

Launch of new strategic plan at UEGCL



UEGCL CEO Dr. Eng. Harrison E. MUTIKANGA (Extreme Left) and Hans Peter Christophersen Counsellor, Trade & Energy Royal Norwegian Embassy join UEGCL Board Members led by Chairperson Eng. Proscovia M. Njuki, Prof. Nixon KAMUKAMA, Mr. Ronald Dravu, Mrs Jennifer K. Lubaale, Omunyoro Zachary Baguma and Ms Zerida Zigiti to launch the strategy book in Kampala.

By Simon P. KASYATE Manager, Corporate Affairs UEGCL

Renowned English strategic thinker and consultant Dr. Max McKeown, opines in one of his best seller books on Strategic planning, *The Strategy Book*, that, "With a clever strategy, each action is self-reinforcing. Each action creates more options that are mutually beneficial. Each victory is not just for today but for tomorrow."

The words sound sophisticated, but their application applies even to the most mundane of our actions. Problem is, often we just do things without a care to plan on what the results of our actions are and how better they could be if we applied a little more thought. It is also important to place an objective measure of the result. Take for example, choosing to work harder at your job by putting in more hours gives the general feeling that the rewards will be heavier and come quicker. But what is heavier and what is quicker? What is the measure of these? And so what, with heavier and quicker rewards? It's at the point of answering to these questions that one realizes the need for a strategic plan in the first place.

Slightly over the last three years, the mandate and obligations of Uganda Electricity Generation Company

Limited (UEGCL) changed from mere concession management of the Nalubaale-Kiira Hydro Power complex to the development of new electricity generation facilities as well as the operation and maintenance of which. This meant, it was not business as usual and hence the need for a strategic plan. Even more, the assignment as implementing agency for the flagship Government projects of Karuma (600MW) and Isimba (183MW) meant that UEGCL had to make its governance structure as well as its operations more systematic lest it falters on this noble but uphill task.

For the period 2015-17, there was a strategic plan largely to address the direction the company was to take to deliver on the new Hydro Power plants. Subsequent to this UEGCL embarked on the formulation of a new 5-year Strategic Plan (2018-23).

The plan has been formulated through a rigorous and consultative process, involving various stakeholders,

and the result is a concise document that enshrines the aspirations of the Company over the next 5 years.

Key among the milestones for the next 5 years are the completion of the on-going flagship projects, and the commencement of operations and maintenance in line with the Government policy to provide employment, and ensure affordable Tariffs through least cost-of-energy generation. The cardinal pillars of the plan are availability, reliability,

affordability and the delivery of Quality electricity services to the people of Uganda. This strategic Plan was launched in December 2017.

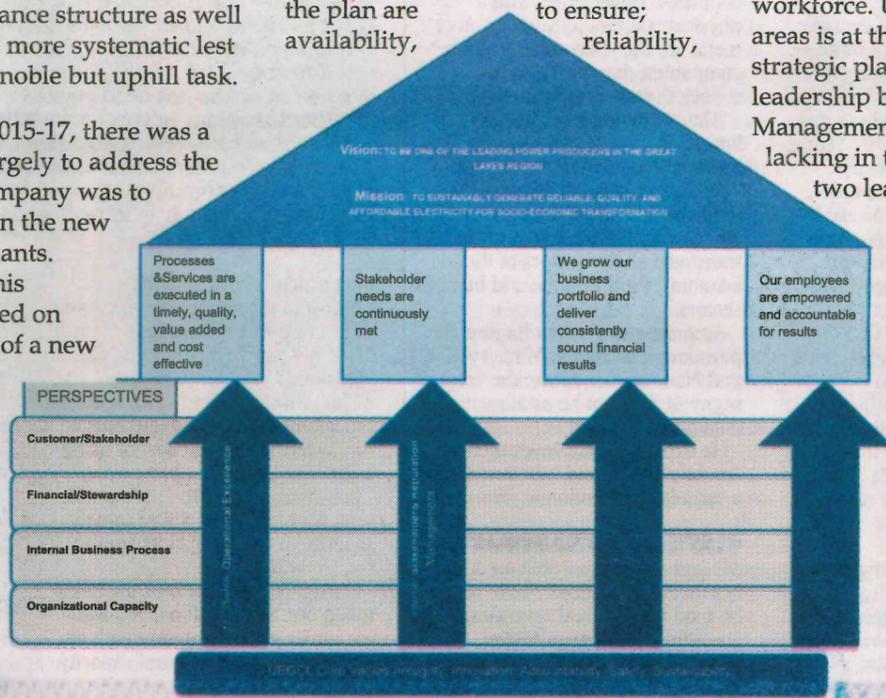
It is imperative for any organisation to have a long-term outlook if it is to succeed in its aspirations. It is important to note that UEGCL as a Government agency has learnt and puts into practice the Government's policy framework which is guided by a five year National Development Plan, which is part and parcel of the Governments Vision 2040.

The UEGCL Five Year Strategic Plan takes into account the aspirations of the Government, key among which is the delivery of the Key Flagship Hydro Power projects of Karuma and Isimba, while at the same time improving the operational efficiency of the Kiira/Nalubale Hydro Power complex.

With a vision "to be one of the leading power producers in the Great Lakes Region" UEGCL can't afford to transact business in a manner akin to 'beating about the bush'. Even more, with a mission 'to sustainably generate reliable, quality and affordable electricity for socio-economic development,' UEGCL needs nothing short of a robust strategic plan and the commitment to execute it to the letter if the Mission must be achieved and the Vision realized.

The pillars of this new strategic plan are operational excellence, stakeholder and reputation management, sustainable growth and engaged workforce. Unpacking these thematic areas is at the core of executing this strategic plan and takes impeccable leadership both at Board and Management levels. UEGCL is not lacking in the composition of these two leadership levels.

Drawing from Dr. Max Mckeown therefore, each theme in our strategic plan above rakes in individual benefits but the collective sum of these benefits are mutually reinforcing and are not for the short term scores but rather long term gains. We remain confident and determined to at worst achieve and or at best, exceed on the realization of this, our new 5-year strategic plan.



Schematic Presentation of UEGCL Strategic Plan (2018-23)