




# **UGANDA POST LIMITED**

## **STRATEGIC PLAN**

**FY2025/26 – FY2029/30**

**VISION: TO BE A WORLD CLASS SERVICE PROVIDER**

**THEME: DIGITALISATION OF POSTAL SERVICES FOR  
INCLUSIVENESS AND EMPLOYMENT CREATION**



June, 2025 Uganda Post Limited (Posta Uganda)

**Fair use policy**

This publication may be reproduced with the intention of increasing its availability to those who need it. Posta Uganda encourages fair use of the produced materials.

**UGANDA POST LIMITED**

General Post Office

Plot 35, Kampala Road

P.O. Box 7106,

Kampala – Uganda

**Tel:** 0414-255511

**Email:** [customercare@ugapost.co.ug](mailto:customercare@ugapost.co.ug)

**Website:** [www.ugapost.co.ug](http://www.ugapost.co.ug)



# TABLE OF CONTENTS

LIST OF TABLES .....	iv
LIST OF ACRONYMS.....	v
FOREWORD .....	vii
ACKNOWLEDGEMENT .....	viii
EXECUTIVE SUMMARY .....	ix
INTRODUCTION .....	1
1.0 Background .....	1
1.1 Legal Framework of UPL .....	1
1.2 Governance and Organisational Structure .....	1
1.2.1 Governance of the company.....	1
1.3 Legal, Policy and Planning Context .....	2
1.4 Purpose of the plan .....	3
1.5 The process of developing the Strategic Plan .....	3
1.6 The structure of UPL strategic plan.....	4
SITUATION ANALYSIS.....	5
2.0 Introduction .....	5
2.1 Institutional capacity of UPL.....	5
2.1.1 Analysis of financial resources .....	5
2.2 Key achievements and challenges .....	6
2.3 SWOT Analysis .....	7
2.4 Stakeholder analysis .....	8
2.5 Summary of emerging issues and implications .....	13
2.6 State of cross-cutting issues relevant to UPL.....	13
STRATEGIC DIRECTION .....	15
3.0 Introduction .....	15
3.1 Vision .....	15
3.2 Mission .....	15
3.3 Core Values .....	15
3.4 UPL goal .....	16
3.5 UPL objectives and adapted intermediate outcome .....	16
3.6 Interventions and actions .....	17
FINANCING FRAMEWORK AND STRATEGY.....	19
4.0 Introduction .....	19

4.1 Summary of the strategic plan budget.....	19
4.2 MTEF projections and implications for SP financing.....	20
4.3 The resource mobilization strategy.....	22
INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF THE PLAN.....	24
5.0 Introduction .....	24
5.1 Roles and Responsibilities of stakeholders.....	24
5.2 Institutional sustainability arrangements.....	26
5.3 Financial sustainability arrangements.....	26
5.4 Partnerships and collaborations .....	27
5.5 Human resource development plan .....	27
COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS .....	28
6.0 Introduction .....	28
6.1 Objective of the communication strategy .....	28
6.2 Internal communication strategy .....	28
6.3 External communication strategy .....	29
STRATEGIC RISKS .....	31
7.0 Introduction .....	31
7.1 Strategic risks .....	31
MONITORING AND EVALUATION FRAMEWORK.....	34
8.0 Introduction .....	34
8.1 Strategy Implementation, Monitoring and Evaluation .....	34
8.2 Results framework .....	35

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table A: Revenue performance of .....	5
Table B: UPL staffing levels, FY 2020/21 – 2024/25 .....	6
Table C: SWOT Analysis of UPL .....	7
Table D: UPL stakeholder mapping .....	10
Table E: UPL Core Values .....	15
Table F: Key outcome level results .....	16
Table G: Interventions and actions .....	17
Table H: Financial Projections for FY 2025/26 – 2029/30 .....	19
Table I: MTEF projections .....	21
Table J: Roles and Responsibilities of stakeholders .....	24
Table K: Roles and Responsibilities of other stakeholders .....	25
Table L: Risk analysis matrix .....	31
Table M: Risk mitigation measures and action plans .....	32

## LIST OF ACRONYMS

BSC	:	Balanced Score Card
CBR	:	Central Bank Rate
CSR	:	Corporate Social Responsibility
EAC	:	East African Community
EACO	:	East African Communications Organisation
EAD	:	Electronic Advance Data
EMS	:	Express Mail Service
FY	:	Financial Year
GDP	:	Gross Domestic Product
HR	:	Human Resource
ICT	:	Information, Communications and Technology
IT	:	Information Technology
IMF	:	International Monetary Fund
KSFs	:	Key Success Factors
MDAs	:	Ministries, Departments and Agencies (of Government)
MoICT & NG		Ministry of ICT and National Guidance
MoFPED	:	Ministry of Finance, Planning and Economic Development
NDP	:	National Development Plan
NITA-U	:	National Information Technology Authority Uganda
NSSF	:	National Social Security Fund
NGO	:	Non-Governmental Organisation
ORE	:	Operational Readiness for E-commerce
PAPU	:	Pan African Postal Union
PESTEL	:	Political, Economic, Social, Technological, Environmental and Legal (analysis)
PERD	:	Public Enterprises Reform and Divestiture
PPP	:	Public Private Partnerships
PPDA	:	Public Procurement and Disposal of Assets
QSF	:	Quality of Service Fund
SDP	:	Strategic Development Plan

SLA	:	Service Level Agreement
SWOT	:	Strengths, Weaknesses, Opportunities and Threats
UCC	:	Uganda Communications Commission
UDB	:	Uganda Development Bank
UPL	:	Uganda Post Limited
UPU	:	Universal Postal Union
URSB	:	Uganda Registration Services Bureau
USO	:	Universal Service Obligation

## FOREWORD



Posta Uganda Ltd is happy to launch its Strategic Plan for the period 2025 to 2030. Once this strategic plan is implemented, it shall make UPL one of the key public institutions in the achievement of Uganda's NDP IV and Vision 2040.

Since its incorporation as a National Designated Postal Operator, the Company has touched lives of many Ugandans for decades. It has always been associated with its legacy products of Mail Delivery and Post office address rental services. These services shall continue to be part of the product portfolio of UPL in addition to e-commerce, courier services and national addressing.

With evolving technologies, consumers are always demanding for continuous improvement, speed, reliability and world-class customer service. In recognition of these developments in the market, Posta Uganda shall be boosting its ICT capabilities and leveraging its countrywide and global network with its partners, to strengthen its presence in mail delivery, courier services and national addressing.

The five-year strategic plan has been developed based on three pillars:

- a) Digitalized and modernized operations through a robust and reliable IT;
- b) Dynamic, productive and customer-centric human resource; and
- c) Healthy liquidity to finance projects and operational budgets.

The five-year strategy is a demonstration of the anticipated 'new, efficient and customer-centric Posta Uganda'. This strategy has been developed in consideration of the macro and micro-economic environment dynamics. We are therefore convinced that the Institution has the right instrument to guide its repositioning agenda and achieve notable growth over the next five years.

I appreciate the members of the Board, Management, staff and all stakeholders for their contribution in developing this plan.

For God and my Country

Sulaiman Balyejjusa Kirunda

**CHAIRMAN, BOARD OF DIRECTORS**



## ACKNOWLEDGEMENT



I am delighted to present UPL strategic plan for strategic direction over the next five years. The plan was developed through a consultative process involving both internal and external stakeholders' through various sessions and focus group discussions to ensure all the stakeholder's' interests are embedded. The plan has been developed within the National Development Planning framework provided by National Planning Authority (NPA) and therefore reflects development priorities in the fourth National Development plan (NDP IV).

I therefore take this opportunity to express my gratitude to the members of the management team and the entire staff who contributed to the various components of the plan. Special thanks go to the strategic plan working committee who guided this process led by the Manager Central Sorting Centre.

I also wish to extend my gratitude to the Board of Directors for their input and for providing strategic oversight during the plan formulation process. Your unwavering commitment, leadership and teamwork contributed to the finalization of the planning process.

Lastly, my special gratitude is extended to the National Planning authority for providing the strategic planning direction through NDP IV that guided the formulation and finalization of this strategic plan. I have confidence that the plan will serve as an effective anchor for the company to deliver its mandate as we seek to achieve the mile stones we have set ourselves and I pledge my total commitment and leadership to ensure these are met.

James Arinaitwe  
**MANAGING DIRECTOR**

## EXECUTIVE SUMMARY

Uganda Post Limited (UPL), trading as Posta Uganda, is a parastatal that was created under the Public Enterprises Reform and Divestiture (PERD) Statute, 1993, and the Uganda Communications Act, 1997. It is a trading company fully owned by the Government of Uganda with 99% of shares owned by Ministry of Finance, Planning and Economic Development (MoFPED) and 1% by the Ministry of ICT and National Guidance (MoICT & NG). The core mandate of Uganda Post Limited is the development and delivery of postal services in Uganda, as enshrined in the Uganda Communications Act.

Posta Uganda is a member of the global Universal Postal Union (UPU) with a network of over 192 member countries where mail items are exchanged. The Universal Postal Union is a specialized agency of the United Nations (UN) headquartered in Bern, Switzerland that coordinates postal policies among member nations and facilitates a uniform worldwide postal system.

Posta Uganda facilitated Micro, Small and Medium Enterprises (MSMEs) through exportation and importation of postal packages using the established network of 192 member countries under the umbrella of Universal Postal Union. During the FY 2023/24, Uganda exported 67 tons of goods to various countries through Posta Uganda thus bringing in foreign exchange earnings. In addition, during the same FY 2023/24 Posta Uganda cleared 235 tons of imported goods hence Government receiving customs duties through Uganda Revenue Authority.

The performance of the previous Strategic Plan of 2020 – 2025 led to key achievements such as;

- (i) Reintroduction of the Post Bus on three main routes of Kampala-Gulu-Kitgum, Kampala-Mbale-Lira and Kampala-Kabale-Kisoro to facilitate safe cargo and passenger movement at affordable rates.
- (ii) Introduction of electronic addresses (E-Addresses) to meet customer preferences and remodeling the traditional postal address at affordable rates. The e-address has attracted over 156,688 users hence increased access to information, privacy and faster communication.
- (iii) Acquisition and distribution of 70 new motorcycles across the country to facilitate easy movement and delivery of mails to customers in a timely manner.
- (iv) Construction of a bus terminal at Clock Tower post office with capacity to accommodate up to 20 buses.

The UPL Strategic Plan builds on the achievements laid down by the previous strategic plans. Challenges encountered during implementation affected UPL's vision to fully achieve its intended strategic objectives. Therefore, the purpose of this five-year strategic plan is to provide a strategic direction of UPL in the medium term to contribute to the aspirations of the country as stipulated in the NDP IV and Uganda Vision 2040. The formulation of the plan was informed by the review of the company's past performance and participatory engagements.

The **ultimate goal** of this plan therefore is to; ***“Increased use of postal services for employment creation.”***. The goal will be pursued under the **overall theme** of ***“Digitalisation of postal services for inclusiveness and employment creation”***. This strategic plan is aligned to the National Development Planning framework, global and regional initiatives such as the Uganda Vision 2040, NDP IV, Digital Transformation Programme, Sustainable Development Goals 2030, Africa Agenda 2063, East African Vision 2050 and UPU Postal Vision 2030.

The plan is anchored on three pillars;

- (i) Digitalized and modernized operations through a robust and reliable IT;
- (ii) Dynamic, productive and customer-centric human resource; and
- (iii) Healthy liquidity to finance projects and operational budgets.

The goal of this plan will be achieved through implementation of the four strategic objectives and the respective interventions aligned to the three pillars. The strategic objectives are;

- (i) Improve efficiency in Business processes and service delivery
- (ii) Strengthen the company's revenue earnings to build a strong financial base,
- (iii) Build and maintain a strong customer base,
- (iv) Strengthen human resource management for improved service delivery.

The **Parish Development Model (PDM)** will be embraced during the implementation process of this plan as an innovative development model to increase the effectiveness of interaction between government and its people in order to accelerate the realization of its long term goal of socio-economic transformation. In support of this initiative, Posta Uganda will;

- (i) Offer support in delivery of goods and services at affordable rates.
- (ii) Provide ICT-enabled postal addresses.
- (iii) Provide cheap and affordable rentable space for SMES.
- (iv) Support access to financial services through agency banking.

- (v) Support provision of e-government services at the Posta Uganda branches spread countrywide.
- (i) The key expected results from the implementation of this strategic plan will lead to; Increase in revenue generation of UGX 24Bn by 2030 from UGX 18Bn,
- (ii) Increase in subscription for e-addresses from 151,255 to 339,255 subscribers,
- (iii) Increase in foreign exchange earnings through increased exports from the current 69 tons to 113 tons per annum.

The strategic plan brings on board new initiatives, which if well implemented will greatly contribute towards the attainment of the desired results in digitalisation of postal services, optimal revenue generation and employment creation. Some of these new initiatives include;

- (i) Increase of UPL's market share in the courier service industry.
- (ii) Rationalization of costs and maximization of revenue generation.
- (iii) Equipping of post offices with ICT infrastructure to deliver e-government services.
- (iv) Automation of postal services and products.
- (v) Development and implementation of market promotional strategies to create awareness.
- (vi) Strengthening of human resource management.

The expected cost of this strategic plan is UGX 107.8Bn over the medium term. The projected investment is expected to grow from UGX 18Bn in FY 2025/26 to UGX 24Bn in FY 2029/30. Furthermore, Posta Uganda shall endeavor to attract joint venture partnerships for investments and eventual revenue sharing. Specific initiatives on this shall be reflected in the Annual Work Plans from time to time.

The company through its Monitoring and Evaluation plan will periodically track and report on the progress of implementation of the strategic plan. It will be done under different focus areas including the company's contribution to NDP IV under the outcomes of the Digital Transformation programme. This will be achieved through periodic progress reporting, performance annual reviews, mid-term reviews and end-term evaluation. In particular, the mid-term review will be conducted two and half years into the plan implementation and end-term evaluation at the end of the plan.

In conclusion, this plan identified key risks that may hinder plan implementation but also proposed mitigation measures to counter such risks.

# INTRODUCTION

## 1.0 Background

Uganda Post Limited (UPL) strategic plan, FY 2025/26 – 2029/30 comes at a crucial time when Government of Uganda is implementing the fourth National Development Plan (NDP IV) for FY 2025/26 – 2029/30. It presents a broad direction of the company over the medium term. The plan is formulated in line with the requirement of the Comprehensive National Development Planning Framework (CNDPF), The National Planning Authority Act (2002), Planning Regulations and the Standard Strategic Planning Guidelines.

## 1.1 Legal Framework of UPL

Uganda Post Limited is one of the agencies of the MoICT & NG. It was established in 1998 as a trading company under the Act of Parliament – Communications Act (1997) as amended. It is responsible for;

- (i) Provision of reserved postal services, exclusively and the postal services that the company is required to provide, as mandatory postal services, at uniform prices and conditions.
- (ii) Production and issuance of postage stamps, pre-stamped envelopes, aerograms and international reply coupons.

More specifically, UPL is responsible for express mail services, registered mails, postal address rental services, stamps, financial services, real estate, transport services, packets and parcels.

## 1.2 Governance and Organisational Structure

### 1.2.1 Governance of the company

The UPL Board of Directors is responsible for overseeing the conduct of the business and supervising Management which is responsible for the day-to-day operations. The Board's objective is to preserve UPL's institutional competitiveness as well as to ensure that the company operates reliably and safely.

The Board is the supreme policy/ governing body of the company under the Company Act. The Board's major functions include; (i) formulating and reviewing the policies of the company, (ii) setting targets for the annual performance of the company, (iii) appraising and evaluating the performance of the Management of the company, (iv) determining the organisational structure and staffing of the company and (v) appointing and disciplining members of the company.

### 1.2.2 Management of the company

In order to achieve its vision, mission and aspirations set under the strategic plan, UPL recognizes that it's human resources are important in attainment of the organisational goals and objectives. The senior Management team of UPL is



comprised of; (i) The Managing Director (MD) who is responsible for the day-to-day operations and management of UPL and reports to the Board, (ii) The Company Secretary to the Board who is responsible for the secretariat and legal advice, (iii) Heads of Departments and (iv) any other staff who may be competently co-opted to the team from time to time. The Board secretary and the Heads of Departments assist the Managing Director in policy implementation. UPL is administered through six department names; Executive, Company Secretariat/ Legal services, Finance and Administration, Internal Audit and Risk, Human Resources and Mail and Logistics.

### **1.3 Legal, Policy and Planning Context**

#### **1.3.1 Linkage to the Uganda vision 2040**

Uganda vision 2040 seeks to transform Ugandans from peasant to a modern and prosperous country. Accordingly, Uganda will progress on an upper income level category by 2032 attaining its target of USD 9,500 in 2040 and attaining first world economic status in the next 50 years. This plan contributes to the attainment of the results through its goal of increasing the use of postal services and creation of employment. The interventions proposed in this strategic plan are geared towards achieving planned objectives as vertically aligned to the Digital Transformation programme objectives (NDP IV, Intervention 15.5, Objective 2, Page 180).

#### **1.3.2 Linkage to NDP IV**

The plan was developed in line with the National Development Planning Framework particularly the NDP IV and it is consistent with the priorities of the Digital Transformation Programme (NDP IV, Intervention 15.5, Objective 2, Page 180).

#### **1.3.3 Linkage to global and regional initiatives**

UPL strategic plan of FY 2025/26 – 2029/30 integrates the regional and global development in particular the Agenda 2030/ Sustainable Development Goals, African Agenda 2063 and the East African Vision 2050 and UPU Postal Vision 2030. Sustainable Development Goal 8 seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. The East African Vision 2050 seeks promote ICT through Facilitating the attainment of universal access to ICT and postal infrastructure and services, thus enabling people of all economic classes, living in remote, rural, or urban areas to access information and use ICTs in their daily lives. The African Agenda 2063, Goal 4 seeks to transformed economies as an enabler for “A prosperous Africa based on inclusive growth and sustainable development”.

The Universal Postal Union (UPU)'s Postal Vision 2030 aims to elevate the postal sector's role in a digital economy as a key component of interconnected governments.

#### **1.4 Purpose of the plan**

The purpose of this five-year strategic plan is to provide a strategic direction for UPL in the medium term to contribute to the aspirations of the country as articulated in the NDP IV and Uganda Vision 2040. The plan will be used by the company to develop annual work plans and budgets. It will also facilitate the organisation to assess its performance over the plan period.

#### **1.5 The process of developing the Strategic Plan**

The process of developing this plan started with the receipt of the planning call circular and participation in the training of the MDAs by the National Planning Authority to disseminate the standard structure of the MDA strategic plan.

This strategic plan was developed through a consultative process involving both internal and external stakeholders' by conducting various sessions and focus group discussions to ensure all the interests are embedded. During the brainstorming sessions, staff were oriented on the meaning and the process of a strategic plan. The company undertook several consultations on UPL performance, where challenges encountered during implementation of the previous plan period were documented.

During the focus group discussions, various presentations were made with an interactive approach providing an opportunity to build capacity through practical sessions of validation the UPL vision, mission, core values, SWOT analysis, customer value proposition, strategic theme and M&E result framework. Other key components of the strategic plan were also discussed and developed and these include the communication strategy, risk management plan, stakeholder analysis, financial framework among others.

The review of document was undertaken from the existing relevant literature which include previous research and study documents, Uganda Vision 2040, the NDP IV, the Communication Act, the digital transformation program implementation action plan for FY 2025/26 – 2029/30, Sustainable Development Goals 2030, Africa Agenda 2063, East African Vision 2050 and UPU Postal Vision 2030.

The documentation of this plan took a consultative approach with various stakeholders including the National Planning Authority (NPA) which provided guidance on the recommended structure and its alignment with the NDP IV.

The strategic plan was presented to UPL Top Management Committee for its validation and endorsement. Thereafter, the plan was submitted and approved by the Board of Directors. Concurrently, the plan was presented to the National Planning Authority for issuance of the certificate on its alignment with the national priorities.

## **1.6 The structure of UPL strategic plan**

The UPL Strategic plan is a vehicle for the implementation of the digital transformation program. It is comprised of 8 chapters in line with the sector development planning guidelines issued by NPA. These include; introduction, situation analysis, strategic direction, financing framework and strategy, institutional arrangement for implementing the plan, communication and feedback strategy, risk management and monitoring and evaluation.

**Chapter one** covers introduction and background information that provides a foundation for the plan while **chapter two** focuses on sector analysis stipulating the past performance of the company including challenges and lessons learnt. It therefore provides a benchmark for issues to be addressed. **Chapter three** presents the direction of the company for the next five-years period. It gives details of the strategic objectives focusing on the strategic interventions, outcomes and output all of which are necessary for attaining the envisaged targets.

**Chapter four** details the financing framework and strategy. **Chapter five** presents the institutional arrangement for implementing the plan. **Chapter six** covers the communication and feedback strategy while **chapter seven** presents the risk management and finally **chapter eight** spell out the monitoring and evaluation arrangement that will be used to track the performance of the plan.

## SITUATION ANALYSIS

### 2.0 Introduction

This section presents performance of UPL under the previous plan. It summarizes progress on key achievements, state of cross-cutting issues, analysis of financial resources and SWOT analysis.

### 2.1 Institutional capacity of UPL

This section covers the analysis of financial resources, human resource development and management and monitoring and evaluation function.

#### 2.1.1 Analysis of financial resources

Over the previous plan period (FY 2020/21 – 2024/25), the revenue projection was UGX91.72Bn of which UGX 78.23Bn was realised representing the performance of 85% to finance the plan. UGX 70.28Bn was spent over the strategic plan period against the realised UGX 78.23 creating a surplus of UGX 7.94Bn as shown in the table below.

**Table A: Revenue performance of UPL 2020/21 – 2024/25 (UGX Billions)**

Budget components	FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		FY 2024/25	
	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn	Planned	Outturn
Trading income	12.042	11.299	13.997	10.558	12.138	9.893	15.132	6.209	13.986	10.891
Other incomes	5.499	5.931	5.237	4.690	5.405	3.619	4.867	12.348	3.418	2.789
<b>Total Revenue (A)</b>	<b>17.541</b>	<b>17.230</b>	<b>19.234</b>	<b>15.248</b>	<b>17.543</b>	<b>13.512</b>	<b>19.999</b>	<b>18.557</b>	<b>17.404</b>	<b>13.680</b>
Wages	7.233	7.714	7.956	5.857	7.203	6.000	6.578	6.242	7.524	3.521
Non-wages	8.981	8.198	9.266	7.719	8.347	6.201	9.742	11.382	8.867	7.450
<b>Total Expenditure (B)</b>	<b>16.214</b>	<b>15.912</b>	<b>17.222</b>	<b>13.576</b>	<b>15.550</b>	<b>12.201</b>	<b>16.321</b>	<b>17.623</b>	<b>16.391</b>	<b>10.971</b>
<b>Surplus/ Deficit (A-B)</b>	<b>1.327</b>	<b>1.318</b>	<b>2.012</b>	<b>1.671</b>	<b>1.992</b>	<b>1.311</b>	<b>3.678</b>	<b>0.934</b>	<b>1.013</b>	<b>2.708</b>

*Source: Budget performance reports, FY 2020/21 – 2024/25.*

#### 2.1.2 Analysis of human resource development and management

Uganda Post Limited staffing levels decreased from 83% in the FY 2020/21 to 62% in the FY 2024/25. The staff turnover over the past few years had remained below 15% due to employee incentives and fair working conditions. There is therefore a

mismatch between the available staffing capacity and service demand as shown in the table below.

**Table B: UPL staffing levels, FY 2020/21 – 2024/25**

Department	Approved Position	Filled position	%age filled	Approved Position	Filled position	%age filled
	FY 2020/21			FY 2024/25		
Executive	20	18	90%	20	16	80%
HR&Admin	15	13	87%	4	4	100%
Finance	9	6	67%	17	9	53%
Legal	5	5	100%	4	3	75%
Internal Audit	6	6	100%	6	5	83%
Mail & Logistics	213	175	82%	225	134	60%
<b>Total</b>	<b>268</b>	<b>223</b>	<b>83%</b>	<b>276</b>	<b>171</b>	<b>62%</b>

*Source: Human resource analysis report as at 30<sup>th</sup> June 2025*

### 2.1.3 Monitoring and evaluation function

UPL has Standards and Statistics office and this function is currently being coordinated by the Officer Standards and Statistics under the Office of the Executive Director. The Standards and Statistics Officer is responsible for undertaking scheduled monitoring and evaluation activities. M&E is however a cross cutting function which is undertaken by all the departments.

## 2.2 Key achievements and challenges

### 2.2.1 Key achievements

#### (i) Acquisition and deployment of six Post Buses

UPL procured a fleet of six new Post Buses to ply on three major routes which include Kampala-Kisoro, Kampala Lira and Kampala Kitgum via Gulu. The initial plan was to procure a total of eighteen (18) buses in phased manner in each financial year. This has resulted into improved quality of service due to timely delivery of mails countrywide. The procurement of the remaining 12 buses has been phased over the next strategic plan of FY 2025/6 – 2029/30.



**(ii) Acquisition and deployment of 70 delivery motorcycles.**

This was to cater for the timely delivery of mails in post offices countrywide. The motorcycles were distributed to the post offices and this has improved the quality of service.

**(iii) Construction and commissioning of the Bus terminal**

The construction of the bus terminal was completed and commissioned at Clock Tower, Nsambya Road in March 2025. The terminal has capacity to accommodate atleast 20 buses with a provision for future expansion to include restaurants, offices, shops and passenger waiting lobby.

**(iv) Commencement on the digitalisation of postal services**

A concept note was developed and a service provider procured to provide a solution of a one-stop centre where all postal services and products can be hosted. So far two modules have been fully developed and rolled out and these are postal addresses and mail processing. Currently, payment for these services can be made online and the system has ability for clients to track and trace their mails.

**2.2.2 Summary of challenges**

- (i) High operational costs to maintain the universal service obligation of government.
- (ii) Undercapitalization of the company which affects the cash flows.
- (iii) Decline in traditional postal products and services due to evolving technologies.
- (iv) Inadequate working capital to invest into the emerging technologies.
- (v) Stiff competition from private players in the courier industry.

**2.3 SWOT Analysis**

To assess the internal and external factors that facilitate, influence, constrain or threaten the performance of the company, the Strength, Weaknesses, Opportunities and Threats (SWOT) framework was utilised. The SWOT analysis will better position UPL to execute her mandate.

**Table C: SWOT Analysis of UPL**

<b>Strengths</b>	<b>Weaknesses</b>
(i) Existence of enabling laws, policies and guidelines ie The Communications Act 1997 (as amended)	(i) Uncompetitive remuneration package for employees.

<ul style="list-style-type: none"> <li>(ii) Highly trained, skilled and experienced staff.</li> <li>(iii) Existing owned premises and infrastructure.</li> <li>(iv) Membership to international bodies such as UPU, PAPU and EACO which offer platforms for peer learning.</li> <li>(v) Strong relations with stakeholders.</li> <li>(vi) Capacity to generate revenue.</li> </ul>	<ul style="list-style-type: none"> <li>(ii) Undercapitalisation at inceptions thus affecting liquidity.</li> <li>(iii) Limited financial support for the Universal Service Obligation (USO)</li> <li>(iv) Obsolete and dilapidated properties, portraying bad image and attracting poor quality tenants.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>(i) Favourable political and socio-economic environment.</li> <li>(ii) Growth potential for parcels, packets and express courier business worldwide.</li> <li>(iii) Growing opportunities of e-commerce.</li> <li>(iv) Digitalisation and automation of processes.</li> <li>(v) Availability of sponsored capacity building programs to staff provided by local and international stakeholders.</li> <li>(vi) Youthful population which is a potential consumer to e-commerce and e-addresses.</li> <li>(vii) Possibility for strategic partnerships and outsourcing of some of the services.</li> </ul>	<ul style="list-style-type: none"> <li>(i) Changes in customer preference due to evolving technology e.g. preference for e-mail and social media based communication tools and Apps.</li> <li>(ii) High operational cost to meet the Universal Service Obligation.</li> <li>(iii) Cyber and ICT related crimes (hacking, mail phishing), fraud and mail violation.</li> <li>(iv) Competition from private sector players.</li> <li>(v) Aging population that threatens demand for tradition products such as the physical postal address.</li> <li>(vi) Inability to meet day-to-day financial obligations.</li> <li>(vii) International trade barriers.</li> <li>(viii) Unpredictable macro-economic factors such as exchange rates, inflation and interest rates.</li> </ul>

## 2.4 Stakeholder analysis

Mapping of UPL existing and potential relationships is pertinent to ensure the scale up and continuous strengthening of collaborations. Various stakeholders have varied

influences on the company's operations and efforts should be deployed to ensure sustained, focused and beneficial stakeholder linkages.

An analysis of interest/ power and the influence of different stakeholders was undertaken. A tabular representation has been presented as table D below.

**(i) High influence (both negative and positive) and high interest.**

The UPL Board of Directors is the company's policy and decision making organ. This is the team that influences the formulation and approval of the company's plans, policies, programs and strategies. Secondly, the team has high interest in the final output since it helps in giving the direction the entity will undertake over the next five years.

There are also other external stakeholders with high influence and high interest in the implementation of the plan and these include Ministry of ICT and National Guidance, Ministry of Finance, Planning and Economic Development, National Planning Authority, Parliament of Uganda, political leadership (ministers, Local councils) and regulators (Uganda Communications Commission and Universal Postal Union).

These stakeholders are key in the development and implementation of the strategic plan since the plan is directly under digital transformation program.

**(ii) High influence but low interest.**

Stakeholders in this category include researchers, suppliers, employees and competitors.

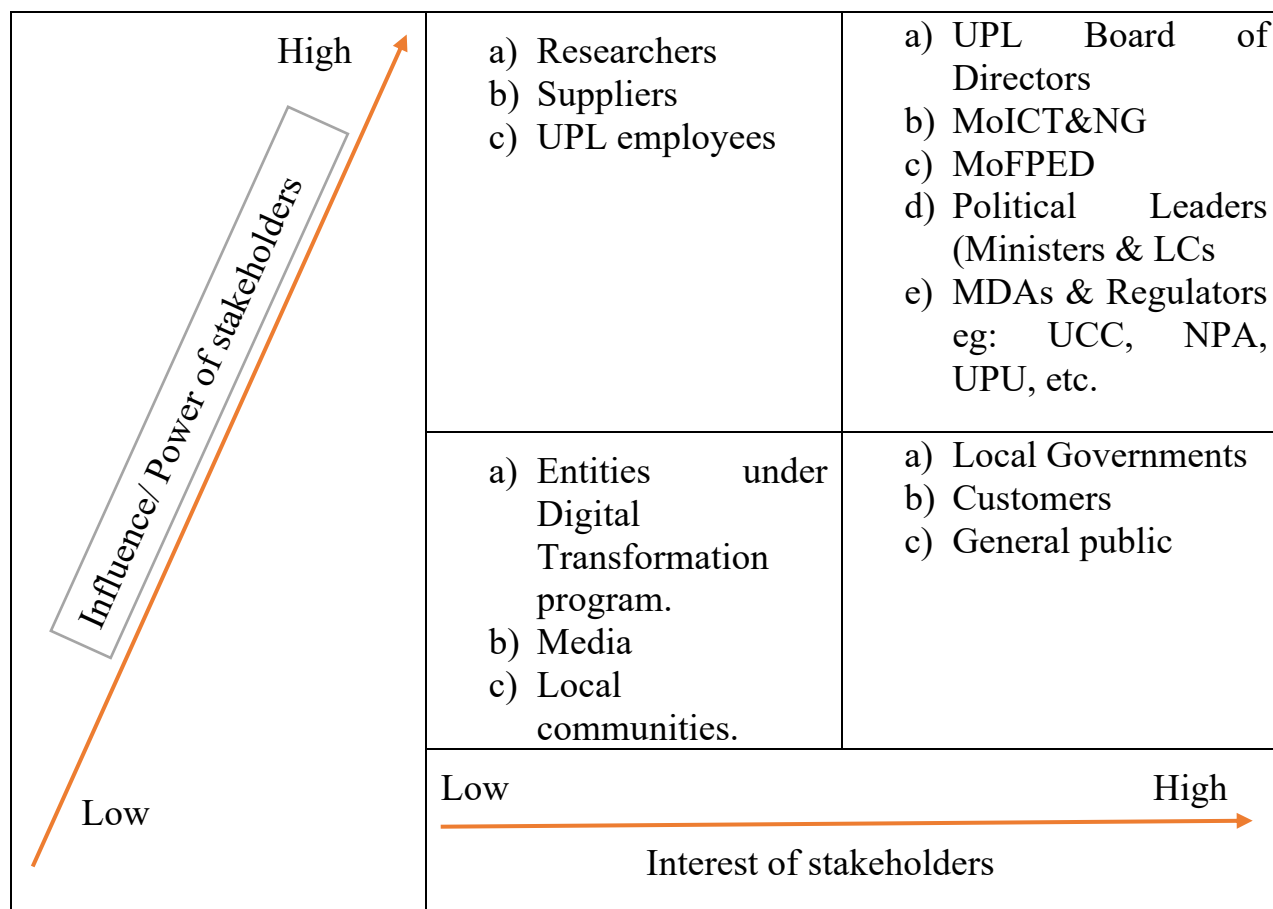
**(iii) Low influence (both negative and positive) but high interest.**

This includes Local Governments, customers and general public. These are beneficiaries of UPL services. A well-developed plan will therefore improve on the level of service delivery. this has a direct influence on their well-being. These stakeholders must be consulted and kept informed.

**(iv) Low influence (both negative and positive) and low interest.**

These stakeholders include all the entities under the digital transformation program, media and local communities. These stakeholders must be informed. The actions taken by UPL have a bearing on what they do since the resources and plans under the program are jointly undertaken.

## Stakeholders analysis (influence/ power of stakeholders and their interest)



### (v) Stakeholder management plan/ mapping

This strategic plan acknowledges other stakeholders in its development and their contribution in the implementation of this plan. The plan entails strategies that address various stakeholders' interests as highlighted in the table below.

**Table D: UPL stakeholder mapping**

Stakeholders	Level of influence	How to improve relationship
<b>1. Internal Stakeholders</b>		
Political leadership (Minister ICT & NG)	<ul style="list-style-type: none"> <li>Overall policy and strategic direction for UPL.</li> <li>Resource mobilization.</li> <li>Supervision.</li> <li>Political representation.</li> <li>External accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Periodic policy briefs.</li> <li>Continuous engagements.</li> </ul>

Stakeholders	Level of influence	How to improve relationship
UPL Management Committee / Top	<ul style="list-style-type: none"> <li>• Overall technical leadership.</li> <li>• Accountability.</li> <li>• Supervision.</li> <li>• Monitoring.</li> <li>• Quality assurance.</li> <li>• Technical guidance.</li> <li>• Resource mobilization.</li> <li>• Staff motivation.</li> <li>• Operational efficiency &amp; effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic policy and performance briefs</li> <li>• Continuous engagement</li> <li>• Capacity building</li> <li>• Collaboration, partnership and networking</li> <li>• Strengthen internal reporting</li> <li>• Service delivery standards</li> <li>• Continuous team building and staff motivation</li> <li>• Management information system</li> </ul>
Technical operational staff /	<ul style="list-style-type: none"> <li>• Implementation and service delivery</li> <li>• Operational efficiency and effectiveness</li> <li>• Planning and budgeting</li> <li>• Motoring</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation and welfare</li> <li>• Capacity building and career support</li> <li>• Adequate resourcing</li> <li>• Conducive work environment</li> <li>• Team building</li> <li>• Service delivery standards</li> </ul>
Support staff	<ul style="list-style-type: none"> <li>• Financial control and reporting</li> <li>• Procurement and logistics management</li> <li>• Records management</li> <li>• HR management</li> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Continuous re-orientation to UPL strategic focus</li> <li>• Logical support</li> <li>• Team building</li> <li>• Motivation</li> <li>• Career support</li> </ul>
<b>2. External stakeholders</b>		
Presidency and cabinet	<ul style="list-style-type: none"> <li>• Policy roles</li> <li>• Political and national strategy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement</li> <li>• Policy updates</li> </ul>
Parliament	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• Motoring and oversight</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement</li> <li>• Policy updates</li> </ul>
Office of Prime Minister (OPM)	<ul style="list-style-type: none"> <li>• Monitoring service delivery efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement.</li> <li>• Policy updates.</li> <li>• Periodic technical consultations.</li> </ul>



Stakeholders	Level of influence	How to improve relationship
Office of the President	<ul style="list-style-type: none"> <li>• Political and policy direction.</li> <li>• Manifesto implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement.</li> <li>• Policy updates.</li> </ul>
MoFPED	<ul style="list-style-type: none"> <li>• Financial planning, budgeting &amp; guidance.</li> <li>• Resource mobilization.</li> <li>• Macro-economic stability.</li> <li>• Support to development plans.</li> <li>• Accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement.</li> <li>• Policy updates.</li> <li>• Lobbying.</li> <li>• Technical consultations on financing.</li> </ul>
Ministry of Public Services	<ul style="list-style-type: none"> <li>• HR Administration &amp; Mgt</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement.</li> <li>• Policy update on HR matters.</li> <li>• Technical consultation on HR issues.</li> </ul>
MDAs	<ul style="list-style-type: none"> <li>• Client relations.</li> <li>• Complementary roles.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination frameworks.</li> <li>• Harmonization of legal &amp; policy frameworks.</li> <li>• Harmonization of service delivery standards.</li> <li>• Continuous engagements.</li> </ul>
General public	<ul style="list-style-type: none"> <li>• Demand services.</li> <li>• Accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagements.</li> <li>• Sensitization &amp; awareness.</li> </ul>
Regional & international bodies	<ul style="list-style-type: none"> <li>• Standards &amp; Certifications.</li> <li>• Research &amp; innovation.</li> <li>• Capacity building.</li> <li>• Quality Mgt systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagements.</li> <li>• Research collaborations.</li> <li>• Technological collaborations.</li> <li>• Benchmarking &amp; peer learning.</li> <li>• Standards accreditations &amp; best practice sharing.</li> </ul>

## **2.5 Summary of emerging issues and implications**

- (i) Business disruptions arising from renovations of GPO and Postel buildings which will affect the company cash flows during the renovation period.
- (ii) International trade barriers caused by the United State of America for all exports which will affect the export mail volumes.
- (iii) High competition from private players with latest technology which affects revenue mobilization.

## **2.6 State of cross-cutting issues relevant to UPL**

### **2.6.1 Human rights**

The 1995 Constitution of the Republic of Uganda (as amended) and the international development practices require that rights and freedoms of human beings should be respected, upheld and promoted by all organs and agencies of government. In particular, under the national objectives and directives, principals of state policy, the state commits the protection and promotion of fundamental and other human rights and freedoms. Therefore, in recognition and development of human rights, UPL integrates all aspects of human rights in its strategic plans, budget instruments, policies and projects including involvement with its citizens in social service delivery. Going forward, the company recognizes and commits to the cardinal duty of promoting and fulfilling human rights in its service delivery and institutional management.

### **2.6.2 Gender**

As required by the Public Finance Management Act (PFMA) 2015 as well as regional and international good practices, UPL is required to promote equal opportunities in its planning, budgeting and service delivery (implementation) by ensuring that gender-sensitive and equitable practices are advanced. This requires ensuring that men and women, boys and girls are fairly and equally served. UPL is committed to ensure that where possible, strategies and measures are often taken not only to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating from a levelled playing ground but also ensuring that marginalized and more vulnerable populations are given attention as they seek services. Some of the gender and equity issues shall promote over the course of this plan are;

- (i) Reflecting gender issues in the proposed policies, laws and regulations.
- (ii) Gender sensitive recruitment.
- (iii) Discouraging sexual harassment at the workplace in line with the public service standing orders.
- (iv) Promoting gender balance in offering training opportunities and staff skills development.
- (v) Non-discrimination in ensuring staff rights at work such as grant for various leaves including annual, maternity, paternity, sick leave, etc.

- (vi) Gender disaggregated data in reporting – cases, client services, staff numbers, etc and
- (vii) Gender-sensitive service delivery.

### **2.6.3 HIV/AIDS**

With regard to HIV/AIDS policy, UPL further commits to ensure that HIV infected employees continue to work as long as they are able to perform their duties safely and in accordance with the accepted performance standards and to enhance HIV/AIDS related pro-staff care and treatment and social support and protection measures that discourage stigmatisation and generally promote a healthy work environment.

### **2.6.4 Environment**

Posta Uganda has taken steps to preserve the environment by adopting a paperless policy to minimize the printing of documents. The company has also installed a number of solar panels at its branch offices in order to minimize the use of hydroelectricity.

## STRATEGIC DIRECTION

### 3.0 Introduction

This chapter presents the strategic focus of UPL for the period FY 2025/26 – 2029/30. The areas of focus are based on policy direction (NDP IV) and the mandate of the company together with the context and environment within which the company operates.

### 3.1 Vision

To be a World Class Service Provider.

### 3.2 Mission

To provide customer focused communications, financial and logistical solutions in a sustainable manner.

### 3.3 Core Values

We embrace and subscribe to a set of principles and norms that shall symbolize the moral and culture of the institution and guide service delivery as well as the manner of interaction with all our stakeholders. The core values shall be prime to the Board, Management and staff of the company. The core values shall be easily memorized as ICT-Pi (Innovation, Customer care, Team work-Professionalism, Integrity)

**Table E: UPL Core Values**

S/N	Values	Description
(i)	Innovation	This entails improving, modernizing and revolutionizing the way of doing things.
(ii)	Customer Care	This is about ensuring that all processes are designed and executed with strong focus on customer satisfaction
(iii)	Teamwork	This is exhibited through sharing of a common vision, mission and objectives, to mutual support among staff for delivery of services.
(iv)	Professionalism	This demands a thorough knowledge of one's field of endeavor as well as demonstration of skill, high ethical standards and respect for clients and other stakeholders.
(v)	Integrity	This is about knowing and doing what is right.

### 3.4 UPL goal

Increased use of postal services for employment creation.

### 3.5 UPL objectives and adapted intermediate outcome

At the strategic level, tracking progress made during the implementation of this strategic plan will be done through a set of this plan's strategic level indicators as defined in table H below. These indicators cover all major areas of interest under the five strategic objectives and targets to be achieved at the end of the five-year period have been set within the context of Uganda Vision 2040, NDP IV and Digital Transformation program.

**Table F: Key outcome level results**

Goal & Objectives	Outcomes	Indicators	Baseline (FY2024/25)	Target (FY2029/30)
<b>Goal:</b> Increase in use of postal services for employment creation	Increased use of postal services for employment creation	Total number of subscribed postal addresses	232,279	467,311
		Total revenue generated from postal services (UGX in Billions)	15.6	24.1
		Number of in tons exported through post office	69	113
		Number of jobs created in form of agents to support postal services	0	35
<b>Objective 1:</b> Improve efficiency in Business processes and service delivery	Improved service delivery	Customer satisfaction index	59.7%	76%
	Increased use of ICT in postal operations	Number of automated services rolled out	02	07
		Number of postal stations with internet connectivity	49	64
<b>Objective 2:</b> Strengthen the company's revenue mobilization build a strong financial base	Improved revenue collection to fund the company budget	Proportion of internally generated revenue to support the budget	85%	92.5%
		Total revenue collected (Ugx in billions)	15.65	24.09
<b>Objective 3:</b>	Improved public trust and	Number of clients renewing E-E-Addresses	4,170	20,719



Goal & Objectives	Outcomes	Indicators	Baseline (FY2024/25)	Target (FY2029/30)
Build and maintain a strong customer base	confidence in UPL's services	Number of MoUs signed with MDAs for partnership	01	06
<b>Objective 4:</b> Strengthen human resource management for improved service delivery.	Increased staffing levels and high retention rate	Employee retention rate	80%	90%

### 3.6 Interventions and actions

UPL will implement the initiatives in table I below to support the implementation of its five-year strategic plan.

**Table G: Interventions and actions**

Objectives	Interventions	Actions
<b>Objective 1:</b> Improve efficiency in Business processes and service delivery	Automate identified postal services	Develop APIs to facilitate integration of postal systems
		Refurbish and remodel the post offices to support efficient process layouts.
		Document the process flows to facilitate automation
<b>Objective 2:</b> Strengthen the company's revenue mobilization build a strong financial base	Strengthen revenue resource base	Recruitment of a PR agency to promote UPL products
		Recruitment of a debt collection agency to enforce compliance on defaulters
		Renovate UPL properties to increase the estate occupancy rate
		Acquire more Post Buses to support timely mail delivery
<b>Objective 3:</b> Build and maintain a strong customer base	Strengthen relationships with key stakeholders	Conduct market surveys to ascertain customer satisfaction levels
		Modify existing products to meet customer needs
		Develop and implement stakeholder engagement program
<b>Objective 4:</b>	Ensure existence strong human	Developed and implemented a staff capacity building plan.

Objectives	Interventions	Actions
Strengthen human resource management for improved service delivery.	resource personnel to deliver the company mandate	Recruit and fill the positions in the approved human resource structure
		Review and update the Human Resource manual to address the business needs

## FINANCING FRAMEWORK AND STRATEGY

### 4.0 Introduction

This chapter presents the required financial required to implement the strategic plan for FY 2025/26 -2029/30. The plan estimates that UPL will spend a total of UGX 107.8Bn in the next five financial years. The revenue mobilization strategy will help the company to meet the intended targets and objectives.

### 4.1 Summary of the strategic plan budget

The estimated total revenue generated to support the implementation of the strategic plan over the next five years is expected to be 105.2 Billion as indicated in table J below. The major sources of revenue for this plan will mainly be trading income (postal addresses, stamp sales, EMS, Post Bus and terminal dues) and other operating income arising from mainly rental income.

**Table H: Financial Projections for FY 2025/26 – 2029/30**

DETAILS	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
<b>REVENUE</b>					
Trading income	13,853,329,578.00	15,001,241,778.27	16,116,888,389.70	17,245,070,576.98	18,452,225,517.36
Other income	4,190,951,665.56	4,543,144,303.60	4,926,534,956.66	5,271,392,403.63	5,640,389,871.88
<b>Total income</b>	<b>18,044,281,243.56</b>	<b>19,544,386,081.87</b>	<b>21,043,423,346.36</b>	<b>22,516,462,980.61</b>	<b>24,092,615,389.25</b>
<b>EXPENSES</b>					
Payroll Expenses	7,897,424,152.80	8,625,006,153.84	9,228,756,584.60	9,874,769,545.53	10,566,003,413.71
Automobiles expenses	1,270,248,426.91	1,359,165,816.80	1,454,307,423.97	1,556,108,943.65	1,665,036,569.71
Maintenance Expenses	540,265,403.91	673,313,982.19	720,445,960.94	770,877,178.20	824,838,580.68
Operational expenses	2,692,101,437.38	2,880,548,538.00	3,082,186,935.66	3,297,940,021.15	3,528,795,822.63

DETAILS	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Rent and rates	500,255,921.40	535,273,835.90	572,743,004.41	612,835,014.72	655,733,465.75
Insurance	336,576,908.64	360,137,292.25	385,346,902.71	412,321,185.89	441,183,668.91
Utilities	411,426,000.00	440,225,820.00	471,041,627.40	504,014,541.32	539,295,559.21
Consumable supplies	86,450,000.00	92,501,500.00	98,976,605.00	105,904,967.35	113,318,315.06
Professional charges	499,050,000.00	255,783,500.00	273,688,345.00	292,846,529.15	313,345,786.19
Financial charges	684,270,000.00	732,168,900.00	783,420,723.00	838,260,173.61	896,938,385.76
General admin	1,553,224,026.40	1,620,219,708.24	1,733,635,087.82	1,854,989,543.97	1,984,838,812.05
Marketing	400,600,000.00	223,202,000.00	238,826,140.00	255,543,969.80	273,432,047.69
<b>Total Recurrent Exp</b>	<b>16,871,892,277.45</b>	<b>17,797,547,047.21</b>	<b>19,043,375,340.51</b>	<b>20,376,411,614.35</b>	<b>21,802,760,427.35</b>
Surplus	1,172,388,966.12	1,746,839,034.66	2,000,048,005.85	2,140,051,366.26	2,289,854,961.90
<b>Capital Exp</b>	<b>4,185,670,000.00</b>	<b>1,519,081,900.00</b>	<b>1,504,519,000.00</b>	<b>1,545,922,800.00</b>	<b>1,244,427,360.00</b>
Total Expenditure	21,057,562,277.45	19,316,628,947.21	20,547,894,340.51	21,922,334,414.35	23,047,187,787.35
<b>Surplus /Deficit after Capital Exp</b>	<b>(3,013,281,033.88)</b>	<b>227,757,134.66</b>	<b>495,529,005.85</b>	<b>594,128,566.26</b>	<b>1,045,427,601.90</b>

#### 4.2 MTEF projections and implications for SP financing

UPL's medium term expenditure framework (MTEF) projections over the strategic plan period are indicated in the table below. There is no variance between the budget estimates and the MTEF projections in the next five years since the company operates as a trading business where revenue supports its operations as reflected in the table below.

**Table I: MTEF projections**

REVENUE PROJECTIONS	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Trading income	13,853,329,578	15,001,241,778	16,116,888,390	17,245,070,577	18,452,225,517
Physical addresses	1,727,399,968	1,865,591,965	1,996,183,403	2,135,916,241	2,285,430,378
E-addresses	2,068,539,829	2,234,023,015	2,390,404,626	2,557,732,950	2,736,774,257
Philatelic revenue	-	535,000	572,450	612,522	655,398
Post bus	2,592,000,000	2,825,280,000	3,023,049,600	3,234,663,072	3,461,089,487
Bulky Postage	324,771,701	347,505,720	371,831,120	397,859,299	425,709,450
Stamp sales	937,568,703	1,020,314,886	1,112,143,226	1,189,993,252	1,273,292,779
Terminal dues	2,109,971,459	2,257,669,461	2,460,859,713	2,633,119,893	2,817,438,285
Parcels - Ordinary	80,455,600	86,087,492	92,113,616	98,561,570	105,460,879
Packets	121,092,657	129,569,143	138,638,983	148,343,712	158,727,772
Home Delivery	12,395,593	13,263,285	14,191,714	15,185,134	16,248,094
EMS – Domestic	66,648,696	71,314,105	76,306,092	81,647,518	87,362,845
EMS – International	3,486,417,889	3,800,195,499	4,066,209,184	4,350,843,827	4,655,402,895
EMS-Contract	274,555,183	293,774,046	314,338,229	336,341,905	359,885,838
Easy mail	50,000,000	54,500,000	58,315,000	62,397,050	66,764,844
School Post	1,512,300	1,618,161	1,731,432	1,852,633	1,982,317
<b>Other operating income</b>	<b>4,190,951,666</b>	<b>4,543,144,304</b>	<b>4,926,534,957</b>	<b>5,271,392,404</b>	<b>5,640,389,872</b>
Financial Services	2,000,000	2,140,000	2,289,800	2,450,086	2,621,592
Keys sales	17,551,907	19,131,579	20,470,789	21,903,744	23,437,006
Locks replacements	13,843,220	14,812,245	15,849,103	16,958,540	18,145,638
Rental Income - GPO	1,058,892,684	1,154,193,025	1,258,070,398	1,346,135,326	1,440,364,798
Rental Income - Postel	1,456,311,163	1,587,379,168	1,730,243,293	1,851,360,324	1,980,955,546
Rental Income - Upcountry	483,445,318	526,955,397	574,381,383	614,588,080	657,609,245
Photocopying/Other Incomes	8,722,542	7,835,120	8,383,578	8,970,429	9,598,359

REVENUE PROJECTIONS	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Enquiry fees	4,950,000	5,296,500	5,667,255	6,063,963	6,488,440
Sale of bids	3,000,000	3,210,000	3,434,700	3,675,129	3,932,388
Parking stickers	24,400,000	26,108,000	27,935,560	29,891,049	31,983,423
Authority card replacement	13,864,831	14,835,369	15,873,845	16,985,014	18,173,965
Scrap sales	35,000,000	37,450,000	40,071,500	42,876,505	45,877,860
UPU & RCDF	1,068,970,000	1,143,797,900	1,223,863,753	1,309,534,216	1,401,201,611
<b>Total income</b>	<b>18,044,281,244</b>	<b>19,544,386,082</b>	<b>21,043,423,346</b>	<b>22,516,462,981</b>	<b>24,092,615,389</b>

### 4.3 The resource mobilization strategy

- (i) Digital transformation.  
To continue the automation process to cover new and traditional postal services. This will address the customer varying tests and preferences related to emerging technologies.
- (ii) Strengthen Debt collection.  
Outsource the debt collection services to potential service provider for easy monitoring and follow ups. This will reduce on the default rate and enable optimal revenue generation to support cash flows.
- (iii) Collaboration and stakeholder engagements. Collaboration with institutions such as Local Government, Ministry of Education and Sports, Interreligious council, Uganda Law Society and URSB will assist in enforcing acquisition and renewal of postal addresses. This initiative will assist to enhance revenue mobilization strategy.
- (iv) Prioritize data quality improvement. UPL will develop APIs to integrate both internal and external systems to improve on data quality concerning individuals and companies that consume UPL products. This will support timely data exchange and operationalization of one stop centre to enhance efficient delivery of services.



- (v) Development of Public Private Partnerships (PPP). UPL will venture into PPP projects to develop its outdated strategic properties that will enhance on the occupancy rate and generate more revenues from rental income.

## INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF THE PLAN

### 5.0 Introduction

This chapter presents the coordination mechanism for effective implementation of UPL strategic plan as well as the required reforms in the structure and staffing requirements. It further provides the roles and responsibilities of key actors in implementing the strategic plan.

### 5.1 Roles and Responsibilities of stakeholders

#### 5.1.1 Internal stakeholders

The company takes the leadership role for coordinating the five-year strategic plan. Table L summarizes the roles and assignments for the major players at UPL

**Table J: Roles and Responsibilities of stakeholders**

Responsible Person	Roles and Responsibilities
Share Holders	(i) Adequate financing of the institution. (ii) Participating in the Annual share holders' meetings and expressing their views on company matters. (iii) Appointment and removal of members of the Board of Directors.
Board of Directors	(i) Provide general direction and supervision of the strategic plan. (ii) Provide oversight for the operation of the plan. (iii) Formulate and review policies and oversee their implementation. (iv) Scrutinize and approve the strategic plan, annual work plans, budgets and performance reports. (v) Appraise and evaluate the performance of Management of the company. (vi) Oversee the management of finances and assets of the company. (vii) Recruit staff to support the implementation of the company strategic plan, annual work plans and budgets.
Senior Management team	(i) Provide technical guidance. (ii) Implement the strategic plan.

Responsible Person	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>(iii) Responsible for management of the strategic plan.</li> <li>(iv) Provide accountability.</li> <li>(v) Ensure that policies, plans and budgets are developed and approved by the Board.</li> <li>(vi) Monitor and evaluate the implementation of policies, plans and budgets approved by the Board.</li> <li>(vii) Review the company's performance in line with the set vision, mission and strategic objectives.</li> <li>(viii) Budget and ensure that financial resources are equitably allocated to priority areas to support realization of strategic plan objectives.</li> <li>(ix) Mobilize resources to implement the strategic plan and annual work plans.</li> <li>(x) Provide periodic performance reports to the Board.</li> <li>(xi) Coordinate with key stakeholders for successful implementation of the strategic plan.</li> </ul>

### 5.1.2 External stakeholders

**Table K: Roles and Responsibilities of other stakeholders**

Responsible Person	Roles and Responsibilities
Ministry of ICT and National Guidance	<ul style="list-style-type: none"> <li>(i) Coordinate and lead digital transformation programme as a secretariat.</li> <li>(ii) Set priorities for implementation.</li> <li>(iii) Identify key policies and project requirements.</li> <li>(iv) Identify key implementation bottlenecks to be resolved.</li> </ul>
National Planning Authority	<ul style="list-style-type: none"> <li>(i) Provide national development planning guidelines.</li> <li>(ii) Timely approval of the strategic plan and issuance of compliance certificate.</li> </ul>
Development partners	<ul style="list-style-type: none"> <li>(i) Provide technical and financial support.</li> <li>(ii) Lobby and advocate for good policies.</li> </ul>
UCC	<ul style="list-style-type: none"> <li>(i) Timely issuance of operator license.</li> <li>(ii) Review and approval of rates charged for reserved services.</li> <li>(iii) Perform regulatory compliance checks on the company.</li> </ul>

Responsible Person	Roles and Responsibilities
	(iv) Offer financial support over the Universal Service Obligation.
Parliament	(i) Formulate and approve enabling laws for postal services. (ii) Monitoring of appropriated funds. (iii) Support the program implementation.
NITA-U	(i) Support the connection of Postal offices to the National Backbone Infrastructure (NBI).
MoPS	(i) Support in the development of one-stop centre for government service delivery at post offices countrywide.
URSB	(i) Support in enforcing the legal requirement for companies to have valid postal addresses.
NIRA	(i) Support the integration of data exchange for verification of customer details using National IDs.
MoLHUD	(i) Support in enforcing the legal requirement for people to have valid postal addresses for land transactions.
MoLG	(i) Collaborate to realize synergies.
Media	(i) Provide positive and balanced coverage on postal issues. (ii) Proactively engage UPL on issues for reporting.

## 5.2 Institutional sustainability arrangements

The UPL strategic plan for FY 2025/26 – 2029/30 aims to improve the operations of the governance arrangements at all levels to ensure clarity of roles and responsibilities, to promote organisational transparency, improve internal controls and systems as well as efficient and effective management of results.

## 5.3 Financial sustainability arrangements

Effective management of resources is essential to the sustainability of UPL. This plan has therefore taken into account the projected resource requirements for the strategic activities detailed in this plan over the next five years. UPL will continue to implement well-thought financial management principles as well as improving resource

allocation for operational efficiency. UPL will continue to mobilize adequate resources to finance the plan as an essential mechanism for its successful implementation.

#### **5.4 Partnerships and collaborations**

Coordination and implementation of the strategic plan to yield results will be undertaken within the existing institutional arrangements including existing partnerships where UPL subscribes as a member such as the Universal Postal Union, Pan African Postal Union and the East African Communications Organisation.

In addition, UPL has partnership with Uganda Registration Services Bureau, Ministry of Lands, Housing and Urban Development, National Identification and Registration Authority and Uganda Revenue Authority.

#### **5.5 Human resource development plan**

The human resource is the potential that resides in the knowledge, skills and motivation of people with infinite capabilities and has the possibility of beneficial engagement, UPL staff turnover in the past few years has remained below 15% due to the incentives provided to the employees and fair working conditions.

In order to implement the human resource plan, there will be a comprehensive human resource capacity building plan for the staff in post, staff training needs will be conducted and the company will also develop and implement the annual human resource recruitment plan based on the existing and future policies that will be developed.

## COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

### 6.0 Introduction

The communication strategy takes note of the successes/ achievements made, knowledge acquired, experiences and lessons learnt from the implementation of the previous plan. It therefore seeks to facilitate effective and information sharing among key stakeholders. The communication strategy therefore presents a roadmap the company shall adopt to communicate with and engage the different stakeholders. It seeks to increase awareness of the company's mandate among the population. This strategy seeks to ensure that communication is aligned to driving the strategy agenda in an effective and professional manner.

### 6.1 Objective of the communication strategy

The overall objective of this strategy is to create an effective and efficient communication systems that facilitate harmonized and regular information flow within the company and its stakeholders. Specific objectives over the planning period include;

- (i) Establish a clear understanding and awareness of UPL's mandate among all key stakeholders.
- (ii) Encourage and attract strategic partners to reach out to the company in delivering some specific projects.
- (iii) Enable the company to adopt a pro-active role in communicating to all its stakeholders.
- (iv) Ensure that accurate, relevant and reliable information is delivered in an open, effective and timely manner.

### 6.2 Internal communication strategy

To increase the efficiency of the workforce, it is essential that all employees are on the same page. Furthermore, the strategy is aimed at increasing the level of understanding among all employees as to how Posta Uganda communicates with its stakeholders. As such, the strategy will:

- (i) Make sure that the company's goals, policies and guidelines are well communicated.
- (ii) Enhance employee's knowledge of Posta Uganda's corporate objectives, strategies and values.
- (iii) Effectively share ideas that can enhance creativity and innovation to improve Posta Uganda's business growth.
- (iv) Enhance Posta Uganda Employee productivity by providing them with all the necessary information in a clear, precise and concise format.
- (v) Strive to give employees the information they need, when they need it, in order to increase understanding and commitment, build motivation, and support company strategies.

- (vi) Enhance the ability of staff to handle conflict when they know how to communicate their ideas and listen to their peers to create a solution.
- (vii) Communicate with employees about decisions and events that affect them before (if possible) and never later than when information is communicated externally.
- (viii) Increase each employee's knowledge about Posta Uganda and its development.
- (ix) Provide clear and current information to employees on institutional policies and information vital to the company with regard to corporate identity.
- (x) Internally disseminate success stories and good business solutions throughout the organization, in order to spread creativity and encourage cross-operating unit cooperation.

### **6.3 External communication strategy**

UPL is cognizant of the need to communicate efficiently and effectively to the external stakeholder. In order to achieve this, the communication shall be made through the following channels.

#### **(i) Media**

Posta Uganda will continuously develop its website and strengthen social media presence across a range of platforms with the end-user being the primary focus to deliver an engaging, informative, trusted, interactive and agile web platform. This strategy will explore options to make it easy for customers to do business with Posta Uganda online and transform the website to become the hub for product information. It will also look at digital opportunities including the development of apps. In addition to the digital media, Posta Uganda will adopt the print, audio and visual media. The use of newspapers, magazines, radio and television will be utilized as some of the main channels to send out messages of a corporate nature, carry out surveys and receive feedback in regards to the operations and implementation of the strategic plan. In addition to the media houses, UPL will utilize printed information such as fliers, leaflets, posters and banners.

#### **(ii) Brand Management**

To promote consistent delivery of the corporate brands, this will include a planned, proactive marketing campaign to build community awareness and exposure to Posta Uganda's services, activities and projects. It will support delivery of information to targeted population and establish an approach to guide effective communication choices taking into account where and how individuals best receive the information.



### **(iii) Community Education**

This includes ensuring that we continue to develop strong relationships with traditional media to help our community understand our products and services, strength, opportunities and innovations. It will support communities to understanding who we are, what we do, how we make decisions and how we plan for the future.

### **(iv) Staff Communications**

This will help to increase staff knowledge and understanding of our products, services, activities, projects, decision making and planning processes to increase internal morale and allow staff to be advocates both through their professional and personal interactions with the community. This will enable the development and implementation of processes to deliver a coordinated and proactive approach to inform Posta's role, and drive a proactive communication culture among staff, by putting tools in place to assist them identify when there is a need to communicate in their operational activities.

## STRATEGIC RISKS

### 7.0 Introduction

The strategic plan adopted a risk management approach that is consistent with the government of Uganda Risk Management Strategy, 2018 whose main objective is to facilitate the integration of risk management into national development planning, strategy formulation and annual planning. This section therefor entails risk management plan, risk profile, clarifies the responsible staff throughout the risk management process from identification to resolution and specifies how the risk will be considered, prioritized and managed within UPL.

### 7.1 Strategic risks

Risks are occurrences that may affect the successful implementation of the strategic plan. These risks are external, strategic and operational. Successful implementation of the strategic plan requires identification, mitigation and monitoring of these risks.

**Table L: Risk analysis matrix**

Risk	Risk indicator	Risk rating	Mitigation strategies	Lead actor
<b>Risk category 1</b>	<b>External risks</b>			
Foreign exchange fluctuation	US dollar rate against UGX rate	High	<ul style="list-style-type: none"> <li>• Carry out domestic resource cost surveys to ascertain at what exchange rate the postal products become uncompetitive.</li> </ul>	Head of Finance
Trade barriers by some countries	Trade restrictions	High	<ul style="list-style-type: none"> <li>• Surveillance and market intelligence.</li> <li>• Enhancing barrier interventions.</li> </ul>	Manager Customer care
Stiff market competition	Sales turnover	High	<ul style="list-style-type: none"> <li>• Aggressive marketing.</li> <li>• Offering competitive rates.</li> <li>• Enhance customer care and management.</li> </ul>	Manager Customer care
<b>Risk category 2</b>	<b>Strategic risks</b>			

Risk	Risk indicator	Risk rating	Mitigation strategies	Lead actor
Competing priorities	Increase in unfunded priorities	High	<ul style="list-style-type: none"> <li>• Develop revenue mobilization strategies.</li> <li>• Enhance debt collection approach</li> <li>• Strengthen relations with key partners.</li> </ul>	Head of Finance
Technological changes	Obsolete systems	High	<ul style="list-style-type: none"> <li>• Conduct research and innovation</li> <li>• Carry out market surveys</li> <li>• Develop tailored products</li> </ul>	Manager Customer care
<b>Risk category 3</b>	<b>Operational risks</b>			
Decline in revenue	Deficit in projected revenue	High	<ul style="list-style-type: none"> <li>• Lobby for budget support</li> <li>• Enhance strategies for revenue mobilization</li> </ul>	Head of Finance
Staff turnover	Staff retention rate	Medium	<ul style="list-style-type: none"> <li>• Conduct staff satisfaction surveys</li> <li>• Periodic job reviews/ enhancement of job scope</li> <li>• Talent mapping and career growth policy</li> </ul>	Head of Human Resource & Administration

**Table M: Risk mitigation measures and action plans**

Strategies	Priority Actions	Responsibility	Other Actors	Timeframe (FY)	Projected cost (UGX)
Carry out domestic resource cost surveys to ascertain at what exchange rate the postal products become uncompetitive.	Develop a survey tool and collect relevant data	Head of Finance	<ul style="list-style-type: none"> <li>• Manager ICT</li> <li>• Statistician</li> </ul>	2028/29	2,000,000

Strategies	Priority Actions	Responsibility	Other Actors	Timeframe (FY)	Projected cost (UGX)
Surveillance and market intelligence	Collect data on the performance of UPL products against competitors	Manager Client relations	<ul style="list-style-type: none"> <li>• Statistician</li> <li>• Head, Mails and Logistics</li> </ul>	2026/27	5,000,000
Enhance customer care and management.	<ul style="list-style-type: none"> <li>• Introduce a toll free line with a full-time operator staff.</li> <li>• Introduce customized bulk SMS platform.</li> </ul>	Manager Client relations	Manager ICT	2026/27	15,000,000
Develop tailored products	Reward staff with innovative ideas	HR	Unit managers	2029/30	5,000,000
Lobby for budget support	Writing project proposals for funding	Projects Officer	Unit managers	2029/30	2,000,000

## **MONITORING AND EVALUATION FRAMEWORK**

### **8.0 Introduction**

This chapter presents the monitoring and evaluation strategy for this plan. It highlights the mechanisms for tracking and reporting progress of the implementation of the plan as well as measuring and reporting its success. The detailed results matrix for the outcomes and outputs are presented in **ANNEX I**.

### **8.1 Strategy Implementation, Monitoring and Evaluation**

The process of preparing a Business Strategy is never easy. Moreover, there is always room to improve whatever has been written. However, the benefit of the document is not just in getting it completed and signed off. The real reward is in getting on with the hard-work of implementing the Plan.

Overall responsibility for monitoring and evaluation of the Strategic Plan rests with UPL Board, coordinated through the Managing Director. To derive benefits from this Strategy the following principles of effective strategy implementation shall be adhered to:

- (i) Prioritization of activities and designation of roles;
- (ii) Installation of appropriate organogram to ensure that right people are deployed in right places.
- (iii) Use of Annual Work Plans, drawn from UPL's Strategic Plan.
- (iv) Availing and effective allocation of human, financial and logistical resources.
- (v) Checking whether there are any non-anticipated challenges that might have arisen and seeking ways of how best to resolve them.
- (vi) Carrying out annual and mid-term reviews of performance. This will include tracking the attainment of set Objectives and ascertaining the principle of 'value-for-money'.
- (vii) Establishment of a clear and comprehensive communication and feedback strategy.

The routine monitoring and evaluation tools to be used will include:

- (i) Quarterly meetings of the Board of Directors.
- (ii) Weekly meetings of the Management Committee.
- (iii) Annual Retreats of Board and Management.
- (iv) Mid-term reviews.
- (v) Regular Audits reports.

## **8.2 Results framework**

The results framework will be used to measure and assess progress during implementation of UPL strategic plan. This framework includes results of the plan's goal, objectives and interventions. The detailed results framework is presented in Annex I below.

## Annex I: Implementation Action Plan

<b>Program Name:</b> Digital Transformation.									
<b>Program Goal:</b> Increased ICT penetration and usage of ICT services for efficiency gains and job creation.									
<b>Vote Goal:</b> Increased use of postal services for employment creation.									
<b>Program Objective:</b> Improve efficiency in Business processes and public service delivery.									
<b>Objective 1:</b> Improve efficiency in postal business processes and service delivery.									
Outcomes	Indicators	Baseline FY 2024/25	Target FY 2025/26	Target FY 2026/27	Target FY 2027/28	Target FY 2028/29	Target FY 2029/30	Data source	Responsible Dep't/ Unit
Improved service delivery	Proportion of postal services delivered online	6%	22%	50%	72%	88%	100%	IT Mgt Report	ICT
	Customer satisfaction index	59.7%	62%	65%	68%	71%	76%	Survey Report	Client Relations
<b>Intervention 1</b>	<b>Automate identified postal services</b>								
<b>Output 1.1:</b> Automated postal services rolled out	Proportion of identified e-government services delivered via post offices	0	20%	40%	60%	80%	100%	Management Reports	Mails & Logistics
<b>Output 1.2:</b> Customer service standards improved	Number of days taken to deliver international packages	17	16	15	14	13	12	Management Reports	Mails & Logistics
<b>Budget</b>									
<b>Actions</b>									



Identify, develop and roll out automated postal services			54Mn	67.3Mn	72Mn	77Mn	82.4Mn	System User acceptance reports	ICT
Develop and implement client charters			10M	2M	2M	2M	2M	Approved client Charter	Client Relations
<b>Intervention 2</b>	<b>Streamline ICT Operations</b>								
Output 2.1 Postal branches refurbished and equipped	Number of postal branches with ICTs	32	35	40	43	45	48	Management Reports	ICT
<b>Budget</b>									
<b>Actions</b>									
Expand internet connectivity at postal branches			24M	40M	24M	16M	24M	Management Reports	ICT
Postal branches refurbished with ICT equipment			45M	75M	45M	30M	45M	Management Reports	ICT
<b>Objective 2: Strengthen the company's revenue mobilization build a strong financial base</b>									
Improved revenue collection to fund the company budget	Proportion of internally generated revenue to the support budget	85%	86.5%	88%	89.5%	91%	92.5%	Audited Accounts	Finance
<b>Intervention 1</b>	<b>Rationalize costs and improve revenue generation</b>								
<b>Output 1.1</b> Increased internal revenue collections	Total revenue collected (Ugx in billions)	15.6	18.0	19.5	21.0	22.5	24.1	Audited Accounts	Finance
<b>Budget</b>									
<b>Action</b>									

Recruit and deploy a debt collection Agency		45M	49.5M	54.5M	59.9M	65.9M	Financial Reports	Finance
Implement aggressive Marketing and promotions		320.5M	178.6M	191M	204.5M	218.7M	Finance Reports	Finance
<b>Objective 3: Build and maintain a strong customer base</b>								
Improved public trust and confidence in UPL's services	Number of postal address subscribers	222,203	269,203	316,203	363,203	410,203	457,203	Eposta System Reports Mails & Logistics
<b>Intervention 1</b>	<b>Strengthen implementation of service delivery standards</b>							
<b>Output 1.1</b> Increased renewals for postal addresses	Number of MoUs signed with MDAs for partnership	01	02	03	04	05	06	Copies of MoUs Legal
	Number of clients renewing E-Addresses	4,170	5,421	7,047	9,866	13,812	20,719	Eposta system Mails & Logistics
<b>Budget</b>								
<b>Actions</b>								
Run marketing campaigns			80.1M	44.6M	47.8M	51.M	54.7M	Management Reports Client Relations
Engage MDAs for collaboration			8M	10M	12M	14M	15M	Management Reports Client Relations
<b>Objective 4: Strengthen human resource management for improved service delivery.</b>								
Increased staffing levels and high retention rate	Employee retention rate	80%	82%	84%	86%	88%	90%	Staff Listing HR
<b>Intervention 1</b>	<b>Strengthen human resource management</b>							

<b>Output 1.1</b>	The rate of staff turnover	20%	18%	16%	14%	12%	10%		
Improved staff retention									
<b>Budget</b>									
<b>Actions</b>									
Conduct staff capacity building programs			90.9M	95.4M	100.2M	105.2M	110.4M	Management Reports	HR
Reward outstanding performer			30M	35M	40M	43M	45M	Management Reports	HR
Implement staff welfare initiatives			156M	171.6M	188.8M	207.6M	228.4M	Management Reports	HR

