number of new revenue streams	2	2	2	2		2		Agreements signed	Availability of funds	MD
Prudent Fin.Mgt	Frugal Budget Management	Revenue budget variances	10%	8%	6%	4%	2%	2%		Revenue performance	Econ. cond anormal	MD
Objective 4: Strengthen Institutional and Governance Capacity of UPHL											
Intervention	**Output**	**Indicators**	**Base Yr**	**Annualized Targets**						**Means of Verification**	**Assumption**	**Resp.**
			23/24	25/26	26/27	27/28	28/29	29/30			
Human Resources Capacity development	Optimization of Human Resources	Proportion of positions in the structure filled	80%	100%	100%	100%	100%	100%		Verification of vacant positions	Availability of funds	MD
	Put in place a rigorous performance mgt system	Proportion of actioned appraisal reports	10%	40%	50%	60%	70%	80%		Verification	Availability of funds	MD
	Continuous Training of staff and Board	Proportion of training programme implemented	NA	50%	60%	70%	80%	90%		Verification	Availability of funds	MD
Strengthening systems and internal controls	Put in place effective policies	Number of new/reviewed policies	2	2	2	2	2	2		Approving minutes	Availability of funds	MD
	Compliance with Statutory obligations	Number of non-compliant situations	5	4	3	2	1	0		Verification	Availability of funds	MD
	Continuous Board Training	Proportion of training programme implemented	NA	50%	60%	70%	80%	90%		Verification	Availability of funds	MD

	Continuous Audit of Company Systems	Number of Audit reports	5	5	5	5	5	5	Reports on file	Availability of funds	MD
	Holding of Statutory Board Meeting	Number of meetings	4	4	4	4	4	4	Minutes of meetings	Availability of funds	MD
	Holding of Annual General Meetings	Number of meeting	1	1	1	1	1	1	Minutes of meeting	Availability of Shareholders	MD
Objective 5: Integrate Gender, environment, health and safety in all UPHL activities											
Intervention	**Output**	**Indicators**	**Base** Yr	**Annualized Targets**					**Means of Verification**	**Assumption**	**Resp.**
			23/24	25/26	26/27	27/28	28/29	29/30			
Integrate gender and equity issues	Gender balance in UPHL staff	Proportion of male to female staff	65%	60%	60%	60%	60%	60%	Verification of vacant positions	Availability of funds	MD
	Gender balance in UPHL Board	Proportion of male to female staff	70%	60%	60%	60%	60%	60%	Verification	Availability of funds	MD
	Separate wash rooms for different genders and the disabled in UPHL new projects	Proportion of work completed	10%	10%	20%	40%	70 %	100 %	Certificate of completion	Availability of funds	MD
	Put in place breast feeding area in the proposed UPHL new offices	Proportion of work completed	10%	10%	20%	40%	70 %	100 %	Certificate of completion	Availability of funds	MD
	Provide ramps/lifts in the proposed UPHL facilities	Proportion of work completed	10%	10%	20%	40%	70 %	100%	Certificate of completion	Availability of funds	MD
	Provide sanitary towels disposal bins in the proposed UPHL offices	System is in place	NA	100 %					Verification	Availability of funds	MD
Integrate environment issues in	Carry out environment impact assessment for	Proportion of projects with NEMA certificates	50%	90%	90%	90%	90%	90%	Reports on file	Availability of funds	MD

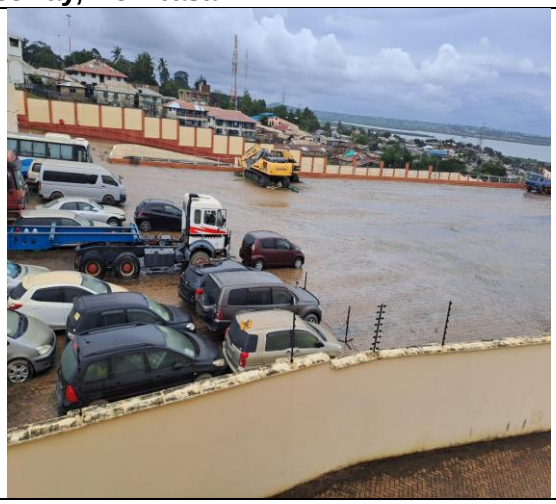
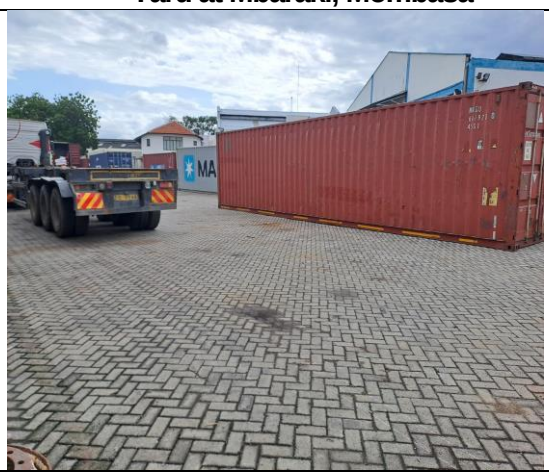
UPHL activities	each UPHL project										
	Create green compounds in all UPHL properties	Proportion of properties with green compounds	50%	60%	70%	80%	90%	90%	Inspection	Availability of funds	MD
Integrate health and safety issues in UPHL activities	Provide health and fitness facilities to all UPHL staff	Proportion of staff accessing service	NA	60%	70%	80%	90%	100%	Verify	Availability of funds	MD
	Provide medical and workman compensation insurance to all UPHL staff	Proportion of staff covered	100%	100%	100%	100%	100%	100%	Insurance Policies	Availability of funds	MD

Annex 1: THE STAFF ORGANOGRAM



Annex 2: CURRENT STATUS OF UPHL PROPERTIES

MOMBASA PROPERTIES

Carport at Plot 2448 Makupa Causeway, Mombasa	
	
Warehouses at Plot 1/291 Mashundu Street, Shimanzi, Mombasa	
	
Warehouses at Plot 46 Mbaraki, Mombasa	**Yard at Mbaraki, Mombasa**
	
Office Block at Plot 113 Mikindani Street, Mombasa	**Office Block at Plot 145 Moi Avenue**

Office Block and Yard at Plot 9695/12, Changamwe, Mombasa

Warehouses at Plot 9695/6 Changamwe, Mombasa

Warehouse at Plot 9695/14 Changamwe

Warehouses at Plot 9695/25 Changamwe, Mombasa

Warehouses at Plot 9695/26 Changamwe, Mombasa

Warehouse at Plot 293 Shimanzi, Mombasa

Warehouse at Plot 238 Shimanzi, Mombasa

Warehouse at Plot 239 Shimanzi, Mombasa

Warehouse at Plot 240 Shimanxi, Mombasa

Warehouses at Plot 357 Shimanzi, Mombasa

Health Club at Plot 505, Nyali, Mombasa

Residential House at Plot 560 Nyali, Mombasa

Bar and Restaurant at Plot 1776 Nyali, Mombasa

Residential House at Plot 576 Tudor, Mombasa

Residential House at Plot 577 Tudor, Mombasa

Residentail Hse at Plot 348 Tudor, Mombasa

Residential Hse at Plot 349 Tudor, Mombasa

UGANDA PROPERTIES

Newly Built W/ses at Plot 38B Nagongera Rd Tororo	W/ses at Plot 38A Nagongera Rd Tororo
	
Warehouses at Nalukolongo, Kampala	
	
Silos at Plot 82M, Masese, Jinja	
	
Factory Complex on Spring Rd Bugolobi	

Land at Plot 762, Busukuma, Nansana Municipality

LONDON PROPERTIES

PLOT NO.7 DEACON'S RISE LONDON

PLOT NO. 57 EDGEWAREBURY LONDON

PLOT NO.35 HARMAN DRIVE LONDON

PLOT NO 48 GAINSBOROUGH LONDON