

UEGCL STRATEGIC PLAN

2025-2030



UEGCL
Generating for Generations



Regulation 26(3)

CERTIFICATE

Certificate of Approval of a Decentralized Development Plan

The Authority has reviewed the Development Plan of **UGANDA ELECTRICITY GENERATION COMPANY LIMITED** and is satisfied that the Development Plan complies with the National Planning Authority Act, 2002, the National Planning Authority (Development Plans) Regulations, 2018, the National Development Plan and guidelines issued by the Authority.

Dated this 23rd day 09 of 2025


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Planning for Development



The UEGCL Shareholders, represented by Hon. Dr. Canon Ruth Nankabirwa SSENTAMU, Minister of Energy and Mineral Development, and Hon. Matia KASAIJA, Minister of Finance, Planning and Economic Development, pose with members of the UEGCL Board of Directors during the close of the 14th Annual General Meeting in January 2025

Minister of Energy and Mineral Development's Foreword



Hon. Dr. Canon Ruth
Nankabirwa Ssentamu

Minister of Energy and
Mineral Development

formulation and oversight role for the sector.

For the medium term, the sector in general has focused on increasing the electricity generation capacity, transmission network; and increasing access to modern and affordable forms of energy.



To ensure reliable, adequate and sustainable exploitation, management and utilization of energy and mineral resources in Uganda

It gives me great pleasure to contribute to the foreword of the Uganda Electricity Generation Company Limited (UEGCL) Strategic Plan for the period 2025 – 2030.

Being a shareholder of the Company, the mandate of the Ministry of Energy and Mineral Development (MEMD) is to “To ensure reliable, adequate and sustainable exploitation, management and utilization of energy and mineral resources in Uganda”. MEMD has the overall policy

I am happy to note that the National Development Plan IV recognizes the fact that key achievements realized in the **NDP III** included; the increase in generation capacity from 595 MW in FY 2010/11 to 2,048 MW in FY 2023/24, and increase in access from 24% in FY 2017/18 to 58% in FY 2023/2024.

Looking forward, the **NDP IV (2025 -2030)** has one of its key objectives as

the need “to build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT”. As noted, energy remains a key anchor to the attainment of the NDP IV goal of “achieving higher household incomes and employment for sustainable socio-economic transformation”.

Key targets for the energy sector in the **NDP IV** include the increase in installed generation capacity to 15,420 MW, increase in access to 70%, increase in consumption per capita (kWh) to 1090. These targets will require concerted effort by Government in ensuring timely planning and resourcing.

I am delighted to see that the **UEGCL Strategic Plan (2025-2030)** has been aligned to the **NDP IV** aspirations, and key strategies and initiatives have been clearly articulated, specifically, initiatives for the expansion in the generation capacity of the country have been included covering a multitude of renewable energy sources. This is also accompanied by operational efficiency and financial sustainability initiatives.

The alignment process is also in fulfilment of the programme approach to planning, and in this case to the **Sustainable Energy Development (SED)** Programme objectives of increasing access to and consumption of reliable, affordable, clean and modern energy services.

As a country, the shift from electricity generation shortages to surplus, cheaper renewables and energy efficient technologies and the discoveries of commercial oil and gas provide an excellent opportunity for us to be entirely energy independent in the next ten years and become a net exporter of multiple energy sources while also providing the know-how to produce these fuels



The alignment process is also in fulfilment of the programme approach to planning, and in this case to the Sustainable Energy Development (SED) Programme objectives of increasing access to and consumption of reliable, affordable, clean and modern energy services.

and technologies in an environmentally sustainable manner.

UEGCL will be key in contributing towards the achievement of the above vision, which is in line with the Energy policy for Uganda (2023).

In conclusion, I therefore wish to sincerely thank the Government of Uganda through his Excellency the President for the vision to secure Uganda's energy sector. I wish to thank the Board and Management of UEGCL for the formulation of this Strategic Plan.

We as a Ministry, look forward to the successful implementation of the UEGCL Strategy and pledge to provide all the support required in the execution of the Strategy to enable alignment of both the UEGCL vision and that of the country as a whole.

Hon. Dr. Canon Ruth Nankabirwa
Ssentamu
**MINISTER OF ENERGY AND MINERAL
DEVELOPMENT.**

Board Chairperson's Foreword



Eng. Proscovia Margaret Njuki

Chairperson, Board Of Directors

In fulfilment of the mandate of the Board of Directors, it gives me great pleasure to present the Uganda Electricity Generation Company Limited (UEGCL) Strategic Plan for the period 2025 to 2030.

The Plan presents the Company's futuristic aspirations for the next 5 years, which align with the Uganda Government's development agenda, specifically the **National Development Plan IV (2025 -2030)**.

The Plan is also anchored to the Vision 2040, National Resistance Movement (NRM) Manifesto, and the Uganda Energy Policy (2023) which targets Uganda's electricity generation capacity at 52,481 MW by 2040.

In reviewing the Company performance as at June 2024, growth was realised on several fronts. Key growth areas were; the commissioning of the Isimba Hydropower Project (183 MW), the takeover of the 50 MW Namanve Heavy Fuel Oil-Fired Thermal Power Plant, and the retransfer of the Nalubaale and Kiira Hydroelectric Power Plants (380MW) to the Company, and the commissioning of the Karuma (600 MW) plant. All these marked significant growth in the Company's business portfolio. On the financial front, the Company has since 2019 posted operating profits, which marked a turnaround in its financial health. This was majorly due to the revenue streams from the various generation plants under UEGCL jurisdiction.

However, during the previous reporting period, UEGCL was accosted by several challenges, key among which were; delays in project completion, financial constraints, defects arising from the newly constructed power plants, and the impending merger and rationalisation of government agencies, all of which slowed down the growth trajectory of the

Company.

Going forward, the Company's Plan for the period **2025 – 2030** is premised on the need to meet the ambitious, yet achievable National Electricity Generation Targets, as well as the need to ensure efficiency in operations and maintenance, which has a bearing on the end user Tariff.

With these key aspirations, UEGCL's Vision for the period **2025 – 2030** is to be **"Africa's leading electricity generating utility"**. This vision positions UEGCL to be a "market leader" in meeting demand and providing affordable and reliable electricity services.

On the other hand, the Company's Mission is **"To sustainably generate reliable, quality and reasonably priced electricity for socio-economic development."** The Mission results were further defined for clarity to include; Environmental protection, Community support, a robust governance framework, Financial growth and energy security.

To further clarify the overarching reason for UEGCL's existence and define the impact of our business on society as well



To sustainably generate reliable, quality and reasonably priced electricity for socio-economic development.

as motivate all staff to be part of a unified team, UEGCL has defined her purpose as:
- **Making electricity safely available for supply at all times from all our Plants."**

The key strategic themes envisaged for the period 2025 -2030 are; **Operational Excellence, Stakeholder and Reputation Management, Sustainable Business Growth and Human Capital**

Development.

As the Board, we pledge our commitment to the implementation of the Plan. We shall provide all the support to Management and Staff of the Company in fulfilling the mandate of UEGCL. We also acknowledge that the plan is not static, and will therefore evolve with the changing macro-economic business environment.

I would like to thank all stakeholders who have supported UEGCL in fulfilling its mandate over the years, and we look forward to the continued support in the implementation of this Strategic Plan for the period 2025 -2030.

In a special way, we are very grateful to our Shareholders the Minister responsible for Energy and the Minister responsible for Finance, our Development Partners, and the Electricity Regulatory Authority for the support and work done in the concluded five-year period.

I also wish to thank the Directors, Management and Staff of UEGCL for their untiring efforts and commitment to maintaining and advancing UEGCL in its bid to adequately **generate for generations**.

We look forward to its overall alignment with the National Development Plan Goals and the successful implementation of the 2025 – 2030 Strategic Plan

Thank you

Eng. Proscovia Margaret Njuki
CHAIRPERSON, BOARD OF DIRECTORS

Board of Directors



Eng. Proscovia
Margaret NJUKI
Chairperson



Professor Nixon
KAMUKAMA (Ph.D.)
Director



Mr. Ronald DRAVU
Director



Eng. Julius Wamala
NAMUSANGA
Director



Eng. Gilbert John KIMANZI
Director



Mrs. Hope BIZIMANA
Director




Mr. Paul Patrick MWANJA
Director

The Management Team


Heads of Departments






Eng. George Tusingwire
MUTETWEKA

Chief Operations Officer




Dr. Eng. Harrison .E. MUTIKANGA

Chief Executive Officer




Joyce NAKALEMA

Chief Human
Resource Officer




Dr. Mary AKURUT

Chief Safety Health
Environment and Quality
Officer




David Kahwa ISINGOMA

Chief Strategy and Business
Development Officer




Eng. Isaac ARINAITWE, CFA

Chief Projects Officer




Susan Taffumba ISUBIKALU

Chief Finance Officer



Mark Martin OBIA

Company Secretary




Albert MURUNGI

Chief Information
and Communication
Technology Officer


Heads of Units






Enock K. KUSASIRA

Head Communication and
Corporate Affairs




Dr. Eng. Jotham I. SSEMEPEWO

Head Estates and
Administration



Allen Asasira

Head Procurement
and Disposal Unit



Flavia ANYIKO

Head Risk

Chief Executive Officer's Foreword



Dr. Eng. Harrison E. Mutikanga

Chief Executive Officer

On behalf of UEGCL's Management and Staff, I am pleased to present the UEGCL Strategic Plan for the period 2025 – 2030. **The Plan has been aligned to the National Development Plan IV aspirations taking into account goals, objectives and available financial resources for the period. It also supports the goal of the Sustainable Energy Development (SED) Programme that seeks to Increase access to and consumption of reliable, affordable clean and modern energy services.**



The Plan has been aligned to the National Development Plan IV Aspirations taking into account goals, objectives and available financial resources for the period.

The plan presents an opportunity for UEGCL to reposition itself in the wake of the second-generation reforms in the electricity sub-sector, and adapt to the new tenets as enshrined in the **Electricity Amendment Act 2022**.

The plan is premised on the quest for superior performance of UEGCL by gaining a sustainable competitive advantage through the least optimal cost of generation and having strategic approaches to drive operational efficiency, sustainable service delivery through aspirations to earn a reasonable return on invested capital, and growing profitably.

In developing the plan, UEGCL adopted the **Analyse, Formulate, Implement (AFI)** Strategy Framework. The AFI Framework is an integrative strategic management process that combines Business Analysis, Strategy Formulation and Implementation. The AFI Strategy

An aerial view of the 180MW Nalubaale Hydro Power Station. Commissioned in 1954 by HRH Queen Elizabeth II, this plant is the oldest Hydro Power Plant in Uganda

Framework was further enriched with the Balanced Scorecard and principles of the PuMP methodology—which is a practical strategic performance management methodology that is envisaged to provide an enhanced approach towards business performance measurement, analysis and reporting for decision support.

During the period **2018 – 2024**, UEGCL's operations expanded to cover Isimba (183 MW), Namanve (50 MW), Nalubaale-Kiira (380 MW), and Karuma (600 MW). This expansion has led to a growth in the staff complement from 180 to 400 staff—a growth of over 200%. The growth in operations marked a paradigm shift with UEGCL transitioning from predominantly project development/implementation to plant operations. In terms of projects, the Isimba HPP and Karuma HPP were completed. In total, therefore, UEGCL's installed capacity increased from **380 MW** to **1213 MW**—a growth of over 300%.

From the financial perspective, UEGCL remained buoyant over the five years with a growth of assets from **UGX 5.6 Tn** in 2018 to **UGX 8.4 Tn** in 2024; growth in income from **UGX 8Bn** in 2018 to **UGX 350.6 Bn** in 2024, and finally, growth in the bottom line profits from a loss of **UGX 10.8 Bn** in 2018 to a profit of **UGX 54.3 Bn** in 2024. All these reflect a significant growth and turnaround in the performance of UEGCL and resonate well with UEGCL's quest for financial sustainability.



All these reflect a significant growth and turnaround in the performance of UEGCL and resonate well with UEGCL's quest for financial sustainability.

The key challenges during the period **2018 – 2024** were related to the delayed completion of the flagship projects,

especially the Karuma HPP; the emergence and slow rectification of defects and non-conformances on the projects, especially the Isimba HPP, that affected plant operations; funding (Tariff and GoU subsidy) and cashflow constraints which mainly curtailed project development and investments, and also resulted into sub-optimal operations of the Namanve Thermal Power Plant due to deferred maintenance and refurbishment and last but not least, the impending rationalisation of government agencies which continue to affect company operations, especially employee stability due to the uncertainty in the company's future status.

For the period **2025 – 2030**, UEGCL has set its Vision and Mission to reflect the increasing responsibility UEGCL will have regarding the operation of the various power plants under its jurisdiction. Therefore, with Operations and Maintenance taking centre stage, UEGCL will concentrate on adopting tenets of international O&M best practices.

UEGCL's quest **"To be Africa's leading electricity-generating utility"** has been anchored on four strategic themes (pillars of excellence) which have been described as follows:

- **Operational Excellence:** Focused on executing the business strategy through prudent asset management, maximizing the availability of all our power plants, ensuring dam and plant safety, making efficient investments, managing risk, leveraging technological advancements, and driving continuous improvement.
- **Stakeholder and Reputation Management:** Entails proactive engagement for both internal & external stakeholders in line with the company strategy to realise value.
- **Sustainable Business Growth:** entails project development, plant

acquisition and diversification of our business through exploring both core (different electricity generation sources) and non-core (PSU, Resource Centre, and listing on the stock market) business ventures, with due consideration to environmental, social and governance issues.

- **Human Capital Management:** aimed at ensuring Talent attraction, development, retention and performance management while ensuring gender diversity, equity and Inclusion

For each of these themes, a number of strategic objectives have been developed together with the company's measures and targets which will help monitor the progress of strategy execution. The company's strategic objectives measures and targets will be cascaded down to departmental and individual levels for clarity of roles and to enhance accountability towards the achievement of company goals, key among which include; increasing generation capacity, market share and plant availability, developing new projects, achieving a return on investments as well as



For each of these themes, a number of strategic objectives have been developed together with the company's measures and targets which will help monitor the progress of strategy execution.

improving employee engagement.

Regarding the implementation of the plan, UEGCL will adopt an effective framework, which ensures that the requisite manpower and cascading mechanisms are utilised. This will be achieved through annual work plans, with the respective initiatives and targets, as supported by the approved resource allocations. The Plant operational units shall operate under a Delegation of Authority framework to harness creativity and autonomy gains through Internal Performance Contracting (IPCs). These shall be buttressed by the support functional units, each with their respective expectations. UEGCL has undertaken a risk-based implementation framework approach to enable the backstopping and full achievement of the Strategic Plan activities. It is, therefore, with pleasure that we anticipate successful implementation of this Strategic plan over the next five years.

We once again look forward to the continued support from all our stakeholders during the execution of this strategic plan, and pledge our commitment towards further contributing to the Government's development objectives by ensuring reliable and competitively priced electricity generation as we generate for generations.

Dr. Eng. Harrison E. Mutikanga
CHIEF EXECUTIVE OFFICER

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List of Abbreviations



| | |
|----------|------------------------------------------------------------------|
| AfD | French Development Agency |
| AFI | Strategy Analysis, Formulation and Implementation Framework |
| BFRC | British Financial Reporting Council |
| BSC | Balanced Scorecard |
| CAA | Concession and Assignment Agreement |
| CAO | Chief Audit Officer |
| CAPEX | Capital Expenditure |
| CDAP | Community Development Action Plan |
| CEATI | Centre for Energy Advancement through Technological Innovation |
| CEDAT | College of Engineering Design Art and Technology |
| CFO | Chief Finance Officer |
| CHRO | Chief Human Resource Officer |
| CMMS | Computerized Maintenance Management System |
| CNR | Compagnie Nationale Du Rhone |
| COO | Chief Operations Officer |
| COSO | Committee of Sponsoring Organizations of the Treadway Commission |
| COVID-19 | Coronavirus Disease 2019 |
| CPO | Chief Projects Officer |
| CPI | Consumer Price Index |
| CREEC | Centre for Research in Energy and Energy Conservation |
| CS | Company Secretary |
| CSBDO | Chief Strategy and Business Development Officer |
| CSHEQ | Chief Safety Health Environment and Quality |
| CSR | Corporate Social Responsibility |
| CPO | Chief Projects Officer |
| DoA | Delegation of Authority |
| DG | Diesel Generator |
| ERA | Electricity Regulatory Authority |
| ESG | Environment Social and Governance |
| ESKOM | Kiira/Nalubaale Complex Concessionaire, Eskom (U) Limited |
| GOU | Government of Uganda |
| HCCA | Head Communication and Corporate Affairs |
| HICT | Head Information Communication Technology |
| HRBD | Head Research and Business Development |
| HoR | Head of Risk |
| HPDU | Head Procurement and Disposal Unit |
| HSBP | Head Strategy and Business Performance |
| HFO | Heavy Fuel Oils |
| HPDU | Head Procurement and Disposal Unit |
| HPS | Hydro Power Station |

| | |
|---------|------------------------------------------------------------|
| HPPs | Hydro Power Plants |
| HR | Human Resources |
| HSE | Health Safety and Environment |
| ICH | International Centre for Hydropower |
| ICOLD | International Commission on Large Dams |
| ICT | Information and Communication Technology |
| IPPs | Independent Power Producers |
| ISO | International Standards Organization |
| KPS | Kiira Power Station. |
| LNG | Liquefied Natural Gas |
| MDA | Ministries, Departments and Agencies |
| MEMD | Ministry of Energy and Mineral Development. |
| MIS | Management Information System |
| MoFPED | Ministry of Finance, Planning and Economic Development. |
| MoU | Memorandum of Understanding |
| MUK | Makerere University |
| MW | Megawatt |
| M&E | Monitoring and Evaluation |
| NDP | National Development Plan |
| NPA | National Planning Authority |
| NPS | Nalubaale Power Station |
| NRM | National Resistance Movement |
| N.S.S.F | National Social Security Fund |
| NTPC | National Thermal Power Corporation |
| OHSAS | Occupational Health and Safety Assessment Specification |
| O&M | Operations and Maintenance |
| PPA | Power Purchase Agreements |
| PPDA | Public Procurement and Disposal of Public Assets Authority |
| PPP | Public Private Partnerships |
| PSU | Professional Services Unit |
| PV | Photovoltaic |
| QMS | Quality Management System |
| R&D | Research and Development |
| ROIE | Return on Investment/Equity |
| SBD | Strategy and Business Development |
| SHPP | Small Hydropower Project/Plant |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| TC | Training Centre |
| UEDCL | Uganda Electricity Distribution Company Limited |
| UEGCL | Uganda Electricity Generation Company Limited |
| UETCL | Uganda Electricity Transmission Company Limited |
| USD | United States Dollar |
| UTB | Uganda Tourism Board |

Executive Summary



The National Development Plan: **(NDP IV) 2025–2030** provides the overarching National Strategy from which all strategic plans for Government Ministries, Departments and Agencies (MDA) are drawn. The Goal of the NDP IV is to achieve **“higher household incomes and employment for sustainable socio-economic transformation”**. This will be pursued under the overall Theme of “Sustainable Industrialization for inclusive growth, employment and wealth creation”.



Sustainable Industrialization for inclusive growth, employment and wealth creation

To ensure the achievement of the NDP IV intended results, a programme-based approach was adopted to eliminate the siloed delivery of services and maximize the impact of development programmes. This was done through decentralizing the formulation of the Program Implementation Action Plans (PIAPs) to strengthen ownership and development of programme strategies, objective priorities, results and budgets.

One of the programmes is the Sustainable Energy Development (SED) programme with a goal to “Increase access to and consumption of reliable, affordable, clean and modern energy services”. UEGCL directly contributes to this programme.

The UEGCL Strategic Plan 2025 -2030 is prepared in fulfilment of continued prudent Governance by the Board, which requires the Company to develop and implement a strategic plan which articulates the Company's futuristic Vision, Mission, Values, Goals and objectives.

The Plan aligns to the aspirations, structure and guidelines of the NDP IV (2025 -2030), as well as the **Electricity Amendment Act 2022**.

The Alignment process has necessitated a review and update of key areas of the current UEGCL Strategic Plan (2023-2028) including the following;

- The Company Situational Analysis (SWOT, historical performance, etc.)
- The UEGCL Strategic Goals & undertakings/initiatives
- UEGCL's role in attaining the 52GW target by 2040
- The Financial implications of the alignment process-MTEF reporting framework
- The UEGCL M&E framework

Why the UEGCL 2025–2030 Strategic Plan

The strategic plan is premised on the quest for superior performance the aim of gaining and sustaining competitive advantage over UEGCL's competitors through optimal cost generation, improvements in operational efficiency, risk management and service delivery

through adoption of a financially viable cost recovery plan and an innovative culture change program.

Formulation Process

The Strategic Planning Process was based on the AFI (Analysis, Formulation and Implementation) Strategy Framework, the Balanced Scorecard Framework and the PUMP methodology. The process entailed the following steps;

- Business Analysis:** looking at the past performance, Internal and external factors impinging upon the plan, a risk analysis, challenges and lessons learnt.
- Strategy Formulation,** which covered the formulation of high-level strategic elements of the Vision, Mission and Values, thematic areas for the next five years, Objectives, performance measures, targets and strategic initiatives (interventions).
- Strategy Implementation:** which covered the organization structure and culture alignment, Stakeholder and change management aspects, financing mechanisms and Monitoring and Evaluation Framework.

Context of the Plan

Key among the anchors for the 2025 – 2030 Strategic Plan are the following;

- Policy changes which encompass the overarching National Strategy as enshrined in **NDP IV** and **Vision 2040**, formulation of the **NRM Manifesto** covering the period 2021-2026, the **Electricity Amendment Act 2022**, the need to address the **National Electricity Generation Strategy (2022)** Targets of 52,481 MW by 2040 through a deliberate and enhanced implementation strategy considering the limited time frame.

- Performance Achievements & challenges realised from the implementation of 2018 – 24 Strategic Plan. The plan therefore seeks to consolidate the gains & refocus the new strategies to overcome the challenges.
- The need to roll out the **O&M Business model** to all operating plants of the company to drive accountability and efficiency to ensure evolution of the plants into autonomous business units, which can be benchmarked against each other for efficiency purposes
- The need to ensure **business diversification** for both core and non-core areas. This will therefore ensure energy security, and a diversified revenue and income portfolio.
- The need to ensure **streamlined and enhanced participation of UEGCL** in new generation projects given that the current portfolio of projects is all coming to an end.
- The need to ensure that even with the policy on the **rationalization of the electricity** agencies, the generation function will still have a clear road map and strategic outline, which would clearly fit within the new company dispensation.



The need to ensure streamlined and enhanced participation of UEGCL in new generation projects given that the current portfolio of projects is all coming to an end.

Company Performance

As highlighted in the main document, UEGCL was able to continue on its path of growth during the period 2018

-2024. Growth was realized following the commissioning of the Isimba HPP (183MW), and the Karuma HPP (600MW). In total therefore UEGCL's installed capacity increased from 380 MW to 1,213 MW (58% growth). UEGCL successfully commenced operations in **Isimba (183 MW), Namanve HFO (50 MW), Nalubaale and Kiira Power Plants (380 MW)** as well as the **Karuma (600MW)**.

The Company's asset portfolio was therefore greatly enhanced from **UGX 5.6 Trillion** in 2018 to **UGX 8.4 Trillion** in 2024. In tandem, the company's revenues also grew from a paltry **UGX 8 Billion** to **UGX 351 Billion** in 2024, which marked a significant growth. Finally, UEGCL was able to turn around from a net loss (profit after tax) of **UGX 10.9 Billion** as at June 2018 to a profitable company (**UGX 54.3 Billion** as at June 2024) during the past planning cycle.

Human Resource

During the period 2018 -2024, UEGCL experienced exponential growth with the expansion of its asset and operation portfolio with the retransfer of the 50MW Namanve Thermal Powerplant, the 380MW Nalubaale/Kiira HPP, and the commencement of operations at the 600 MW Karuma HPP. This saw an increase in the staff count from 163 staff in July 2018 to 399 staff as at June 2024 with 102 female staff (25%) and 297 male staff (75%).

Risk Profile

UEGCL has over the years of strategy implementation strengthened her risk management culture and supported strategy execution through the identification, assessment, treatment and monitoring of key risks. Some of the strategic risks mitigated include; **the conversion of Karuma and Isimba loans from USD to UGX to prevent adverse financial performance** from effects of currency fluctuations; **proactive stakeholder communication**

and engagement for improved brand visibility and reputation management, and **capacity building through O&M technical support** to sustain efficient operations, and resolving of salary disparities between the Kira/Nalubaale staff. **Funding, Project Management, Strategy Execution risks** however materialized resulting into the turn off of 2 Diesel Generators in Namanve, and continued delay in closure of defects in Isimba and Karuma, and the failure to implement strategic initiatives due to shortfalls in funding.

Key Challenges

Key challenges were related to taking over Nalubaale-Kiira Complex and Namanve; which were both affected by deferred maintenance that may compromise plant health if unattended to. Both plants require significant investment funding for CAPEX for rehabilitation, Isimba defects and disputes that threaten dam safety and



To Sustainably generate reliable, quality and reasonably priced electricity for Socio-Economic Development.

successful project completion, delayed completion of some projects, low tariffs, which are currently below the cost of service provision; and inadequate funding for investments due to unfavorable regulatory framework resulting in cash flow constraints and curtailed project development activities, uncertainties in electricity demand forecasting affecting plant capacity utilization and debt servicing plan, the impending mergers which affected company operations due to the uncertain future of the company status.

Way Forward (2025 -2030)

The plan for the period 2025 – 2030 is premised on the need for UEGCL to meet the ambitious yet achievable national electricity generation targets, operate and maintain the power plants efficiently; which has a bearing on the end user Tariff, as well as continue to engage stakeholders to support UEGCL financial viability and cost-recovery plan to ensure sustainable service delivery.

With these key aspirations, the UEGCL's Vision for the period 2025 – 2030 has been cast to be **“Africa’s leading electricity generating utility”**. This vision positions UEGCL to aspire to be a “market leader” in meeting demand, and providing affordable and reliable electricity services.

On the other hand, the UEGCL Mission was defined as; - **“To Sustainably generate reliable, quality and reasonably priced electricity for Socio-Economic Development.”** The mission results were further defined for clarity to include; environmental protection, community support, a robust governance framework and financial growth.

To further clarify the overarching reason for UEGCL's existence, define the impact of our business to society as well as motivate all staff to be part of a unified team, UEGCL has defined her purpose as: - **Making electricity safely available for supply at all times from all our plants.”**

The core values of UEGCL for the period 2025-2030 are **Integrity, Safety, Sustainability, Innovation, Accountability and Collaboration.** **“COLLABORATION”** has been added to emphasize the value of internal and external stakeholder cooperation as a means to foster strategy execution.



The core values of UEGCL for the period 2025-2030 are Integrity, Safety, Sustainability, Innovation, Accountability and Collaboration. “COLLABORATION” has been added to emphasize the value of internal and external stakeholder cooperation as a means to foster strategy execution.

Strategic Themes (2025 -2030)

The key strategic themes envisaged for the period 2025 -2030 are; **Operational Excellence, Stakeholder and Reputation Management, Sustainable Business Growth and Human Capital Development.**

Strategic Objectives (2025 -2030)

As part of the plan, Strategic Objectives (continuous improvement statements that make the strategy actionable over time) with the respective intended results as well as the corresponding performance measures were formulated to track extent of achievement of the set strategic objectives during the period 2025-2030. It should be noted that the Strategic Objectives were reduced from 9 to 5 (in the 2025 -2030 plan) reflecting the need for the company to further focus its resources and efforts to areas where it harnesses the most benefits. The Objectives include; **enhance financial performance, improve Asset Management, enhance business portfolio, improve institutional capacity and strengthen collaboration.**

Strategic Goals (2025 -2030)

With the strategy effectively executed and the objectives attained, the following strategic goals (quantifiable intended results) will be realized in the next five years. The respective performance measures are defined in Chapter 6, **Table 22 (Key Performance Indicator guide).**

- 1) Developed **Pipeline Generation Capacity of 1,800 MW¹** by 2030
- 2) Increased **Installed Generation capacity** from **1213 MW** to **1,240.8 MW²** by 2030
- 3) Increased **Market Share by Energy Sold** from **49%** to **58%³** by 2030
- 4) **Plant availability** of **97%** from all our plants
- 5) The **Energy Diversification ratio** increased from **4%** to **6%⁴** by 2030
- 6) Achieve a **Return on Assets (RoA) of least 3%⁵** and a **Return on Investment (RoI) of 10%** as at June 2030
- 7) Annual **Capital Investment Coverage** of **100%**
- 8) **Annual Revenue** from **non-core sources** increased from an average of **UGX 1.5 Bn** to **UGX 3 Bn** by 2030
- 9) **Employee Engagement Index** of at least **90%** by 2030
- 10) **Stakeholder satisfaction rating** of at least **85%** by 2030

Key Transformative Business Undertakings

It is worth mentioning that the UEGCL 2025 -2030 Strategic Plan has been developed at a time when Uganda as a Nation is experiencing an economic downturn, and as such, the plan will look

at some transformative strategies aimed at ensuring financial sustainability and reduced dependence on Government through a diversified revenue portfolio.

Some of the key transformational initiatives that the Company will carry out include; a proactive approach to stakeholder engagement to support UEGCL financial viability and cost-recovery aspirations so as to ensure sustainable service delivery, enhancing of non-conventional revenue generation streams through operationalization of the UEGCL Training Centre, Professional Services Unit (PSU) and undertaking the Tourism Potential Project, leveraging on ICT developments to improve business operations, and undertaking of change leadership programmes in light of the business evolution.

Risk Management

The company will continue to strengthen her risk management culture for informed decision making toward realization of UEGCL strategic objectives and goals. A detailed business risk assessment has been carried out and considered in the formulation of the Strategy. Appropriate mitigation measures will be incorporated into the Annual Operational Action Plans, which will be monitored regularly to ensure that the Company achieves the set goals.

In addition to the general strategic oversight and guidance, the Board participates in risk assessment and evaluates mitigation measures proposed by Top Management as part of their Corporate Governance role.

¹ Kiba 400 MW, Oriang 392 MW, Ayago 840 MW, Waste to Energy 20 MW, Ground mounted Solar 108MW, 40MW floating solar

² Nyagak 6.6MW, Floating Solar 20 MW, Maziba 1 MW,

³ 70% plant factor, peak demand increases by 10% per annum. (from 1000 MW to 1500 MW by 2030. With UEGCL providing 868 MW.)

⁴ 20 MW Floating Solar on top of the existing 50 MW Thermal.

⁵ Due to projected increase in sales attributed to growth in demand, improved dispatch and efficiency gains from the plants

Table 1: Summary of Key Financial Recovery and Resilience Strategies

| | Financial Recovery Pillars | Planned Interventions |
|---|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Improving operational efficiency | <ul style="list-style-type: none"> Develop and implement a strategic asset management plan for all current and future power generating facilities Undertake rehabilitation of Nalubaale – Kiira Complex (380MW), Namanve Thermal Plant (50MW) and Maziba SHPP (1MW) at a total cost of Ugx 679.1 Bn |
| 2 | Designing and implementing the power generation investment strategy | <ul style="list-style-type: none"> Develop and implement a 5-year Power Generation Investment expenditure program for existing power plants (Ugx 711.5 Bn) and future power generation expansion (Ugx 546.8 Bn) Integration of PPPs in the development, financing, construction and rehabilitation of power generating facilities Pursue UEGCL's listing on the Stock Exchange to raise capital for new investments and improve liquidity Adopt pre-project planning techniques to improve project planning (particularly project cost and time over runs) hence a favorable balance sheet |
| 3 | Developing a sustainable debt financing strategy | <ul style="list-style-type: none"> Undertake negotiations with the shareholders for conversion of existing debt to equity and injection of additional equity into the Company |
| 4 | Implementing cost reflective tariffs | <ul style="list-style-type: none"> Undertake negotiations with the shareholders and key stakeholders for incorporation of a reasonable Return on Investment (ROI) on both company current and future asset base as well as UEGCL's ability to earn a Return on Equity (RoE) |
| 5 | Improving risk management | <ul style="list-style-type: none"> Engage GoU to strengthen performance obligations in future contracts by proper allocation of power generation facilities retransfer risks for Public Private Partnerships |

Implementation Mechanism

The Company has formulated key strategic objectives and initiatives under each perspective, which will be translated into Annual Corporate Operational Plans and Scorecards. These will be implemented through the various departments and units.

Successful Strategy Execution follows a logical process of integrated activities without which strategic objectives and goals cannot be attained. As such, an organizational architectural design review, in line with the **4S-C** Framework, has been conducted to establish the effectiveness of organizational elements of Strategy, Structure, Skills (people), Systems (operations) and Culture by identifying areas of organizational misalignment, determination of proposed necessary changes such as the revised corporate organogram.

The strategy financing framework is aligned to the National aspirations outlined under the National Development Program IV (2025-2030). The capital development initiatives form part of the overall integrated five-year country agenda, with potential for both government of Uganda and private sector players to contribute to the realization of the goals therein. A total resource envelope of **Ugx 593.646 Trillion** has been projected for the period 2025 -2030, growing from **UGX 92.291 Trillion** in 2025 to **UGX 150.759 Trillion** in 2030.

This projection entails all the development sectors including agriculture, manufacturing, climate change, transport and infrastructure well as Sustainable Energy Development among others.

UEGCL contributes to the Sustainable Energy Development program, which directly aligns to the Program Implementation Action Plan (PIAP) of the energy sector detailed in the NDPIV. A total of **UGX 15.243 Trillion** was earmarked for the implementation of the energy

related projects for the period 2025 -2030 countrywide, and it is from this resource pool that UEGCL shall be expected to finance the execution of the assigned capital projects on an annual basis.

The total UEGCL budget for the five-year period is projected at **UGX 2.940 trillion** broken into the five (05) year period according to the implementation plan of the strategic initiatives.

| # | Classification | Funding source | Amount (Ugx) |
|---|---------------------|-----------------------------|---------------------|
| 1 | Recurrent Wage | Tariff | 222.760 Bn |
| 2 | Recurrent Non wage | Tariff | 385.007 Bn |
| | | Grants and Non-core revenue | 187.559 Bn |
| 3 | Capital Development | Tariff | 712.241 Bn |
| | | Grants and Non-core revenue | 109.465 Bn |
| | | PIAP funded | 1,322.987 Bn |
| | | TOTAL | 2,940.008 Bn |

Capital costs take up the greater cost share due to the project infrastructural development initiatives for energy generation, including Kiba project development, waste to energy, Namanve conversion from HFO to gas engines(studies), Maziba, Nalubaale-Kiira HPP rehabilitation as well as the floating solar project.

01 Introduction

1.1 BACKGROUND

In tandem with Prudent Corporate Governance, the Board is continuously required to develop strategic directions/plans, which are aimed at articulating the Company's Values, Vision, Mission and Strategies to enhance shareholder value.

The UEGCL strategic plan (2025-2030) is guided by the NDP-IV, which provides the overall National strategic direction whose goal will be achieved through the Sustainable Energy Development (SED) Programme.

The plan follows the successful implementation of the UEGCL strategic direction for the period 2018-2024. The UEGCL Strategic Plan therefore is prepared in fulfilment of this Board obligation.

The UEGCL Strategic Plan 2025-2030 incorporates a wide spectrum of ideas emanating from broad stakeholder engagements, and offers a framework of strategies that will enable UEGCL fulfill its mandate over the next five years. Furthermore, the strategic plan contextualizes UEGCL's future goals in a longer-term perspective and aligns to the aspirations, structure and guidelines of the NDP IV (2025 -2030).

1.2 UEGCL LEGAL FRAMEWORK

The institutional framework for the energy sector comprises the Ministry of Energy

and Mineral Development (MEMD) that is mandated to "To ensure reliable, adequate and sustainable exploitation, management and utilization of energy and mineral resources in Uganda". MEMD has the overall Policy formulation and oversight role for the sector.

Over the medium term, the sector in general has focused on increasing the electricity generation capacity and transmission network; increasing access to modern and affordable forms of energy.

The institutions which contribute to achieving the sector objectives and mandate are; Electricity Regulatory Authority (ERA), Uganda Electricity Generation Company Limited (UEGCL) and other IPPs participating in the generation sub segment of the value chain, Uganda Electricity Transmission Company Limited (UETCL) and Uganda Electricity Distribution Company Limited (UEDCL). **UEGCL is Government's Implementing Agency for Electricity Generation**



UEGCL is Government's Implementing Agency for Electricity Generation

1.3 UEGCL MANDATE AND QUALITY STATEMENT

UEGCL's Mandate is to "establish, acquire, maintain and operate electricity generation facilities, and to promote research and development in the electricity generation sector while running the company on sound business principles".

UEGCL Quality Statement is "UEGCL is committed to the efficient operations, maintenance and supervision of development of electricity generation facilities in line with the company's strategic planning process so as to ensure reliable, quality and affordable electricity in compliance with the applicable requirements of the Electricity Act, Regulations, Laws and Relevant Standards.

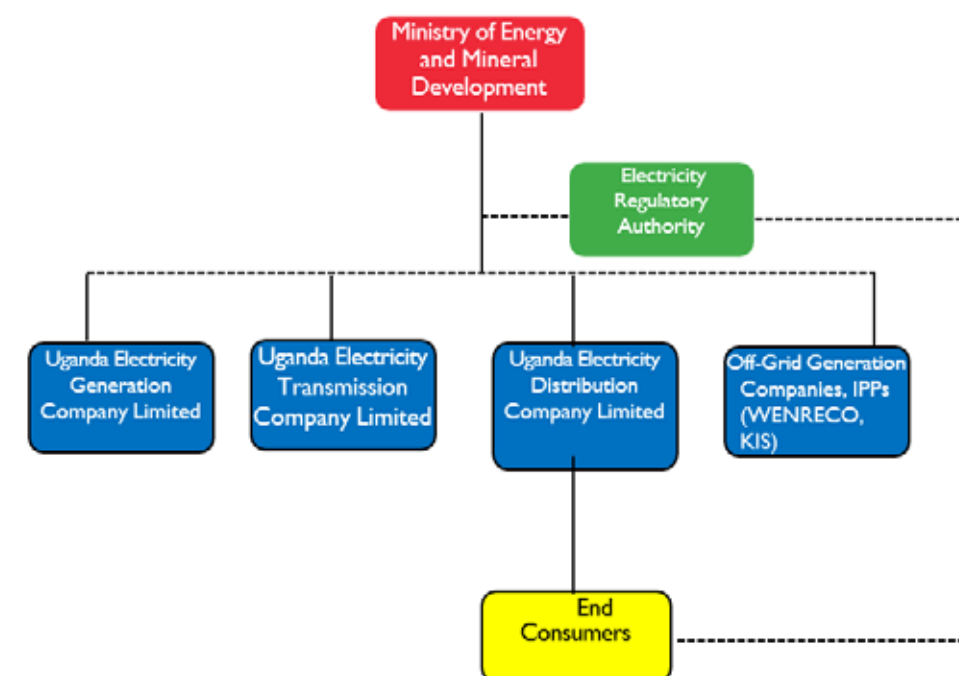


Figure 1: Institutional Framework

1.4 UEGCL GOVERNANCE AND ORGANISATIONAL STRUCTURE

UEGCL was incorporated as a limited liability company on 26th March 2001 under the Companies Act and in conformity with the Public Enterprises Reform and Divestiture (PERD) Act and the Electricity Act, 1999 which was later amended in 2022, and started operation on 1st April 2001.

The Company is wholly owned by the Government of Uganda. The shares

in the company are held by the Minister responsible for Energy and Mineral Development and the Minister responsible for Finance, Planning and Economic Development on behalf of the Government.

1.4.1 Governance Structure

The Governance Structure of UEGCL includes the Shareholders; Ministry of Energy and Mineral Development and Ministry of Finance, planning and Economic Development, a Board and Management.



Figure 2: UEGCL Governance Setup

1.4.2 The Organizational Structure

Following the roll out of the new strategic plan, the corporate organogram was reviewed to ensure alignment with the expectations of the new strategic direction. Table 2 below highlights the

total Approved positions per department and unit. As at December 2024, 72% of the positions had been filled with the vacant 28% to be filled in a phased manner as per the approved Manpower plan. The Organogram is attached as Annex 5 to this document.

Table 2: Approved Staff Establishment and status

| No. | Department | Approved Establishment | Actual Filled Positions | Vacant |
|-----|------------------------------------------|------------------------|-------------------------|--------|
| 1 | Office Of The CEO | 4 | 3 | 1 |
| 2 | Procurement And Disposal Unit | 11 | 7 | 4 |
| 3 | Communication And Corporate Affairs | 10 | 7 | 3 |
| 4 | Risk Unit | 7 | 4 | 3 |
| 5 | Information and Communication Technology | 19 | 11 | 8 |
| 6 | Legal and Board Affairs | 10 | 6 | 4 |

| No. | Department | Approved Establishment | Actual Filled Positions | Vacant |
|-----|---------------------------------------|------------------------|-------------------------|------------|
| 7 | Audit and Compliance | 10 | 6 | 4 |
| 8 | Finance and Accounts | 32 | 21 | 11 |
| 9 | Strategy and Business Development | 17 | 9 | 8 |
| 10 | Human Resource | 12 | 9 | 3 |
| 11 | Estates and Administration | 58 | 51 | 7 |
| 12 | Safety Health Environment and Quality | 19 | 11 | 8 |
| 13 | Projects | 29 | 11 | 18 |
| 14 | Operations | 253 | 199 | 54 |
| | Total | 491 | 355 | 136 |

1.5 THE POLICY, LEGAL AND PLANNING CONTEXT

Government of Uganda subscribes to international frameworks, such as; Agenda 2030 and Sustainable Development Goals (SDG), in particular SDG 7, whose aim is to 'Ensure access to affordable, reliable, sustainable and modern energy for all with three interlinked targets, namely,

- * Ensuring Universal access to affordable, reliable and modern energy services,
- * Increase substantially the share of renewable energy in the global energy mix, and
- * Double the global rate of improvement in energy efficiency.

UEGCL conforms to the above international frameworks and is also guided by a number of domestic policies including; the **Energy Policy**, the **NRM Manifesto 2021 – 2026**, the **National Development Plan IV 2025 – 2030** and the Renewable Energy Policy as well as the presidential directive of increasing the generation capacity to **52,481MW** by 2040. The policy objectives emphasize the key role of the Energy sector and its key players, in the socio-economic

transformation of the country with the supply of clean, affordable, quality and reliable power. They also highlight the need to make the power sub-sector financially viable and able to perform without subsidies from the Government budget, promote integrated planning for a diversified energy generation mix.

The National Development Plan: **2025–2030 (NDP IV)** provides the overarching National Strategy from which all strategic plans for Government Ministries, Departments and Agencies (MDA) are drawn. The Goal of the NDP IV is to achieve **“higher household incomes and employment for sustainable socio-economic transformation”**. This will be pursued under the overall Theme of



The policy objectives emphasize the key role of the Energy sector and its key players, in the socio-economic transformation of the country with the supply of clean, affordable, quality and reliable power.

Sustainable Industrialization for inclusive growth, employment and wealth creation. The **key objectives** of NDP IV are to;

- a) Sustainably increase production, productivity and value addition in agriculture, industry, minerals, oil & gas, tourism, ICT and financial services;
- b) Enhance Human Capital development along the entire life cycle
- c) Support the private sector to drive and create jobs
- d) Build and maintain strategic sustainable infrastructure in



The Goal of the NDP IV is to achieve “higher household incomes and employment for sustainable socio-economic transformation”.

- e) Strengthen good governance, security, and role of the state development.

To achieve its Sustainable Energy Development Programme goal, the NDP IV highlights four programme objectives. The four objectives are:

- i) Accelerate the development and diversification of sustainable energy;
- ii) Develop and modernize energy supply systems;
- iii) Enhance productive use of energy; and
- iv) Strengthen governance, coordination, and innovation for energy security and sustainable development.

Table 3 highlights the Government policy targets in the medium and long term.

Table 3: Government Energy Production Targets

| Development Indicator | 2025 Targets NDP III | Baseline 2025 NDP III | 2030 Targets NDP IV | Vision 2040 |
|------------------------------------|----------------------|-----------------------|---------------------|-------------|
| Installed Capacity (MW) | 3500 | 2048.5 | 15,420 | 52,481 |
| Access to Electricity | 60% | 58% | 70% | 80% |
| Consumption per capita (kWh) | 578 | 218 | 1090 | 3668 |
| Population estimates (in millions) | 46.8 | 45.9 | 56.0 | 71 |

Table 4: End-User Tariffs

| Development Indicator | Baseline FY2023/2024 | 2030 Targets NDP IV |
|------------------------|----------------------|---------------------|
| Residential | 23 | 18.4 |
| Industrial-Large | 9.8 | 7.84 |
| Industrial-Extra Large | 8 | 6.4 |
| Commercial | 17 | 13.6 |

Key policy considerations in this context therefore include; the need to support the drive for increased energy generation, which highlights the strategic focus for the UEGCL Strategic Plan 2025-2030 including the Vision 2040, industrialization within the country to cater for the envisaged growth in demand from various sectors including, the minerals sector including Oil and Gas, the proposed standard gauge railway etc. Furthermore, government objective is to reduce end-user tariffs to drive socio-economic transformation.

UEGCL conforms to the goals and aspirations of the sustainable energy development programme. The goal of the Sustainable Energy Development programme is; Increased access to consumption of reliable, affordable clean and modern energy services.

The objectives of this Programme are to:

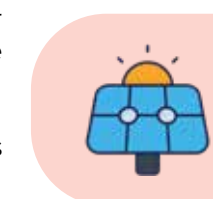
- i) Accelerate the development and diversification of sustainable energy
- ii) Develop and modernize energy supply systems
- iii) Enhance productive use of energy; and
- iv) Strengthen governance, coordination, and innovation for energy security and sustainable development

The desired high-level Programme results by the year 2029/30 are:

- i) **Increased electricity generation capacity from 2,047 MW in FY2023/24 to 15,420 MW**

- ii) Increased high voltage transformative capacity from 6,605MVA in FY2023/24 to 15,974MVA
- iii) Increased distribution network transformative capacity from 2,725.8 MVA in FY2023/24 to 4,066MVA
- iv) Increased electricity access from 58% in FY2023/24 to 70%;
- v) Increased per capita electricity consumption from 218 kWh/a in FY2023/24 to 1,090 kWh/a;
- vi) Reduced share of traditional biomass in the energy mix from 75% in FY2023/24 to 50%;
- vii) Increased share of clean energy used for cooking from 25% in FY2023/24 to 50%;
- viii) Reduced level of energy loss from 25.7% in FY2023/24 to 15%;
- ix) Increased safe use of nuclear energy from 5% in FY2023/24 to 45%; and
- x) Improved programme performance from X% in FY2023/24 to 80%.

In alignment with these goals, UEGCL is driving Uganda's transition to a sustainable energy future through the



UEGCL is driving Uganda's transition to a sustainable energy future through implementing an energy diversification strategy that incorporates floating solar and potential geothermal and waste to energy technologies.

development of new renewable energy generation infrastructure, including hydropower, and implementing an energy diversification strategy that incorporates floating solar and potential geothermal and waste to energy technologies. UEGCL also prioritizes efficiency best practices in its plant operations to minimize energy losses and enhance performance, contributing to the global target of doubling energy efficiency. By integrating sustainability into its strategic plan, UEGCL is addressing Uganda's energy needs while supporting international efforts to achieve a cleaner, more sustainable energy landscape.

1.5.1 Energy Policy for Uganda 2023

According to the recent National Generation Strategy to increase Uganda's Installed capacity to meet Uganda's Energy Demands (2022) as guided by H.E the President, Uganda will require leveraging

a diversified energy mix beyond the current emphasis on hydroelectricity in order to achieve 52,481MW by 2040. Critical to this is the need to exploit the energy potential available from solar and nuclear energy. Nuclear alone will be required to meet about 48% of Uganda's energy requirements, while solar energy will be required to meet about 20% of the energy requirement.

In order to significantly exploit Uganda's energy potential and meet the energy demand requirements, with the declining fiscal space, Uganda has to leverage innovative financing mechanisms (especially green energy finance) for investment and optimize its energy mix. The financing mechanisms should optimize the participation of the private sector and explore other financing sources. Table 5 below shows the country's required energy mix and the investment requirements.

Table 5: Uganda's Energy Mix and investment requirements by 2040

| RESOURCE | (MW) | ENERGY MIX (%ge. share) | COST PER MW (MILLION USD) | INVESTMENT COST (MILLION USD) |
|-----------------|---------------|-------------------------|---------------------------|-------------------------------|
| Hydro | 4,500 | 9.0 | 1.97 | 8,865 |
| Geothermal | 1,500 | 3.0 | 4.44 | 6,660 |
| Solar | 10,081 | 20.0 | 2.41 | 24,100 |
| Nuclear | 26,000 | 48.0 | 6.77 | 162,480 |
| Co-Generation | 1,000 | 2.0 | 2.6 | 2,600 |
| Green Hydrogen | 2,900 | 5.0 | 2.1 | 5,250 |
| Gas | 3,000 | 6.0 | 5.7 | 17,100 |
| Waste to Energy | 1,000 | 2.0 | 8.8 | 8,800 |
| Wind | 200 | 0.4 | 2.5 | 500 |
| Thermal | 1,500 | 3.0 | 3.62 | 5,430 |
| Peat | 800 | 1.6 | 4.06 | 3,248 |
| TOTAL | 52,481 | 100 | | 245,033 |

Source: Ministry of Energy and Mineral Development

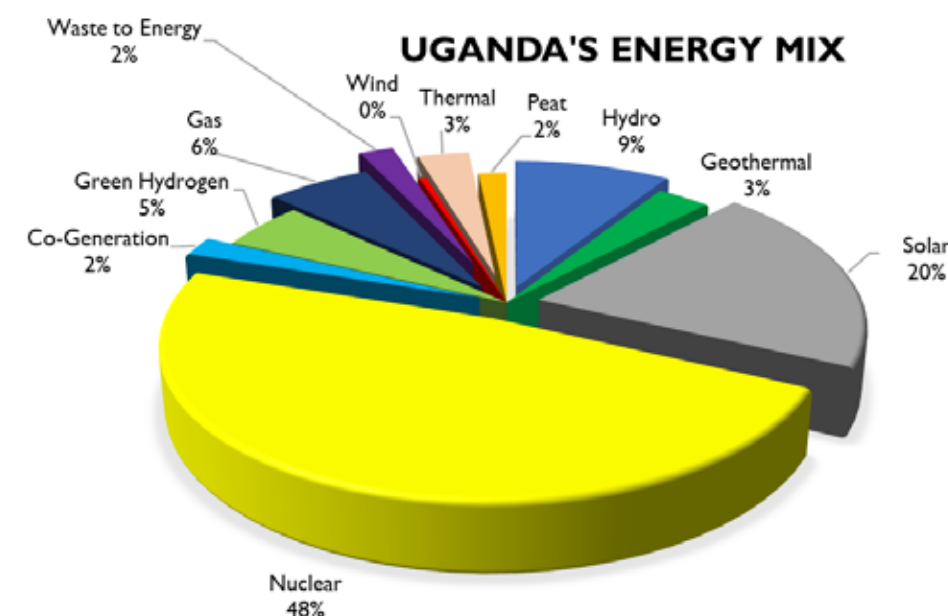


Figure 3: Uganda's Energy Mix by 2040

As highlighted in **Table 5** and **Figure 3**, hydroelectricity will be able to meet only 9 percent of Uganda's energy mix by 2040. As a result, alternative sources of sustainable energy need to be harnessed. **Over USD 245 Billion** is required in investment to realize the required energy demand from both public and private sources. This strategic guidance therefore provides a key anchorage to UEGCL's Strategic plan.



Over USD 245 Billion is required in investment to realize the required energy demand from both public and private sources.

1.6 PURPOSE OF THE PLAN

This Strategic Plan is prepared in fulfillment of the endeavors to meet the

aspirations of Government and most importantly, provide the essential services of electricity to the populace.

The strategic plan is premised on the quest for superior performance with the aim of gaining and sustaining competitive advantage over our competitors through optimal cost generation, improvements in operational efficiency, risk management and service delivery through adoption of a financially viable cost recovery plan and an innovative culture change.

1.7 UEGCL STRATEGIC PLANNING PROCESS

The Plan was prepared through a participatory and consultative process involving the Board, Management, staff representatives and external stakeholders (MEMD, ERA, MOFPED, NPA etc.).

The Alignment process has necessitated a review and update of key areas of the current UEGCL Strategic Plan (2023-2028) including the following;

- The Company Situational Analysis

- (SWOT, historical performance, etc.)
- g) The UEGCL Strategic Goals & undertakings/initiatives
 - h) UEGCL's role in attaining the 52GW target by 2040
 - i) The Financial implications of the alignment process-MTEF reporting framework
 - j) The UEGCL M&E framework

In addition, the exercise involved benchmarking of best practices with other leading institutions. UEGCL adopted the AFI Strategy Framework for the preparation of the plan. The AFI Framework is an integrative strategic management process that combines Business analysis, Strategy Formulation and Implementation in the quest for competitive advantage.

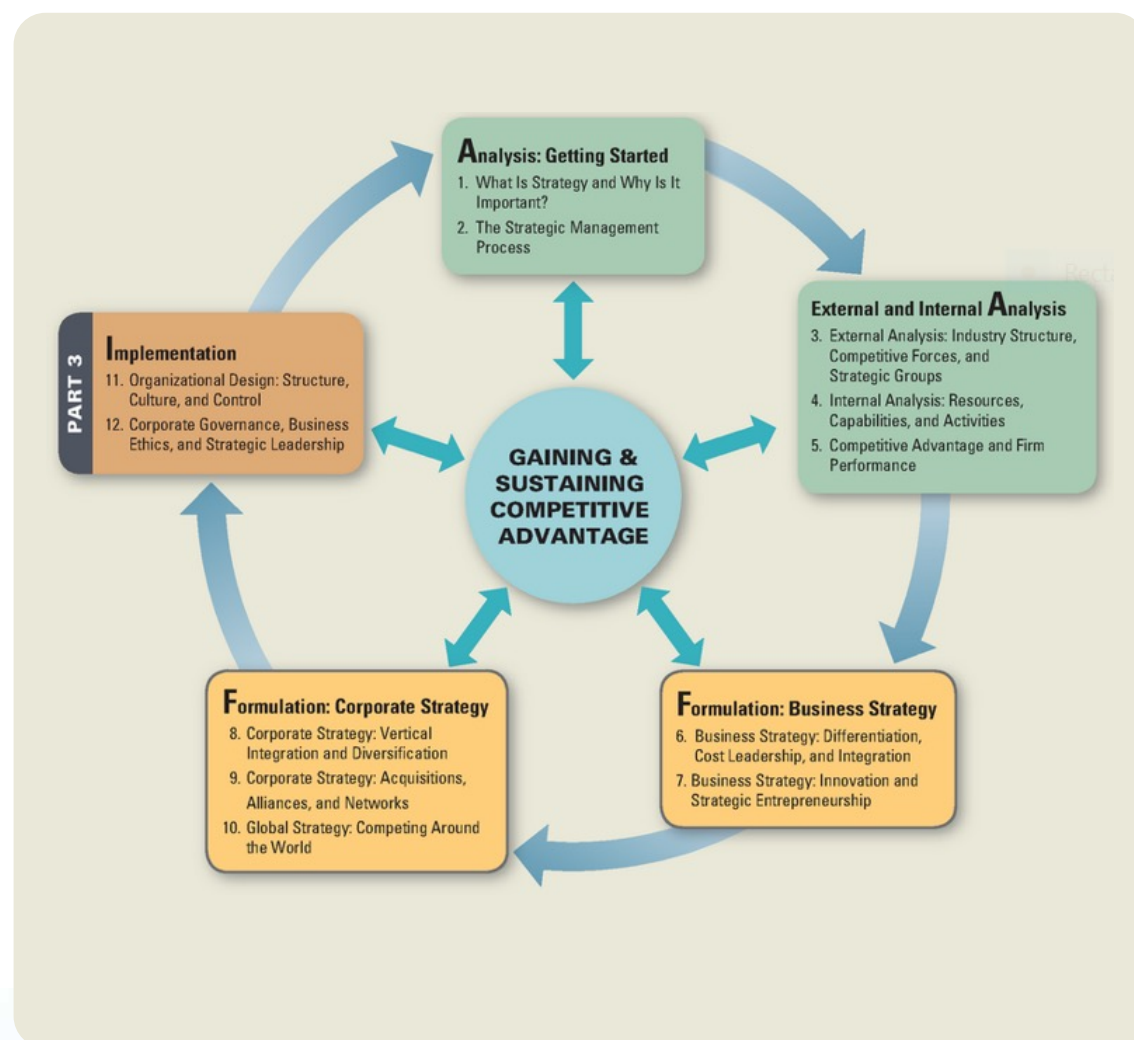


Figure 4: The AFI Strategy Framework (Rothaermel, 2016)

1.8 STRUCTURE OF THE STRATEGIC PLAN

The 2025 – 2030 UEGCL Strategic Plan is in line with the AFI Strategy Framework. Part One (1) entails the Strategy Analysis covered in Chapter 2. In part Two (2), Strategy Formulation has been conducted covering Chapters 3, 4 and 5 with Part Three (3) providing the implementation framework in Chapter 6. The plan is organized as follows;

CHAPTER 01

is the introductory chapter, which covers the Institutional set up as well as the Legal and Policy context of the UEGCL 2025-2030 strategic plan. It also highlights the purpose and planning frameworks of the plan together with the process of plan formulation.

CHAPTER 02

presents the **situation analysis** – review of past performance, highlighting the major achievements and challenges faced during implementation of the Strategic Direction as at June 2024. In addition, this chapter presents a situational analysis and highlights the institutional capacity, stakeholder analysis and a summary of emerging issues.

CHAPTER 03

presents the **company's strategic direction** covering the high level strategic elements, the key Strategic objectives, key undertakings/initiatives and deliverables the Company will adopt to achieve the goals for the period 2025 – 2030.

CHAPTER 04

presents the **financing framework and strategy**. It summarizes the overall costs of the plan and strategies for mobilizing the required financing.

CHAPTER
05

presents the **institutional arrangements for implementing the plan**. It addresses issues of coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan.

CHAPTER
06

presents the **communication and feedback strategy** arrangements to facilitate implementation of the plan. This highlights the rationale and objectives of the communication strategy as well as the key communication priorities.

CHAPTER
07

presents the **Risk Management Plan**, which highlights UEGCL’s risk profile and management plan

CHAPTER
08

presents the **Monitoring and Evaluation Framework** which guides the company’s performance evaluation process in terms of the set targets and approved resources.

CHAPTER
09

presents the **Project Profiles**, which highlight the various projects envisaged to be undertaken during the planning period with the attendant costs and benefits.

02 Situational Analysis

A review o er, the Company also faced a number of challenges, which are also highlighted within this chapter. Finally, a risk analysis was carried out highlighting the risks monitored during the review period and how they were managed.

2.1 PERFORMANCE OF THE PREVIOUS PLAN

This section presents a review of performance of the previous strategic plan (As at June 2024), highlighting key achievements and challenges with regard to the set performance indicators as well as the key interventions or projects. It also highlights the SWOT analysis and stakeholder analysis; which provides a foundation for UEGCL’s strategic plan.

2.1.1 Historical Performance as at June 2024

Table 6 provides a summary of UEGCL performance for the period **2018 – 2024**. The company achieved an average performance of 73.4% from implementation of the key undertakings during the period under review.



The company achieved an average performance of 73.4% from implementation of the key undertakings during the period under review.

Table 6: Summary of Key Performance Indicators

| STRATEGIC OBJECTIVE | MEASURES (KPI) | TARGET | ACTUAL PERFORMANCE | TARGET ACHIEVEMENT |
|----------------------------------|-----------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Customer/ Stakeholder | | | | |
| Improve Stakeholder Satisfaction | Satisfaction score | At least 80% satisfaction by 2023 | 77.5% | 96% |
| STRATEGIC OBJECTIVE | MEASURES (KPI) | TARGET | ACTUAL PERFORMANCE | TARGET ACHIEVEMENT |
| Increase Energy Capacity | Installed Capacity | 1292.1MW | 1213.2 MW <ul style="list-style-type: none"> Isimba commissioned Karuma HPP commissioned Nyagak III 96.3% completed Muzizi being rescope for financing Okulacere and Agbnika not viable Maziba funding constraints | 99.5% |
| Financial Stewardship | | | | |
| Increase Financial Resources | Percentage of funding secured for CAPEX | 100% | 72.5% <ul style="list-style-type: none"> A total of Ugx 52.224Bn set aside for capital investment across all plants of the expected Ugx 72.087Bn by Quarter 4 of the FY. No funds set aside for Namanve Thermal power plant due to funding deficiencies in the commitments received from GoU. | 72.5% |

| | Debt Equity Ratio | 4:1 by 2023 | 5.88:1 | 0% |
|-----------------------------------------|----------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| | Return On Investment (ROI) | Achieve Break Even by 2023 | <ul style="list-style-type: none"> KPI deferred for future consideration. Strategic guidance received from the regulator to defer this objective given the socio-political and economic environment | 0% |
| STRATEGIC OBJECTIVE | MEASURES (KPI) | TARGET | ACTUAL PERFORMANCE | TARGET ACHIEVEMENT |
| Enhance business portfolio | # of new business ventures established | Training centre (TC) operational by 2020 | <ul style="list-style-type: none"> Karuma training centre being utilized for internal UEGCL trainings | 41% |
| | # of new project sites acquired | Professional Services Unit (PSU) operational by 2019 | <ul style="list-style-type: none"> PSU framework developed, competence profiling under review Karuma and Isimba being developed as tourism sites | |
| | # of new project sites acquired | At least 4 new sites acquired by 2023 | Olewa and Mvepi sites affected by MEMD policy shift to have all small hydros developed by independent power producers | 0% |
| Improve Communication and collaboration | Number of MoUs entered & executed | At least 5 MoUs Executed by 2023 | 15 MoUs Executed (MUK, CREEC, ICH, UTB, NTPC, Vidullanka, Busitema University) | 100% |

| Improve Asset Management | Plant availability | Not less than the PPA Set availability of 97% | 95 % overall availability rating Isimba 88.3%, NKHPP 98.03%, Namanve 98.99% | 97.98 |
|----------------------------|------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| | Plant reliability | Achieve and Maintain 99% | 99.6% overall reliability rating Isimba 99.75%, NKHPP 99.37%, Namanve 99.85% | 100 |
| | Asset Management Maturity level (ISO 55000) | Achieve a Maturity level of 3 out of 5 | 2.6 | 86.7% |
| STRATEGIC OBJECTIVE | MEASURES (KPI) | TARGET | ACTUAL PERFORMANCE | TARGET ACHIEVEMENT |
| Improve Compliance | Compliance rating to requirements (QMS, permits, licenses) | 100% compliance | 88.9% | 88.9% |
| | Rate of closure of audit queries | 100% closure of audit queries with zero re-occurrence | 80% | 80% |
| Improve Process Efficiency | No of new Business work methods implemented | At least one new work method introduced annually | BSC and Pump Methodology Adopted as strategic planning and performance measurement/ management framework. | 40% |
| | Corporate Risk Maturity Index/ rating (based on COSO or ISO 31000 framework) | Achieve a Maturity level of 4 out of 5 | 3 | 75.0% |
| | Number of research papers channeled out | At least 2 research activities conducted per year | 6 Research Studies completed 5 ongoing research projects internally, 2 research projects in collaboration with CREC and Curtin University. | 100% |
| | Number of business processes improved through R&D/or Innovation | At least 1 business process improved through R&D | 80% of recommendations implemented from the Research & Innovation Workshop | 60% |

| Improve Project Management | Percentage rate of closure of major contractual deviations | 80% closure of contractual deviations for all projects | 80.5% | 100% |
|---------------------------------------------|------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------|
| Organisational Capacity | | | | |
| Improve infrastructure & technology | Number of functions automated (Functions to be defined) | At least 1 function automated annually | 5 core functions automated (CMMS, HRMIS, Purchase requisitions, Payment Requisitions and Contract Management.) | 83% |
| STRATEGIC OBJECTIVE | MEASURES (KPI) | TARGET | ACTUAL PERFORMANCE | TARGET ACHIEVEMENT |
| Improve Knowledge, Skills & Abilities (KSA) | Retention rate | At least 98% Retention Rate | 99% | 100% |
| | percentage Man power plan implemented | 100% implementation by 2023 | 100% | 100% |
| Enhance Organizational Culture | Employee satisfaction score | Achieve 80% score | 76% | 95% |

2.1.2 UEGCL Asset Portfolio

Since its inception, UEGCL has continued to grow with a current installed capacity of **1213MW**. **Currently, UEGCL has the following Assets under its portfolio;**



Since its inception, UEGCL has continued to grow with a current installed capacity of 1213MW.

- 380MW Nalubaale/Kiira HPP.
- 183.2MW Isimba Hydropower plant.
- 600MW Karuma Hydropower plant
- 50MW Namanve Thermal Power Plant.
- 6.6MW Nyagak Small Hydropower Plant
- 1MW Maziba Small Hydropower plant (under feasibility study)

2.1.3 PROJECTS DEVELOPMENT

Major Strides were made in the project development sphere with the completion of the 183MW Isimba and the 600MW Karuma Hydropower projects that were both commissioned by H.E the president of the Republic of Uganda on 21st March 2019 and 26th September 2024 respectively. These milestones not only raised UEGCL's portfolio in Operation and Maintenance but also created a strategic buffer for increased power generation. A number of CDAP projects have been implemented in the course of the reporting period. Karuma CDAP Phase 1 projects at Diima, Purongo, and Nora Primary Schools in Kiryandongo, Nwoya, and Oyam Districts were completed and handed over to the end-users. The Isimba HPP Grid Extension and Reticulation project was commissioned in December 2024, while substantial progress was registered at St Peter's Kibuzi SSS. All remaining projects under the CDAP initiatives are planned and will be implemented in the near term on a rolling basis, subject to funding availability.

Nyagak III hydropower plant is currently ongoing with a 98.5% physical progress on the civil works. The plant is scheduled for commissioning at the end of 2025. Nyagak is constructed through a Special Purpose Vehicle under a Build Operate and transfer arrangement.

The **Maziba (1MW)** HPP which is a strategic asset for power supply in the southwestern region of Uganda, is undergoing detailed studies for rehabilitation. Funding is being sought for the outstanding studies and development of the plant which has been prioritized in NDP-IV.

2.1.4 PLANT OPERATIONS

As an operational framework, UEGCL adopted the Internal Performance

Contract, by which a partnership is established between the principle (Asset holder) and the Agent (Operator) through internal performance contracting with the primary objective of promoting operational efficiency. The O&M Business model operates on two main business principles, that is; the Delegation of Authority (DoA), a mechanism that allows appointed staff to act on behalf of the Accounting Officer, easing decision-making and ultimately promoting operational efficiency and Internal Performance Contracting which is a commitment to the partnership between the Asset Holder and Operator with well-defined performance obligations, rewards and consequence management guidelines.

2.1.4.1 Isimba Plant Performance for the period 2019 to 2024

UEGCL commenced the Operation and Maintenance of the 183MW Isimba HPP on 30th March 2019. On average, the Isimba plant operated with a plant availability and reliability of **87.81%** and **99.75%** respectively. The average declared capacity was **160.86 MW per hour** and the average actual dispatch was **120.47MW per hour**, resulting into a plant factor of **65.66%**. Table 7 below summarizes the performance over the 5-year period.



UEGCL commenced the Operation and Maintenance of the 183MW Isimba HPP on 30th March 2019. On average, the Isimba plant operated with a plant availability and reliability of 87.81% and 99.75% respectively.

Table 7: Isimba Plant Performance

| KPI | FY19/20 | FY20/21 FY2020/21 | FY21/22 FY2021/22 | FY22/23 FY2022/23 | FY23/24 FY2023/24 | Average |
|---------------------------|---------|----------------------|----------------------|----------------------|----------------------|---------|
| Declared capacity (MW/hr) | 116.3 | 155.43.91 | 170.66 | 175.38 | 181.1 | 160.86 |
| Actual dispatch (MW) | 94.71 | 116.38 | 133.27 | 126.88 | 131.1 | 120.468 |
| Plant availability (%) | 64.34 | 86.18 | 93.86 | 95.96 | 98.7 | 87.808 |
| Plant reliability (%) | 99.94 | 99.65 | 99.4 | 99.98 | 99.8 | 99.754 |
| Plant factor (%) | 51.3 | 63.33 | 72.62 | 69.33 | 71.7 | 65.656 |

2.1.4.2 Nalubaale-Kiira Complex Performance

The 380MW Nalubaale-Kiira Complex was retransferred to UEGCL on 1st April 2023 after the natural expiry of the 20 years Concession and Assignment Agreement (CAA). Nalubaale Power Plant is not in a good operable condition and as such major investment is required for rehabilitation.Regarding the Nalubaale-Kiira Complex performance, the Power Plants recorded an average plant availability and reliability during the period under review was **98.2%** and **99.7%** respectively. The average declared

capacity was **173.9MW per hour** and the average actual dispatch was **173.3MW per hour**, resulting into a plant factor of **44.14%**. Table 8 below summarizes the performance over the 5-year period.



The average declared capacity was 173.9MW per hour and the average actual dispatch was 173.3MW per hour, resulting into a plant factor of 44.14%.



The Minister of Gender, Labour and Social Development, Hon. Betty AMONGI, hands over an award to Dr. Eng. Harrison E. MUTIKANGA after UEGCL was recognized as the most outstanding Government Agency in Occupational Health and Safety Management during the World Safety Day celebrations in April 2025

Table 8: Nalubaale-Kiira Complex Performance

| Average | 173.9 | 173.3 | 98.2 | 99.7 | 44.14 |
|---------|------------------------|----------------------|------------------------|-----------------------|------------------|
| 2024 | 173.9 | 172.8 | 98.74 | 99.47 | 46.10 |
| 2023 | 173.9 | 176 | 97.54 | 99.75 | 45.70 |
| 2022 | 173.9 | 172.5 | 97.28 | 99.00% | 48.30 |
| 2021 | 173.9 | 172.5 | 98.52 | 99.70 | 44.70 |
| 2020 | 173.8 | 172.5 | 99.03 | 99.86 | 35.90 |
| KPI | Declared capacity (MW) | Actual dispatch (MW) | Plant availability (%) | Plant reliability (%) | Plant factor (%) |

2.1.4.3 Namanve Thermal Power Plant Performance

In addition, UEGCL took over the Operation and Maintenance of 50MW Namanve Thermal Power Plant on 22nd February 2022. Major engine overhauls are required in the short and medium term with long term plans to convert the engines from Heavy Fuel Oil (HFO) to Liquefied Natural Gas (LNG)

In May 2024, two Diesel generators were shut down due to overdue overhaul and repairs, respectively, resulting into a substantial drop in the Plant’s average declared capacity for 2024, compared to 2022 and 2023. Additionally, the plant also experienced total plant shut downs due to interruptions in the HFO supply, resulting

into a significant drop in the average energy production in 2024, compared to 2022 and 2023. The Plant recorded an average plant availability and reliability during the period under review was **99.02%** and **99.18%** respectively. **Table 9** below summarizes Namanve Thermal Power Plant performance since UEGCL took over its operations.



The Plant recorded an average plant availability and reliability during the period under review was 99.02% and 99.18% respectively.

Table 9: Namanve Thermal Power Plant Performance

| KPI | 2022 | 2023 | 2024 | Average |
|-------------------------|-----------|-----------|-----------|-----------|
| Declared Capacity (MWh) | 36,237.84 | 36,317.14 | 29,605.47 | 34,053.48 |
| Actual Dispatch (MWh) | 5,981.32 | 5,589.86 | 5,061.14 | 5,544.11 |
| Plant Availability (%) | 99.73 | 99.8 | 97.54 | 99.02 |
| Plant Reliability (%) | 99.89 | 99.88 | 97.78 | 99.18 |
| Capacity Factor (%) | 16.19 | 15.42 | 17.53 | 16.38 |

2.1.5 ASSET MANAGEMENT

One of UEGCLs strategic objectives during the review period was to Improve Asset Management by developing and maturing our processes and practices from a baseline maturity score of innocent to competent (0 to 3). UEGCL has actively taken steps to move towards the desired maturity level of competent by formalizing its commitment towards asset management improvement through setting up an Asset Management Unit, building capacity of staff through providing certification and diplomas by the Institute of Asset Management, establishing the asset management Policy and Strategic Asset Management Plan that support the development and implementation of the asset management program at UEGCL. As a result, the asset management system is functional with specific asset plans/ strategies, CAPEX plans for our plants, the framework and process to guide O&M capital decision making have been developed and implemented together with the institution of governance teams at the different power plants.

The CMMS at Isimba HPP and

Nalubaale-Kiira Complex have also been implemented through which the asset information, processes and procedures are stored and utilized for day to day maintenance and long-term asset management. In addition, there was roll out of condition assessments, failure mode and criticality analysis which support decision making on the appropriate interventions on the assets, prioritization of CAPEX needs and spares management. The development of other enabling strategies such as the maintenance delivery and operations strategy, spares management plan, asset information, whole life cost modelling and alignment of our process to industry best practice through collaboration and participation in CEATI continues.

UEGCL’s asset management maturity level has grown from 0.7 in the year 2018 to 2.6 in - April 2024 when the last assessment was done, as shown in

Figure 5 below. Guided by the principles of continuous improvement, the annual assessments allow UEGCL focus her efforts on areas of improvement while leveraging on the areas where the company has achieved competence.

Figure 5:UEGCL Asset Management Maturity Level- trends

Maturity Level Key

| Maturity Scale | Interpretation |
|----------------|----------------|
| 0 | Innocent |
| 1 | Aware |
| 2 | Developing |
| 3 | Competent |
| 4 | Optimizing |
| 5 | Excellent |

2.1.6 BUSINESS DEVELOPMENT

To support our growth strategy and company revenue requirements, a number of core business and non-core business growth initiatives were explored and are under development. Feasibility studies for a number of small hydros was undertaken which showed that the 1MW Maziba SHPP (Kabale District) was technically and financially viable, the 6.5MW Okulacere (Arua district) was technically viable but not financially viable and the Agbnika 2MW (Yumbe district) was neither technically nor financially viable.

During the five-year strategy period, UEGCL developed an energy mix strategy, which it intends to operationalize in a phased manner. The energy mix will support the country's energy security and reduce the overdependence on hydropower. Key among the first steps are capacity building for purposes of empowering the staff in handling different technologies for power generation. This will be followed by exploits in different energy sources covering solar, geothermal, wind. This is in line with the Generation Strategy, which has been developed for Uganda up to the year 2050.

The floating solar project/concept is aimed at utilizing the already existing energy infrastructure projects while assisting in Climate Change mitigation by provision of Renewable Energy that sustains economic growth without increasing Greenhouse Gas emissions.



During the period, UEGCL explored the development of a pilot Floating solar project, the first of its kind in Uganda. This novel project/concept is aimed at utilizing the already existing energy infrastructure projects while assisting in Climate Change mitigation by provision of Renewable Energy that sustains economic growth without increasing Greenhouse Gas emissions. Some of the potential hydropower reservoir sites that were identified for the pilot project include; 380MW Nalubaale/Kiira HPP, 183MW Isimba HPP and 600MW Karuma HPP.

A number of non-core business ventures like the development of the Isimba and Karuma power plants as tourism sites and the development of the UEGCL Professional Services Unit providing consultancy and support services to private and public sector companies were commenced during the previous plan. Phase one of the UEGCL Training Centre providing training facilities in hydropower was completed in FY21/22. Phase two is to be rolled out in the successor strategic plan period.

Several strategic engagements that yielded both strategic and financial value were held with potential development partners and strategic partners to support these business growth strategies and to increase energy demand which resulted into signing of MoUs with the different partners such as Uganda Tourism Board, Total Energies, NTPC and Vidullanka Public Limited Company etc.

2.1.7 RESEARCH AND INNOVATION

Embedded in its mandate and clearly articulated through its research policy and research agenda, UEGCL pursued a research and innovation path that aims at realizing the benefits of applied research, capitalizing on the existing research collaborations with different stakeholders, as well as reaching out

to new partnerships in industry and academia, locally and beyond.

Throughout the period, a variety of internal and external research projects were undertaken across a broad range of thematic areas. These efforts led to the implementation of recommendations across UEGCL's plants. Key research programs included; climate change impacts and mitigation strategies for hydropower, water weed management in the Nile cascade, structural integrity and seismic hazard monitoring for hydropower infrastructure, and operational efficiency, among others.



Key research programs included; climate change impacts and mitigation strategies for hydropower, water weed management in the Nile cascade, structural integrity and seismic hazard monitoring for hydropower infrastructure, and operational efficiency, among others.

UEGCL also collaborated with several strategic partners, such as the University of Texas at Austin's Geology Research Centre, Makerere University, Curtin University, BCN hydro Renewables, ICOLD, and the University of Leeds. Additionally, research base MoUs were established with institutions like the Centre for Research in Energy and Energy Conservation (CREEC) the College of Engineering, Design, Art, and Technology (CEDAT), and Busitema University, to further strengthen research and innovation initiatives.

2.1.8 Human Resource Management

During the reporting period, UEGCL

experienced exponential growth with the expansion of its operation and maintenance base, more specifically with the retransfer of the 50MW Namanve Thermal Powerplant and the 380MW Nalubaale/Kiira HPP. This saw an increase in the staff count from 163 staff in June 2018 to 399 staff as at June 2024. The workforce comprises of 297 males, representing 75%, while 102 are female, representing 25% of the total workforce.

Furthermore, a key focus area for UEGCL during the period was the development of a robust Talent Management Framework that entailed comprehensive entity-wide competence profiling, development of leadership and succession planning strategies as well as staff retention initiatives. The objective of the UEGCL Talent Management framework is to ensure that the right personnel are hired, their performance managed while at UEGCL, promote knowledge management for organizational learning and career growth, and proactively respond to market threats as a means of ensuring business continuity.

2.1.9 Financial Performance and Sustainability

UEGCL's revenues have over the last five years increased from UGX 169 billion as at June 2019 to UGX 350 Billion by close June 2024, a growth of over 200%. In the same vein, the company has posted profits over the last five years. This has mainly been driven by the operations of the Isimba, Namanve, Kira/Nalubaale, and lately, the Karuma Hydropower Plants.

This notwithstanding, the company remains encumbered with a high debt burden with a debt ratio of 88.7% (as at June 2024) indicating that a significant portion of the company's assets are financed by debt. This position is undesirable as it hinders the company's access to future loans limiting UEGCL's financial flexibility. Furthermore, the



UEGCL's revenues have over the last five years increased from UGX 169 billion as at June 2019 to UGX 350 Billion by close June 2024, a growth of over 200%. In the same vein, the company has posted profits over the last five years.

return on assets as at June 2024 was 1.25% which is considerably below the desired level of 5%. This points to the sub optimal utilization of assets which in part stems from the low dispatch from the UEGCLs generation facilities and the non-cost reflective tariffs.

This position therefore highlights the fact that whereas UEGCL is posting short term profits, its long-term financial sustainability is not guaranteed given the company's mandate to establish, acquire, maintain and operate electricity generation facilities while running the company on sound business principles.

UEGCL's quest therefore, is to attain financial sustainability by earning a return on investment which will enable the company have retained earnings for developing future assets. This will be attained through developing a sustainable debt financing strategy, implementing cost-based tariffs, and improving risk management.

2.1.10 Safety, Health, Environment and Quality (SHEQ)

UEGCL has continued to grow its safety, health, environment, and quality culture. During the period, the SHEQ Department was instituted. Furthermore, UEGCL rolled out the Safety for Site Campaign at the 183MW Isimba HPP to enhance the implementation of the Health & Safety Policy (2024) especially regarding

Incident Reporting and implementation of UEGCL's Plant Safety Regulations (PSRs).

During the period, UEGCL developed and implemented a Safety, Health, Environment, and Quality (SHEQ) Integrated Management System (IMS), achieving significant certification milestones based on international standards set by the International Organization for Standardization (ISO). The certifications included; ISO 45001:2018 for Occupational Safety and Health Management Systems, ISO 14001:2015 for Environmental Management Systems, and a recertification in ISO 9001:2015 for Quality Management Systems. These certifications ensure compliance with global best practices, guiding process improvement and enhancing international recognition.

2.1.11 Information, Communication and Technology (ICT)

There has been a number of ICT work streams in the short, medium, and long-term, to support UEGCL's strategic and management objectives. During the period, an ICT Governance framework based on COBIT 2019 was instituted to ensure alignment between business and IT strategies with the view to drive innovation, manage risks, optimize resource allocation and utilization. Notably, activities such as implementation of the ERP (Microsoft Business central, Enterprise backup solutions, Electronic document management system (BIP), Vehicle monitoring and tracking system, Computerized Maintenance Management System (CMMS), Enterprise security systems, three work flows have been automated (purchase requisitions, payment requisitions and contract management), the ISO robot System (Enterprise Risk Management System) was customized and tailored to cater for Risk, Compliance and IA teams amongst others. These have been

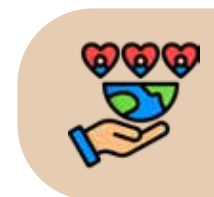
delivered and benefits realization is being monitored.

2.1.12 Stakeholder Engagement and Corporate Social Responsibility

During the period, UEGCL acknowledged the proficiency in stakeholder engagement delivered value to our key stakeholders and ensured that we do so in a socially and environmentally responsible manner. The success of our stakeholder engagement efforts was evidenced in the strategic, social and financial value attained. To strengthen our stakeholder management, UEGCL developed an engagement plan aligned with the new 2025-2030 Strategic Plan. Through our stakeholder engagement initiatives, our endeavor during the period has been to ensure that we leave a lasting positive impression of who we are, what we stand for and what our promise is – Generating for Generations.

Furthermore, Our Corporate Social Responsibility footprint continued to grow beyond participation in calendar events like marathons to implementation of the UEGCL CSR Policy with initiatives spanning over Health, Education and Sanitary projects in UEGCL host communities such as; Kamuli, Kayunga, Oyam, Kiryandongo, Nwoya and Mukono districts. Some notable CSR projects

Some notable CSR projects included the "Isimba Sanitary Pad Project" initiative to support school going girls around Isimba HPP with the main objective of laying a foundation for alleviating Period-Poverty as one of the causes of the current school girl dropout rates in Uganda.



included the **"Isimba Sanitary Pad Project"** initiative to support school going girls around Isimba HPP with the main objective of laying a foundation for alleviating Period-Poverty as one of the causes of the current school girl dropout rates in Uganda. This project will be rolled out to other communities surrounding all UEGCL plants in a phased manner; UEGCL partnership with Gayaza High School project to provide academic resources like textbooks to students around Kayunga, Kamuli etc. More notable Community Development Action Plan (CDAP) and Corporate Social Responsibility initiatives around Isimba HPP included; construction of health centre facilities including maternity wards and VIP latrines at Busaana Nakandulo, Bukamba Mbulamuti, Kiyunga Health Centres. Classroom blocks were also set up at Nakatooke primary School, St. Peter's Kibuzi secondary school, Nakakadula primary school amongst others. Around Karuma HPP, similar health and education initiatives were set up at Amaji Primary School and Dicuinyi Health Centre.

2.2 INSTITUTIONAL CAPACITY OF UEGCL

2.2.1 Financial Resources

UEGCL strategic initiatives have been funded through four major avenues: Debt (External debt financing from Exim Bank – China), Government of Uganda funding from the consolidated fund, Regulated Electricity Tariff and Grants from development partners.

Debt: The External financing over the 5-year period FY 2019/2020 to FY 2023/2024 relates to the cumulative draw downs on the Exim Bank of China for the construction of the Karuma and Isimba Hydro Power Plants. UGX 526,139,456,979 was drawn down on the Karuma HPP and UGX 116,598,879,469 on the Isimba HPP during this period totaling to a combined

debt draw down of UGX 642,738,336,449 to fund the works on the two HPPs during the 5 years. The initial draw down on the Karuma facility was in November 2015 and by the start of the FY 2019/2020 UGX 4,193,850,340,015 had been drawn and utilized on the Karuma Project and UGX 1,755,932,591,891 on the Isimba project.

Government of Uganda funding: The largest component of this funding was used to cover project supervision costs ranging from staff costs and Owners Engineer costs. The GOU releases increase over time are explained by takeover costs and start up costs for new power plants added to the UEGCL portfolio,

Commissioning of Isimba, Takeover of Namanve Thermal Power plant and Takeover of the Nalubale and Kira power plant in April 2023.

In FY 2020/2021 significant shortfalls amounting to UGX 112Bn between budgeted amounts and GOU releases

impacted project execution timelines. Subsequently the funding gaps were addressed to fast-track delivery towards project commissioning milestones.

Table 10 below summarizes the GOU releases against the approved budgets for the 5 years FY 2019/20 to FY 2023/24.

Table 10: Funding Source-Government of Uganda

| Budget Components | FY 2019/20 | | FY 2020/21 | | FY 2021/22 | | FY 2022/23 | | FY 2023/24 | |
|---------------------------------------------|---------------|---------------|----------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | Planned | Release | Planned | Release | Planned | Release | Planned | Release | Planned | Release |
| Recurrent (wage) | 23.6bn | 36.5bn | 19.2bn | 34bn | 18.3bn | 26.7bn | 19.7bn | 42.6bn | 12.3bn | 46.5bn |
| Recurrent (non-wage) | 24.4bn | | 99.3bn | | 8.5bn | | 7.4bn | | 11.8bn | |
| Total Recurrent | 48bn | | 118.6bn | | 26.8bn | | 27.1bn | | 24.1bn | |
| Development | 1.74bn | | 27.8bn | | 6.6bn | | 19.3bn | | 19.3bn | |
| External financing | | | | | | | | | | |
| Supplementary releases | | Nil | | Nil | | 28.95bn | | 17.3bn | | 40.1bn |
| Total Budget | 49.8bn | 36.5bn | 146.4bn | 34bn | 33.4bn | 55bn | 46.4bn | 59bn | 43.4bn | 86bn |
| Funding Gap (nominal) | 13bn | | 112 bn | | Nil | | Nil | | Nil | |
| Funding gap (%) | 26% | | 77% | | Nil | | Nil | | Nil | |
| Share of Development to Total Budget | 3% | | 19% | | 20% | | 42% | | 44% | |

2.2.2 Funding Source - Through the Regulated Electricity Tariff

UEGCL recovers funds for operation and maintenance of the power plants through the regulated electricity tariff and this amount grew from UGX 19bn to UGX 125bn due to the growth in the portfolio of power plants operated by UEGCL. (Isimba Hydro power plant, Namanve Thermal Power plant and Nalubaale , Kiira power plant).

Table 11: Funding Source - Through the Regulated Electricity Tariff

| Budget Components | FY 2019/20 | | FY 2020/21 | | FY 2021/22 | | FY 2022/23 | | FY 2023/24 | |
|--------------------|----------------|-------------|---------------|-------------|----------------|---------------|-------------|-------------|----------------|--------------|
| | Budget | Expenditure | Budget | Expenditure | Budget | Expenditure | Budget | Expenditure | Budget | Expenditure |
| Staff costs | 11.7bn | 7.2bn | 12.88bn | 12bn | 16.5bn | 16bn | 23bn | 23bn | 33.4bn | 37bn |
| Admin | 11.08bn | 10.9bn | 15.38bn | 11.8bn | 38.6bn | 24bn | 58.6bn | 70.6bn | 92.2bn | 88bn |
| Capex | 10.26bn | 1.8bn | 3.34bn | 1.39bn | 0.93bn | 15.5bn | 3.4bn | 0.1bn | 8.9bn | 0 |
| Total | 33.04bn | 19bn | 31.6bn | 25bn | 56.03bn | 56.9bn | 85bn | 93bn | 125.7bn | 125bn |

2.2.3 Funding Source - Development Partners

UEGCL also received grants from Development Partners mainly to fund capacity building initiatives like staff training, environmental impact study consultants and benchmarking studies. **Table 12** below summarizes the grant funding during the period.

Table 12: Funding Source-Development Partners

| Dev't partners | FY 2019/20 | FY 2020/21 | FY 2021/22 | FY 2022/23 | FY 2023/24 |
|-------------------------|------------|------------|-------------|---------------|---------------|
| | Funding | Funding | Funding | Funding | Funding |
| Norwegian grant | Nil | Nil | 12.7bn | 14.3bn | 8.1bn |
| Swedish(in kind) | Nil | Nil | 2.8bn | Nil | Nil |
| Indian(in kind) | Nil | Nil | Nil | Nil | 0.76bn |
| Total | Nil | Nil | 15bn | 14.3bn | 8.86bn |

2.2.4 Budget performance in relation to budget expenditure vis-à-vis releases and allocation.

Table 13 below shows the approved Projects budgets (Funded from the consolidated fund) Vs GOU releases and actual Expenditure.

Table 13: Budget Expenditure vis-a-vis Releases and allocation

| Years | Approved Budget | Released | Actual Expenditure | % Releases spent |
|---------|-----------------|----------|--------------------|------------------|
| 2019/20 | 49.8bn | 36.499bn | 36.499bn | 100% |
| 2020/21 | 146.4bn | 34bn | 34bn | 100% |
| 2021/22 | 33.4bn | 55 bn | 55 bn | 100% |
| 2022/23 | 46.4bn | 59 bn | 59 bn | 100% |
| 2023/24 | 43.4bn | 86 bn | 65.2bn | 76% |
| Total | 322 bn | 270 bn | 249 bn | 92% |

In FY 2019/20 and 2020/21 there were shortfalls in releases that impacted project implementation. However, in FY 2021/2022, 2022/23 and 2023/24 releases were higher than the respective budgets to match up the Karuma and Isimba project outstanding obligations from the FY2020/21 funding shortfall. In FY 2023/24 the Actual expenditure was less than the release due to the delay in the commissioning of Karuma, therefore the UGX 20bn startup funds for Karuma were rolled over to the next financial year.

2.3 KEY CHALLENGES AND LESSONS LEARNT

This section highlights the key challenges faced by UEGCL in the implementation period 2018-2024 with a number of lessons that have informed the strategy formulation process in Chapter three of this plan.

2.3.1 Key Challenges

Challenges faced by UEGCL during the planning period 2018 – 2024 were

identified by the Board and management, notable of which were the following;

- Project Implementation** challenges which affected the functionality of the Isimba HPP, and Karuma, and the delayed commencement and completion of the, Nyagak, and Muzizi HPPs. The challenges have included snags in Isimba particularly the spillway, and in Karuma, the issues concerning the floating islands coupled with the ineffective Trash rack. All efforts were undertaken to ensure that the projects were fast-tracked for purposes of smooth implementation.
- Financial resource** constraints which curtailed UEGCL's efforts to fully resource its strategy, especially in project development. Key projects/activities hampered were the Muzizi HPP, Maziba HPP, CDAP activities in Karuma, and the staff housing projects in Isimba. Government policy on resource mobilization especially

against UEGCL borrowing to cover the startup costs for Operation and Maintenance of the Nalubaale – Kiira Complex further compounded the company's financial problems.

- Policy and Regulatory Framework** which limits the ability of UEGCL to operate financially sustainably with a reasonable return on investment. Furthermore, the unclear role of UEGCL in the development of large hydros has impeded the UEGCL growth agenda.
- The impending sector mergers and rationalization of MDAs** which affected company operations mainly due to the uncertainties that arise about the fate of the staff. This dampened morale and led to loss of some critical talent. Such uncertainties have also slowed strategy execution and long-term planning
- The COVID-19 pandemic** which slowed down implementation of a number of company activities, especially project implementation and supervision, growth in new business ventures etc. This ultimately led to a delay in the implementation of the Company's strategy.
- Gaps in the **Nalubaale – Kiira Complex Retransfer that did not clarify the level of rehabilitation required and the Defects Liability Period to allow the successor** operator time to attain assurance over guaranteed continued operation of the plants post transfer in the CAA.
- The lack of adequate funding for the **Namanve HFO plant 50 MW**, which resulted into the shutdown of two Diesel Generators. This in turn reduced UEGCL's revenue from Namanve.
- Long bureaucratic process for Parliamentary Loan Approval:** These hampers quick acquisition

of financing for emergency and short-term investments.

- Below Cost Recovery Electricity Tariffs:** Energy sector Tariffs are currently below cost of service provision, and there is need for a clear government commitment to an adjustment roadmap for Tariffs towards full cost recovery.
- High Debt Equity Ratio:** The UEGCL Balance sheet is currently highly geared hampering UEGCL's quest for sustainable market finance.

2.3.2 Key Lessons Learnt

Over the five-year reporting period, a number of events transpired translating into key lessons learnt for the company. These are summarized below;

- Transition Management** of projects and O&M phase is key for smooth business operations. The Projects and Operations teams should work together during the DLP phase to ensure fit for purpose plants are handed over for Operations.
- UEGCL involvement in construction** works at the different plants helped in the identification of non-compliance
- Skills Development** is important as this has supported business continuity and recovery.
- Delegation of Authority and Internal Performance contracts** have allowed for smooth operation of UEGCL plants. Internal Performance Contracts for other operating UEGCL plants are being fast tracked
- Stakeholder engagement** is critical for smooth Business Operations (sector players, policy, funders.)
- UEGCL's undertaking of **comprehensive due-diligence and involvement** critical for

smooth transfer of generation facilities, specifically in the area of ensuring that future agreements adequately address all the envisaged retransfer risks.

was done using the Power-interest model and the objective was to categorize the stakeholders on the basis of the power that they possess and the extent to which they are likely to have or show interest in the operations of the company.

2.4 UEGCL STAKEHOLDER ANALYSIS

This UEGCL stakeholder mapping exercise

Table 14: Power Interest Model



KEY

1. The stakeholders in **quadrant D** need to be constantly communicated to because they have both power and interest
2. The stakeholders in **quadrant B** with low power but high interest, need to be kept informed about the company so that they remain committed so that they can spread positive word-of-mouth to others
3. The stakeholders in **quadrant C** have to be kept

satisfied because they low interest but with high power. They can be a very challenging group because they may appear less interest but decide to exercise their power in an unpredictable manner

Table 15 below outlines the various stakeholders in regard to the power and interest they are perceived to have in the Company, and their strategic contribution to the successful implementation of the company strategy.

Table 15: Key Stakeholders, Influence, Issues and Channels of Communication

| Stakeholder | Interest (High, Medium or Low) | Influence (High, Medium or Low) | Contribution (how the stakeholder can contribute positively to either projects, initiatives or UEGCL objectives and mandate) | Engagement Mode |
|-----------------------------------------------------------------|-----------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| President of the Republic of Uganda | High | High | Strategic decision in support of UEGCL's Business Growth Strategy and sustainability (acquisition of power generation infrastructure) | One-on-One Meetings (dialogue) |
| Employees & Staff representatives Staff Associations | High | High | <ul style="list-style-type: none"> Enhancing employee engagement and satisfaction | Engagement/ satisfaction Surveys and Townhall Meetings |
| Board of Directors | High | High | <ul style="list-style-type: none"> Oversight role Strategic guidance Approval of company Plans and policies as well as budget proposals | Board Meetings |
| Ministry of Energy and Mineral Development (MEMD) | High | High | <ul style="list-style-type: none"> Policy direction and guidance Project Development Resource Allocation Financial sustainability Operational Efficiency | One-on-One Meetings (dialogue) Meetings (AGM, etc) |
| Ministry of Finance, Planning and Economic Development (MoFPED) | High | High | <ul style="list-style-type: none"> Sustainable Debt Financing Policy Direction Resource Allocation Financial sustainability | |
| Stakeholder | Interest (High, Medium or Low) | Influence (High, Medium or Low) | Contribution (how the stakeholder can contribute positively to either projects, initiatives or UEGCL objectives and mandate) | Engagement Mode |
| Donors, Granters and Loaners | High | High | <ul style="list-style-type: none"> Resource mobilization Loan management Timely project execution | Meetings |

| Stakeholder | Interest (High, Medium or Low) | Influence (High, Medium or Low) | Contribution (how the stakeholder can contribute positively to either projects, initiatives or UEGCL objectives and mandate) | Engagement Mode |
|----------------------------------------------|-----------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| Project Steering Committee | High | High | <ul style="list-style-type: none"> Oversight role (project performance management) Project Coordination | Meetings Plant Tours |
| Contractors, Suppliers and service providers | High | Low | <ul style="list-style-type: none"> Strengthening supplier relations and procurement management | Supplier performance reviews/workshops |
| Office of the President | High | High | <ul style="list-style-type: none"> Political goodwill Strategic guidance Manifesto alignment and fulfilment | Meetings (Mid-Term Performance Reviews) |
| ERA NEMA DWRM UWA NFA | High | High | <ul style="list-style-type: none"> Regulation Resource Allocation Compliance Management | Meetings |
| Local Project Affected Community | High | Low | <ul style="list-style-type: none"> Host community Offer local project support Acts as source of labor | Community Engagement Forums |
| UETCL | High | High | <ul style="list-style-type: none"> Power Purchase and grid stability | Joint technical task force meetings |
| Sector Players (UEDCL, IPPs) | High | Low | <ul style="list-style-type: none"> Better Collaboration. Joint activities of the sector. | Meetings |

| Stakeholder | Interest (High, Medium or Low) | Influence (High, Medium or Low) | Contribution (how the stakeholder can contribute positively to either projects, initiatives or UEGCL objectives and mandate) | Engagement Mode |
|---------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Local Government Authorities Kiryandongo, Nwoya and Oyam, Kayunga, Kamuli, Jinja,etc) | High | High | <ul style="list-style-type: none"> Project approval and support Project monitoring Ownership Loyalties | Meetings |
| Media | High | Low | <ul style="list-style-type: none"> Reputation Management and Information Dissemination | Media tours, Press Briefings |
| Civil Society Organizations and Community Based Organizations(CBO's) KKAPS | High | Low | <ul style="list-style-type: none"> Advocacy project support collaboration and local partnerships | Dialogue |
| Professional Bodies and Affiliations eg. UIPE, ERB, PRAU, GCOF, ACCA, CPA etc. | High | Low | <ul style="list-style-type: none"> Capacity Building (Facilitate the registration of UEGCL professionals in their respective disciplines) | Meetings |
| Security Agencies eg. Uganda Police, UPDF, Marine Patrol, Contacted Security Agencies | High | High | <ul style="list-style-type: none"> Promote safe operations/ protection of the national installations/infrastructure | Meetings |
| Academic Institutions (University, Institutions) | Low | Low | <ul style="list-style-type: none"> Capacity Building Research and Development. | Meetings |

2.5 SWOT ANALYSIS

A situational analysis was carried out as at June 2024, and the resulting strengths, opportunities, weaknesses and threats are highlighted in Table 16 below.

Table 16: Company SWOT Matrix

| Strengths | Weaknesses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>1. Process Maturity covering a number of functions</div> <div>2. A growing culture of digital enablers for process improvement (CMMS, Webex, Navision, HRMIS, purchase to pay etc.)</div> <div>3. In-house competencies for example in O&M.</div> <div>4. Growing research culture on energy related aspects. (Optimization, plant life, dam safety, etc.)</div> <div>5. Growing Asset Base and revenue streams</div> <div>6. Young, experienced and Versatile workforce</div> <div>7. Competitive company welfare framework and High retention</div> <div>8. Ability to Leverage UEGCL's partnerships (development partners) to drive UEGCL core and non-core business</div> <div>9. Strong, visionary and committed leadership</div> | <div>1. Limitations in data management (collection, storage, analysis and decision support).</div> <div>2. Inadequate O&M Manuals</div> <div>3. Gaps in Talent Management (Training and Performance management)</div> <div>4. Inadequate integration & automation of systems, to realize the efficiency gains</div> <div>5. Undefined Company culture</div> <div>6. Constraints in Inventory management, Planning and spares optimization,</div> <div>7. Insufficient competencies (in undertaking feasibility studies for projects, investment planning, troubleshooting & RCA of all key systems at the power plants, data science analysis in-house, etc.)</div> <div>8. Low risk appetite for new technologies and Non-Core Business Ventures (Waste to Energy, Green hydrogen, Battery Energy Storage, PSU etc)</div> <div>9. Inadequate stakeholder management (relationship building with key stakeholders)</div> |

| Opportunities | Threats |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>1. Enabling GoU direction which highlights the importance of the electricity Supply Industry for economic development (Energy policy, NDP III, NDP-IV)</div> <div>2. Potential for Increased Power Generation due to favorable hydrology</div> <div>3. Potential to harness non-core business ventures (Carbon Trade, Tourism, PSU, Commercialization of assets, Resource centre etc.,)</div> <div>4. Global shift to clean energy and Technology advancements (in solar, wind, green hydrogen, Namanve TPP conversion to Natural gas, that drive down the unit cost of production,)</div> <div>5. Key Strategic Partnerships with development partners</div> <div>6. Availability of new digital solutions/ innovations that drive operational efficiency (remote monitoring of plants, digital twins, cascade optimization and management etc)</div> <div>7. Availability of Oil and Gas for energy diversification</div> <div>8. The East African Power Pool, which presents an opportunity to export our power.</div> <div>9. Potential to upgrade the capacity of the existing plants like Kiira-Nalubale</div> <div>10. MEMD's commitment to the establishment of the Energy Training Facility.</div> | <div>1. Climate change effects which affect the hydrology posing a dam safety risk</div> <div>2. Limited participation in project development (unclear UEGCL role in project development, competing players in the Large hydro's and other renewable energy projects).</div> <div>3. Lack of long-term financial sustainability in the ESI (Government policy of ensuring lower Tariffs, Inability to bill for full costs of Operations, inadequate funding for business operations)</div> <div>4. Low dispatch of Karuma and Isimba due to low demand and unfavorable dispatch regime (Merit order dispatch)</div> <div>5. Vandalism & encroachment on the power plant area, terrorism and cyber-attacks (due to growing digital dependency.)</div> <div>6. Disruption to operations due to Pandemics/ epidemics.</div> <div>7. Production loss (due to Aging infrastructure, dam failure, defects rectification, water weed etc.)</div> <div>8. Merger of Government entities (loss in staff morale and productivity due to staff uncertainty about the future etc.)</div> <div>9. Reducing interest from development partners due to the legislative environment.</div> <div>10. Political interference (decisions based on political grounds)</div> <div>11. Constraints in Inventory management due to Rapid changes in Technology aggravated by limited support from OEM's</div> <div>12. GoU restrictions on external debt funding from development banks</div> |

2.6 SUMMARY OF EMERGING ISSUES

Table 17 below highlights the key changes and emerging issues within the internal and external business environment or social economic factors that might influence UEGCL's strategic direction.

Table 17: *Impact of changes in the Operating Environment on Strategy Execution*

| | Changes in Operating Environment | Implication on Strategy (How does UEGCL position itself to fulfill requirements?) |
|---|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Revised Organogram aligned with the 2025-2030 strategy | <p>1.1 Adoption of a new Organizational structure aligned to the strategy</p> <p>Proposed initiative:</p> <ul style="list-style-type: none"> Conduct a Critical Skills gap analysis with reference to the new structure and in alignment to the 5-year strategy. Carry out competence profiling and job evaluation aligned to the new 2025-2030 structure |
| 2 | Commencement of O&M of 600MW Karuma HPP | <p>2.1 On Boarding of 600MW Karuma HPP resulting into;</p> <ul style="list-style-type: none"> Raised UEGCL portfolio in O&M New Revenue stream for the company Key buffer for increased generation (Isimba deferred maintenance, NKPS Rehabilitation) <p>Proposed initiatives:</p> <ul style="list-style-type: none"> Redefining the Asset Management strategy to capture both Core and Non-Core Assets. Carry out an Assessment of the commercial viability of the Karuma HPP facilities given the magnitude of O&M activities and the envisaged training centre by MEMD. |

| | Changes in Operating Environment | Implication on Strategy (How does UEGCL position itself to fulfill requirements?) |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Change in competitive forces (e.g. entry or withdrawal of competitors) | <p>3.1 Private developers dominate the diversification field as well as the new pipeline generation which adversely impacts UEGCL's efforts.</p> <p>Proposed Initiatives</p> <ul style="list-style-type: none"> Partner with private players in the development of diversification technologies (solar, Peat, Waste to Energy) through PPPs UEGCL in liaison with MEMD to Commence the planning process of handover and operations of IPPs under the BOTs (Build Operate Transfer) after the expiry of their contracts. (Bujagali and GETFit projects) |
| 4 | The Energy policy emphasizes the development of new areas such as the use of clean energy and mitigation strategies to manage climate change effects. | <p>4.1 UEGCL should define its ESG strategy to tap into clean energy opportunities</p> <p>Proposed Initiatives:</p> <ul style="list-style-type: none"> Explore emerging mechanisms and approaches for carbon trade in response to climate change effects (Paris Agreement). UEGCL to commence Public Investment Management System (PIMS) process for a new project (Namanve conversion of HFO to Gas) |

2.7 RISK PROFILE ANALYSIS

UEGCL has over the five years of strategy implementation strengthened her risk management culture. The key risks to the successful implementation of the strategy were identified, evaluated and mitigations monitored over the implementation period. While a number

of the risks were managed, some materialized and several lessons have been drawn. The Risk analysis has been categorized under four areas; Risks that have materialized, risks being monitored, risks that have been managed as well as the lessons learnt as highlighted below;

2.7.1 Risks that have materialized

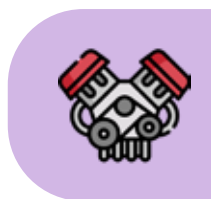
- a) Funding/Liquidity Risk (R/23/001): This risk materialized due to the delayed fulfillment of government commitment to address funding shortages (such as OE costs Karuma HPP start-up funds, Namanve capacity arrears & investment costs etc.), loss of the Namanve capacity revenue due to unavailability of DGs 2&7 which are due for overhaul. Additional driving factors include the delayed commissioning of Karuma HPP, removal of Isimba HPP, Muzizi HPP, and Nyagak III from the PIP, and delayed approval of the funds for the rehabilitation of NKPS.
- b) Project Management Risks (R/19/004): Delays in project completion continued to prevail due to outstanding defects on critical components in both Karuma and Isimba HPP, poor performance from EPC Contractors with regard to quality and schedule management, uncertainty around the source of extra funding for the re-routing of the Nyagak III HPP transmission line, inadequate funding for project supervision, and delayed implementation of NKPS rehabilitation and Maziba HPP due to the lengthy PIP approval process. However, the shareholders demonstrated support for project execution by committing to provide funding for project supervision as well as re-routing of the Nyagak III transmission line.
- c) Strategy Execution Risk (R/21/001): delivery of the strategic initiatives as envisioned was limited by; funding shortfalls that have resulted in some key initiatives being unfunded (approx. 21% shortfall from annual budget

by Q3 FY23/24); lack of policy clarity in UEGCL's role in project development, fast growing demand (peak of 1,033 MW in Feb'24) with limited progress on new generation projects, and lack of retained earnings and ability to make equity contributions.

- d) Production Loss (R/19/006): Overdue engine overhauls and running of obsolete equipment at Namanve TPP saw this risk materialize with DGs 2 and 7 which had to be declared unavailable. The risk continues to loom over UEGCL as funding for overhauls at Namanve TPP from Government is still outstanding, constrained overhauls for units at Nalubaale PS due to the unavailability of the powerhouse crane, slow defects rectification by the Isimba EPCC and high head loss at Karuma HPP due to extreme water weed accumulation.

2.7.2 Risks being monitored

- a) Dam Failure (R/22/001): The dam failure risk did not materialize during the reporting period but is being monitored to prevent future occurrence. However, the delayed resolution of spillway defects at Isimba HPP by the EPC Contractor has been a persistent driver for this risk with the shareholders being continually engaged to compel the Contractor to sustainably resolve the root causes.

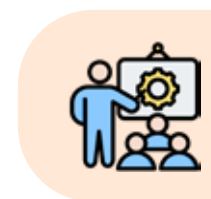


Overdue engine overhauls and running of obsolete equipment at Namanve TPP saw this risk materialize with DGs 2 and 7 which had to be declared unavailable.

- b) Environmental, Social and Governance (ESG) risk (R/19/001): The increased rainfall and spilling resulted in more slope failures at Isimba and Kiira hydropower plants. This, along with delays in transferring EIA certificates for Isimba HPP Complex and Namanve TPP to UEGCL, and with incomplete RAP at Muzizi Hydropower Project and Nyagak III HPP, have led to materializing of the risk.

2.7.3 Risks that have been managed.

- a) Third Party Risk (R/19/005): Third party risk reduced from a high to medium risk. This is due to the approval of UEGCL's request to PPDA for accreditation for more efficient procurement of spares. Other measures taken to reduce the risk included conducting a supplier engagement on the UEGCL business to seek co-operation and fairer pricing, and continuous sensitization of staff for improved procurement planning and execution.
- b) Human Capital Management Risk. (R/19/007): Management with the support of the Board were able to resolve the NKPS staff salary discrepancies, and engaged the NKPS staff to manage any potential tension



Measures that have been implemented to manage the risk from materializing include continuous staff sensitization to improve their cyber security awareness and understanding of AI limitations

over the decision not to pay the salary arrears. Additionally, Public Service permitted the renewal of staff contracts to June 2026 to reduce uncertainties arising from the merger of government agencies. Despite these major interventions, the uncertainty and short-term contracts as a result of the pending rationalization of government agencies still makes UEGCL an unattractive employer, making it difficult to attract talent for senior positions and creating a flight risk for the same. This risk has therefore been maintained as a high risk with close monitoring of staff engagement levels.

- c) Data Security Risk (R/19/009): Throughout the year, the data security risk has remained constant. Measures that have been implemented to manage the risk from materializing include continuous staff sensitization to improve their cyber security awareness and understanding of AI limitations, data classification (quality), vulnerability testing, and increased frequency and completeness of data backups.

2.7.4 Lessons Learnt

- a) Strategic stakeholder engagement is crucial for the effective mitigation of risks.
- b) Preventative maintenance must be prioritized to avoid production losses, and develop contingency plans for outages and equipment failures.
- c) There's need to explore alternative revenue streams. UEGCL's dependence on government funding and limited ability to retain earnings restricts its ability to invest in new projects.

03 UEGCL Strategic Direction



3.1 INTRODUCTION

The situational analysis of UEGCL's internal and external business environment provided a platform to re-think the Company's strategic direction. As such, this section highlights the high-level strategy elements that include: - vision, mission, purpose statement, core values as well as the strategic themes and their respective results.

Additionally, the strategic themes shall be anchored on the company's strategic objectives; whose intended results have been clearly defined to support the design of meaningful and feasible performance measures.

UEGCL conforms to the goals and aspirations of the Sustainable Energy Development (SED) programme under the NDP-IV. The goal of the Sustainable energy Development programme is; **"Increased access to and consumption of reliable, affordable clean and modern energy services"** while the objective of this programme is to: **"Accelerate the development and diversification of sustainable energy"**

3.2 VISION, MISSION, PURPOSE STATEMENT, CORE VALUES, STRATEGIC THEMES & RESPECTIVE RESULTS

The following section highlights the key high-level strategic elements for the 2025 -2030 Strategic Plan. In aligning the UEGCL Strategic plan to the NDP-IV, the following high-level elements were adopted.

3.2.1 Vision

UEGCL's Vision for the period 2025 – 2030 has been stated to be **"Africa's leading electricity generating utility"**. This vision positions UEGCL to aspire to be a "market leader" in aspects outlined in **Table 18** where the context of "leading" and "utility" are also explained. .



Increased access to and consumption of reliable, affordable clean and modern energy services

Table 18: Vision Statement Intended Results

| Key Word | Intended Results |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leading | <p>UEGCL is cognizant of the ambitious, yet achievable national targets for electricity generation, as well as the ever-growing regional electricity demand with due consideration to these performance parameters;</p> <ul style="list-style-type: none">• Installed capacity in surplus of demand;• Competitively priced electricity through using the least cost generation technologies and strategies;• Financial Sustainability through progressive cost recovery;• ROI for investors;• Return on Assets;• Electricity Reliability;• Environmental, Social and Governance Rating |
| Utility | <p>This has been informed by the paradigm shift from a projects development dispensation to operations and maintenance; which presents new aspirations aligned towards service delivery.</p> |

3.2.2 Mission

The UEGCL Mission was stated as; - **"To sustainably generate reliable, quality and reasonably priced electricity for socio-economic development."** The mission results were further defined for clarity on what success means with respect to the UEGCL mission. **Table 19** presents the Mission results.



To sustainably generate reliable, quality and reasonably priced electricity for socio-economic development.

Table 19: Mission Statement Intended Results

| Key Word | Intended Result |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainability | <p>Environment</p> <ul style="list-style-type: none"> Reservoir catchment management River bank protection (<i>By tree planting</i>) Offsetting the Carbon footprint from the thermal plants Minimising the pollution from our operations (<i>noise, oil spillage, etc.</i>) <p>Community (Health & Education)</p> <ul style="list-style-type: none"> Upgrading health/education infrastructure and equipping health/education facilities More supportive gender diversity, and equality <p>Governance</p> <ul style="list-style-type: none"> Robust system of accountability and responsiveness to stakeholder requirements <p>Financial</p> <ul style="list-style-type: none"> We grow our business and produce sound financial results |
| Reliable & Quality | <ul style="list-style-type: none"> Electricity always available and stable without fluctuations in voltage within the required capacities in line with the Electricity regulations (<i>primary grid code</i>) |
| Reasonably Priced | <ul style="list-style-type: none"> A cost recovery tariff that allows for both operational and capital costs |
| Socio-Economic Development | <ul style="list-style-type: none"> Energy security and contribution to lowering the cost of doing business to stimulate economic growth |

3.2.3 Purpose Statement

To further clarify the overarching reason for UEGCL's existence, define the impact of our business to society as well as motivate all staff to be part of a unified team, UEGCL has defined her purpose as:

- "Making electricity safely Available for Supply at all Times from all our Plants."

3.2.4 Core values

The core values of UEGCL were maintained for the planning period of 2025-2030 with addition of "COLLABORATION" as an essential value to foster teamwork as well as proactive engagements with external stakeholders for strategic value aspirations towards a defined desired culture of UEGCL. **Table 20** presents the results for the core values.

Table 20: Core Values Intended Results

| Core Value(s) | Result |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Integrity | <ul style="list-style-type: none"> We embrace honesty in everything we do Our Systems, people, processes deliver as always promised Good corporate Governance |
| Innovation | We develop and apply creative solutions towards improved service delivery |
| Accountability | We take responsibility for all our actions and results |
| Safety | A collective commitment to embrace a safety culture in all our projects and operations |
| Sustainability | <ul style="list-style-type: none"> Our energy mix ensures energy security Our Operations do not cause harm to people and environment We operate in an environment that ensures gender diversity and equality We employ optimal resources in electricity generation We grow our business and produce sound financial results |
| Collaboration | We develop and maintain cordial working relationships with both our internal and external stakeholders |

3.2.5 Motto

The tagline that reflects UEGCL's value as perceived by her stakeholders was maintained for the planning period of 2025 – 2030. This reads: **“GENERATING FOR GENERATIONS”**

3.2.6 Quality Statement

Cognizant of its overarching core mandate as well as the changing business context, the quality statement was redefined as: **“UEGCL is committed to the efficient operations, maintenance and supervision of development of electricity generation facilities in line with the company’s strategic planning process to ensure reliable, quality and affordable electricity in compliance with the applicable requirements of**

the Electricity Act, Regulations, Laws and Relevant Standards.

3.3 STRATEGIC THEMES AND RESULTS

UEGCL’s quest **“To be Africa’s leading electricity generating utility”** has been anchored on four strategic themes (pillars of excellence). below shows the schematic presentation of the 2025 – 2030 UEGCL Strategic Plan.



“To be Africa’s leading electricity generating utility” has been anchored on four strategic themes (pillars of excellence)

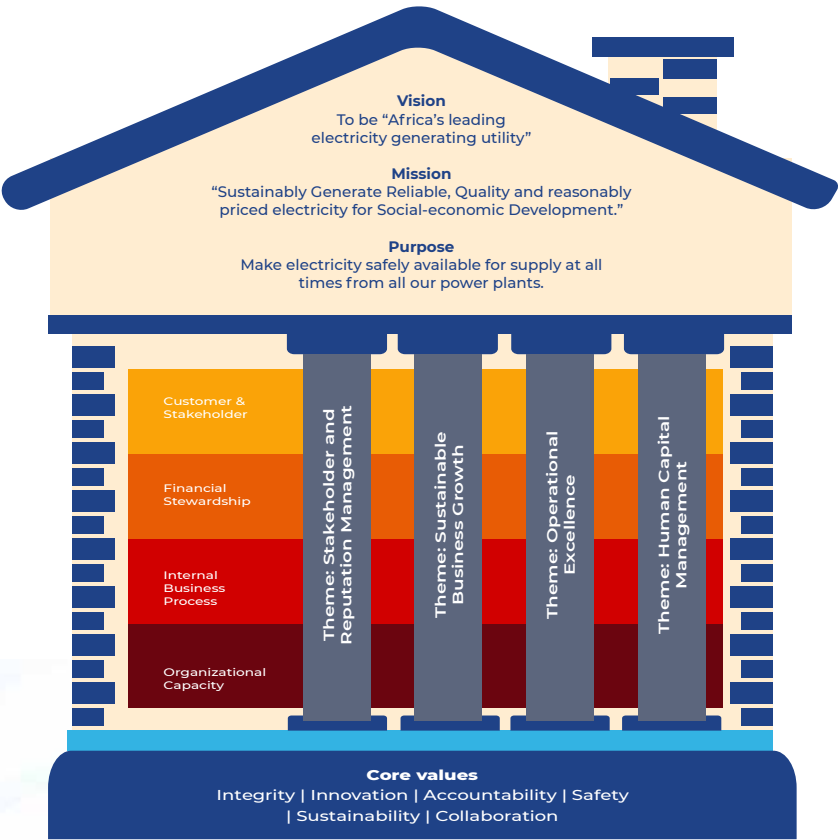


Figure 6: Schematic presentation of UEGCL’s High level strategy 2025 - 2030

The description of the strategic themes together with their corresponding theme results is provided in **Table 21** below.

Table 21: Strategic Theme Intended Results

| # | Strategic Theme & Description | Theme Result(s) |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Operational Excellence: Execution of the business strategy consistently, reliably and competitively with safety, managed risk, optimal operating costs, and increased revenues. | All our systems/ processes deliver safe, timely, quality, value added and cost-effective services. |
| 2 | Stakeholder and Reputation Management: Entails proactive engagement for both internal & external stakeholders in line with the company strategy to realise value. | <ul style="list-style-type: none">Our Internal and External Stakeholder needs are continuously metWe derive value from social & strategic partnerships |
| # | Strategic Theme & Description | Theme Result(s) |
| 3 | Sustainable Business Growth: Entails project development, plant acquisition and diversification of our business through exploring both core (different electricity generation sources) and non-core (PSU, Resource Centre, and listing on stock market) business ventures, with due consideration to environmental, social and governance issues. | <ul style="list-style-type: none">We innovatively grow a diversified business portfolio that ensures energy securityOperate/run new technologies (solar, etc.)We deliver sound financial resultsGenerate revenue from both core (power plants) & non-core (PSU) business activities |
| 4 | Human Capital Management: Talent attraction, development, retention and performance management while ensuring gender Diversity and Equality | <ul style="list-style-type: none">Staff skills and abilities meet the established organisational cultural, operational and strategic needsStaff are empowered and are accountable for their resultsA more supportive environment on gender equality |

3.4 STRATEGIC OBJECTIVES, RESULTS & PERFORMANCE MEASURES

This section highlights the Strategic Objectives (continuous improvement actions over time) with the respective intended results (state of performance that can be continually improved through a set of different actions) as well as the corresponding performance measures to track extent of achievement of the set strategic objectives during the period 2025 -2030; which are illustrated in **Table 22**

Table 22: Company Strategic Objectives, Results and Performance Measures

| | Strategic Objective | | Intended Result(s) | | Performance Measure(s) |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------------------------------------------------------------------------------|-------|-----------------------------------|
| 1 | Strengthen Collaboration Description: Entails proactive approaches of working well with stakeholders with a view of realizing mutual benefits and ultimately fulfilling stakeholder interests. | 1.1 | We derive social, strategic and financial benefit from working well with our stakeholders | 1.1.1 | Collaboration Effectiveness Score |
| | | 1.2 | Our Key Stakeholder expectations are fulfilled | 1.2.1 | Stakeholder Satisfaction Rating |
| 2 | Improve Financial Performance Description: This entails strategies to enhance sustainable financial health, having in place appropriate revenue growth, resource mobilisation strategies and controls towards meeting the company's operational and strategic obligations ultimately increasing shareholder value. | 2.1 | We meet our operational costs & investment obligations | 2.1.1 | Capital Investment Coverage |
| | | 2.2 | We earn more income from our assets | 2.2.1 | Return on Assets |
| | | 2.3 | We earn more income from our investments | 2.3.1 | Return on Investment |
| | | | | | |

| | | | | | |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------------------------------------------------------------------------|-------|------------------------------------|
| 3 | Enhance Business Portfolio Description: Grow and diversify our core and non-core business undertakings to ensure energy security, increased revenue and hedge against financial risks | 3.1 | Growing Market Dominancy | 3.1.1 | Percentage Market Share |
| | | 3.2 | More installed capacity from multiple energy sources | 3.2.1 | Energy Diversification Ratio |
| | | | | 3.2.2 | Installed Generation Capacity |
| | | | | 3.2.3 | Pipeline Generation Capacity Score |
| | | 3.3 | Increased revenue from multiple sources | 3.3.1 | Non-core Annual Revenue |
| 4 | Improve Asset Management Description: Coordinated activity of an organisation to realize value from its assests through dediacted efforts to balance risk, performance and cost. | 4.1 | Optimal cost of service for the desired performance | 4.1.1 | Plant Asset Performance Score |
| | | 4.2 | We maximise machine uptime by reducing forced hours and optimising scheduled hours | 4.2.1 | Plant availability |
| 5 | Improve Institutional Capacity Description: This entails having in place robust organizational systems, structures, processes, and human capital to enhance operational efficiency and ensure adaptability to emerging challenges and opportunities. | 5.1 | Staff get the work done | 5.1.1 | Competence Gap Closure |
| | | | | 5.1.2 | Milestone Delivery score |
| | | 5.2 | Staff committed to the organization | 5.2.1 | Employee Engagement Index |
| | | | | 5.2.2 | Gender Equity Score |
| | | 5.3 | Leaders model the desired behaviour | 5.3.1 | Leadership Culture rating |
| | | 5.4 | Less disruptions for ICT Supported services | 5.4.1 | ICT Service Availability score |
| | | 5.5 | We record less statutory breaches and penalties | 5.5.1 | Statutory Compliance rating |

3.4.1 Strategic Goal

In line with the Strategic Themes, strategic goals were developed to give the global picture of what the Company intends to achieve over the next five years.

The overall goal is **“Increased Generation and Supply of Safe, Reliable and Reasonably Priced Electricity”**.

This shall be operationalized through the following quantifiable mid and long-term results.

1. Developed Pipeline Generation Capacity of **1,800 MW⁶** by 2030
2. Increased **Installed Generation capacity** from **1213 MW** to **1,240.8 MW⁷** by 2030
3. Increased **Market Share by Energy Sold** from **54%** to **58%⁸** by 2030
4. **Plant availability** of **97%** from all our plants

5. The **Energy Diversification** ratio increased from **4%** to **6%⁹** by 2030
6. Achieve a **Return on Assets (RoA)** of **least 3%¹⁰** and a **Return on Investment (RoI)** of **10%** as at June 2030
7. Annual **Capital Investment Coverage** of **100%**
8. **Annual Revenue** from **non-core sources** increased from an average of **UGX 1.5 Bn** to **UGX 3 Bn** by 2030
9. **Employee Engagement Index** of at least **90%** by 2030
10. **Stakeholder satisfaction rating** of at least **90%** by 2030

3.5 CORPORATE RESULTS MAP

The Results map is an alignment framework that shows the linkage between strategic and operational goals (results) creating a holistic story of UEGCL's strategy. The Corporate Strategic map is shown in the **Figure 7** below.

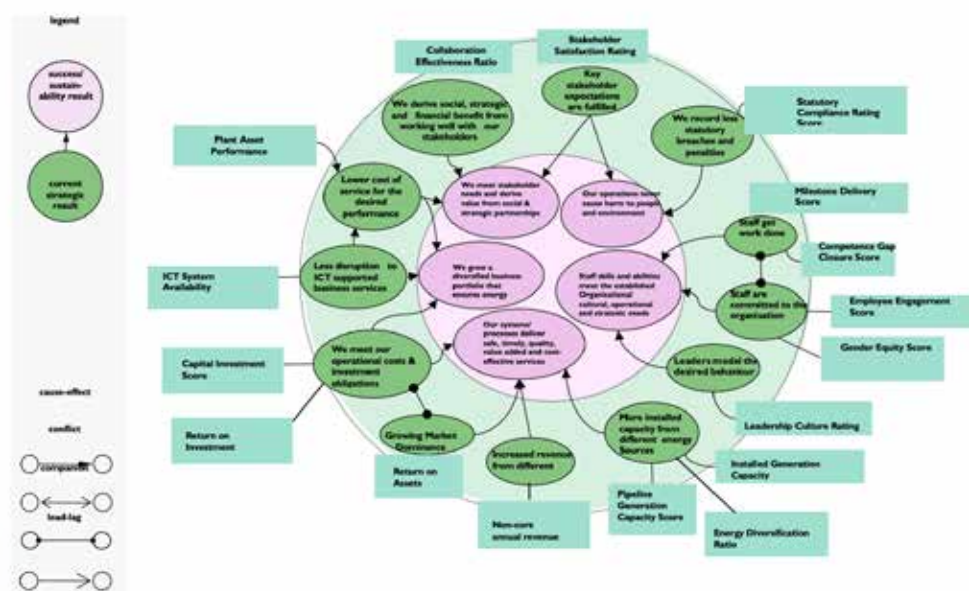


Figure 7: Corporate Results Map

⁶ Kiba 400 MW, Oriang 392 MW, Ayago 840 MW, Waste to Energy 20 MW, Ground mounted Solar 108MW, 40MW floating solar

⁷ Nyagak 6.6MW, Floating Solar 20 MW, Maziba 1 MW,

⁸ 70% plant factor, peak demand increases by 10% per annum. (from 1000 MW to 1500 MW by 2030. With UEGCL providing 868 MW)

⁹ 20 MW Floating Solar on top of the existing 50 MW Thermal.

¹⁰ Due to projected increase in sales attributed to growth in demand, improved dispatch and efficiency gains from the plants

3.6 ASSUMPTIONS

To achieve the set targets, the following key assumptions are made:

- a. Government support in the initiatives that have been formulated including the generation growth aspirations of the company in line with the Government NDP IV and other policy initiatives.
- b. Growing Demand for electricity; which will in turn ensure financial sustainability for the electricity supply chain.
- c. Support to the energy diversification initiatives; which marks a key policy direction within this plan. These include participation in exploits such as geothermal development, Nuclear initiatives and other exploits such as solar.
- d. Regulatory support to the operations and maintenance of the various plants under the jurisdiction of UEGCL. Key area is in ensuring that the licenses and PPAs fully cover the costs of running the various generation plants.
- e. Regulatory support to the new business initiatives
- f. Timely completion of the power plants under construction
- g. Favorable climatic conditions supporting the hydrology of the various power plants

- h. Continued prioritization of generation within the power supply chain
- i. Merger policy of Government will not adversely impact on the operations of UEGCL.
- j. Political stability

3.7 Planned Key Interventions and Outputs

This section outlines the Key interventions planned for the 2025-2030, the respective deliverables and timelines. This is in alignment with relevant strategic objectives and with reference to the PIAP actions. They will be costed annually. (Refer to the cost implementation matrix).

3.8 Key Business Transformational Tactics

UEGCL has developed a Strategic Plan during a time when the national treasury is experiencing an economic downturn and as such aims at having a strategic plan that will deliberately improve the company's financial position and specifically cash flow requirements.

In addition, with the exponential growth of the Company, UEGCL requires to make the necessary adjustments in the culture, structure, systems and controls. **Table 23** highlights the proposed overarching transformational undertakings/tactics that the company is considering; which are essentially feeding into the Initiatives in **Table 25**



Favorable climatic conditions supporting the hydrology of the various power plants



with the exponential growth of the Company, UEGCL requires to make the necessary adjustments in the culture, structure, systems and controls.

Table 23: UEGCL Transformational Business Undertakings

| | Undertaking | Objective | Output |
|---|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Proactive Stakeholder engagement; UEGCL needs to consider win-win approaches/partnerships | To influence relevant policy/key decisions essential for UEGCL's business success | <ul style="list-style-type: none"> • Involvement in large hydros and nuclear power projects, • Earning a return on investment (RoI) and a return on equity (ROE) to support capital investments and cost recovery strategy, • Support in diversification strategy (solar, geothermal), • Listing on the securities exchange and integration of PPPs in development and construction of power generating facilities in the wake of recent political risk (LGBT) which requires UEGCL to rethink the resource mobilization approaches/ sources. |
| 2 | Non-conventional revenue generation streams | Resource mobilization | <ul style="list-style-type: none"> • Pursuance of other internal revenue generation strategies such as: - carbon trade, e-mobility initiatives, etc. in addition to the already conceptualized ideas of professional services unit, tourism potential and resource centre. |
| 3 | O&M Business Model evolution | Operational Excellence | <ul style="list-style-type: none"> • Autonomous strategic Business Units that will later run as subsidiary companies. • This is envisaged to enable the Company fully realize the benefits from private sector-like tenets including possibilities of listing on the stock exchange. |

| | Undertaking | Objective | Output |
|---|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | Leverage ICT advancements and applications | Improved business operations | <ul style="list-style-type: none"> • Effective management of the expanded operational horizon and anticipated future growth. |
| 5 | Strengthen response to relevant emerging trends such as Environmental, Social and Governance (ESG) | Improved response to Environmental, Social and Governance (ESG) | <ul style="list-style-type: none"> • Specific emphasis on employee diversity (gender, spiritual, social) • Harnessing green energy options such as hydrogen powered systems, etc. |
| 6 | Business Transformation (Change Management) | Efficiency in light of the business evolution and expansion that UEGCL is experiencing, | <ul style="list-style-type: none"> • Business success approached in a more structured way. • Change Management institutionalized as part of the structure alignment to strategy. |

3.9 Financial Recovery and Resilience Plan

With the current and future UEGCL Asset Portfolio of power generating facilities, it's recommended that both tariff and non-tariff strategies are undertaken to ensure sustainable service delivery of the company. This shall entail adoption of sustainable business strategies comprising of five sustainable pillars

including improving operational efficiency, designing and implementing the power generation investment strategy, developing a sustainable debt financing strategy, implementing cost-based tariffs and improving risk management. **Table 24** shows the detailed strategies to be implemented to support UEGCL's financial recovery and resilience.

Table 24: Financial Recovery and Resilience Plan

| # | Sustainability Dimension | Key Undertakings/ Strategies | Implementation Timelines (Years) | | | | | Impact | Responsibility / Support Stake-holders |
|---|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---|---|---|---|--------------------------------------------------------------------------------------------|----------------------------------------|
| | | | 1 | 2 | 3 | 4 | 5 | | |
| 1 | Improving operational efficiency | Develop and implement a strategic asset management plan for all current and future power generating facilities | | | | | | Improved plant reliability and availability (Reduction in incidents & duration of outages) | UEGCL, MEMD, MoFPED, UEGCL |
| | | Institute a mechanism of tracking closure of Plant Defects at both Isimba HPP (183MW) and Karuma HPP (600MW) and Nyagak SHPP(6.6MW) | | | | | | | |
| | | Undertake rehabilitation of Nalubaale – Kiira Complex (380MW), Namanve Thermal Plant (50MW) and Maziba SHPP (1MW) at a total cost of Ugx 679.1 Bn | | | | | | | |
| | | | | | | | | | |
| | | | 1 | 2 | 3 | 4 | 5 | | |
| | | Develop and implement a 5-year Power Generation Investment expenditure program for existing power plants (Ugx 711.5 Bn) and future power generation expansion (Ugx 546.8 Bn) | | | | | | | Development Partners, Energy SWG, MEMD |

| # | Sustainability Dimension | Key Undertakings/ Strategies | Implementation Timelines (Years) | | | | | Impact | Responsibility / Support Stake-holders |
|---|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---|---|---|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| | | | 1 | 2 | 3 | 4 | 5 | | |
| 2 | Implementing the investment strategy | Develop and implement a pre-project planning multi-decision-making criteria framework for project development and generation expansion | | | | | | Reduction in project cost and time overruns. Quick turnaround in projects. | UEGCL, MoFPED, MEMD, ERA |
| | | Complete construction of 6.6 MW Nyagak III SHPP (Ugx 125 M) | | | | | | | |
| | | Complete Feasibility studies of Nalubaale – Kiira Complex (380MW) and Maziba SHPP (2MW) and secure financial close for rehabilitation works | | | | | | | |
| | | Undertake the development and construction of 20MW Floating Solar Project (Ugx 97.9 Bn) | | | | | | <ul style="list-style-type: none"> Increased Installed Capacity Availability of electricity in excess of demand as a driver for socio-economic transformation | UEGCL, MEMD, MoFPED |
| | | Undertake Feasibility Studies and secure financial close for 400MW Kiba HPP, Waste to Energy, Floating solar, Nalubaale-Kiira Rehabilitation | | | | | | | |
| | | Undertake negotiations with the shareholders for a stabilization CAPEX Fund to address core investments for deferred maintenance at Nalubaale – Kiira Complex and Namanve Thermal Plant at Takeover | | | | | | | |

| # | Sustainability Dimension | Key Undertakings/ Strategies | Implementation Timelines (Years) | | | | | Impact | Responsibility / Support Stakeholders |
|---|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---|---|---|---|----------------------------------------------------------------------------------------------------------|---------------------------------------|
| | | | 1 | 2 | 3 | 4 | 5 | | |
| 3 | Developing Sustainable Debt Financing | Develop and implement a Sustainable Debt Financing Strategy | | | | | | Reduction in the company gearing ratio (clean balance sheet) | MoFPED |
| | | Undertake negotiations with the shareholders for conversion of existing debt to equity | | | | | | Long-term funds from Capital Markets | Development Partners, MEMD, MoFPED |
| | | | 1 | 2 | 3 | 4 | 5 | | |
| | | Prepare and implement a medium term to long term financing plan through <ul style="list-style-type: none"> Integration of PPPs in the development, financing and construction and rehabilitation of power generating facilities Engaging Shareholders and other key stakeholders on listing on the Securities Exchange by providing under underwriting guarantees in Initial Public Offerings (IPOs) | | | | | | | UEGCL, MEMD, MoFPED |
| | | | | | | | | A robust non-tariff-based resource pool to finance capital investments and overhauls on operating plants | |
| | | Engage GoU for injection of additional Equity into the company | | | | | | Improved financial stability, flexibility and health of UEGCL | MEMD, MoFPED |

| # | Sustainability Dimension | Key Undertakings/ Strategies | Implementation Timelines (Years) | | | | | Impact | Responsibility / Support Stakeholders |
|---|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---|---|---|---|-------------------------------------------------------------------------|---------------------------------------|
| | | | 1 | 2 | 3 | 4 | 5 | | |
| 4 | Implement Efficient cost-based tariffs | | | | | | | Long-term Sustainable Service Delivery | MEMD, MoFPED, ERA |
| | | Develop and implement Financial Viability and Cost Recovery Strategy | | | | | | Approved Tariff adjustment provision for financial sustainability (RoE) | UEGCL, MEMD, MoFPED |
| | | Engage the shareholders and key sector stakeholders for incorporation of a reasonable Return on Investment (ROI) on both company current asset base (old power generating facilities and future new power plants) | | | | | | | ERA, MoFPED, MEMD |
| | | Engage shareholders and key stakeholders to support the company's efforts for permission to make return on equity (RoE) | | | | | | | |
| 5 | Improving Risk management | Engage GoU to strengthen performance obligations in future contracts by proper allocation of power generation facilities retransfer risks for Public Private Partnerships for example as identified in the just ended Nalubaale – Kiira Complex CAA and Namanve Thermal Plant takeover | | | | | | Sustainable Service delivery | UEGCL, MoFPED, MEMD |

Table 25 provides a summary of the strategic initiatives to be implemented in order to achieve the strategic objectives and strategic goals of the 2025 – 2030 UEGCL Strategic Plan.

Table 25: Corporate Strategic Initiatives for implementation during 2025-2030

**UGANDA ELECTRICITY GENERATION COMPANY LIMITED -
INITIATIVES FOR 2025-2030 STRATEGIC PLAN**

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|--------------------------------------|---|--------------------------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------------------------------------------------------------------------------------------------------------|--------------|---------------|
| Improve Satisfaction | 1 | Design and implement a Stakeholder Engagement Plan aligned to the Strategy | 1.1 | Institutionalize feedback mechanisms to strengthen internal and external satisfaction (<i>Engagement & Satisfaction surveys, Supplier feedback platform, ICT User experience Management to staff feedback</i>). | 1.1.1 | Stakeholder Satisfaction Survey Report | HCCA | Every 2 years |
| | | | | | 1.1.2 | ICT enabled Feedback mechanisms developed and rolled out | | Dec-25 |
| Enhance Financial Performance | 2 | Develop a resource mobilization plan to meet O&M, Debt Service and investment requirements | 2.1 | Prepare Grant proposals for financing of the 5 year Strategic Plan | | Capacity & Business growth | CSBDO | |
| | | | | | 2.1.1 | Technical support & Capacity Development O&M and Data Analytics Research and Innovation | | Annually |
| | | | | | 2.1.2 | Centre of Excellence feasibility study by APUA | | Dec-25 |
| | | | | | 2.1.3 | Proposal for Waste to Energy | | Jun-26 |
| | | | | | 2.1.4 | Research and Innovation | | Annually |
| | | | | | | Projects & Rehabilitation | | |
| | | | | | 2.1.5 | Proposal for Floating solar(implementation) | | Jun-26 |
| | | | | | 2.1.6 | Namanve conversion from HFO to gas engines(studies) | | Jun-26 |
| | | | | | 2.1.7 | Maziba Rehabilitation | | Jun-27 |
| | | | 2.2 | Attain Financial closure for power generation projects | 2.2.1 | Nalubaale-Kiira HPP rehabilitation | CPO | Dec-26 |
| | | | | | 2.2.2 | 400MW Kiba HPP | | Jun-30 |
| | | | | | 2.2.3 | Waste to Energy project | | Jun-29 |
| | | | | | 2.2.4 | Floating Solar project | | Jun-27 |
| | | | 2.3 | Develop and engage stakeholders on a sustainable financing mechanism (covering O&M, debt, RoEI) for the sector | 2.3.1 | Approved financing decision matrix | | Dec-25 |
| | | | | | 2.3.2 | Investment initiatives developed and approved (to obtain funds that facilitate Capex plans e.g. for Namanve) | | Jun-27 |
| | | | | | 2.3.4 | Debt to Equity conversion by the Shareholders | | Jun-28 |
| | | | | | 2.3.3 | Cost Reflective Tariff (ROE and RoI) | | Jun-30 |
| | | | | | 2.3.4 | UEGCL Listed on the Securities Exchange | | Jun-30 |
| | | | 2.4 | Operationalise direct electricity sale framework in line with amended Electricity Act | 2.4.1 | At least 1 Contracted bulk user/consumer in place | CFO | Jun-27 |
| | | | 2.5 | Operationalise the Regulatory function | 2.5.1 | Regulatory function in place | | Sep-25 |
| | | | 2.6 | Manage capital expenditure more effectively | 2.6.1 | Ring-fenced capital funds to cover investment needs | | Annually |
| | | | | | 2.6.2 | Return realised on unutilised and committed funds for NKPS | | Annually |
| | | | 2.7 | Operationalize UEGCL's participation in the East African Power Pool | 2.7.1 | Integrated EAPP roadmap developed and implemented | | Sep-25 |
| | | | | | 2.7.2 | Relevant PPAs re-negotiated | | Jun-26 |
| | | | 2.8 | Develop and implement an entity-wide Cost Optimization Strategy | 2.8.1 | Optimization Strategy in place and Implemented | | Dec-25 |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When | | |
|------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------|--------|
| | | | | Non-Core Busines Ventures | | | | | | |
| Enhance Business Portfolio | 3 | Implement the UEGCL Business Growth and diversification strategy | 3.1 | Operationalise the Subsidiary Company to spearhead Non-Core Business Ventures ·Tourism potential ·Commercialisation of Karuma Assets ·PSU | 3.1.1 | Subsidiary Company in place and Operational | CSBDO | Sep-25 | | |
| | | | | | 3.1.2 | Karuma hostel,Amber court offices and Karuma Laboratory commercialised | | Jun-26 | | |
| | | | | | 3.1.3 | "Functional Toursim products (Visitors' centre, observation deck, Main Access Tunnel, Reservoir Scenic views, Power plant operations, Guided tour around the plant, The Outflow, and Educational exhibits,)" | | Jun-27 | | |
| | | | | | 3.1.4 | Atleast one PSU contract signed | | Annually | | |
| | | | | Power Generating Projects | | | | | | |
| | | | 3.4 | Develop and implement power generation infrastructural projects | 3.4.1 | Nyagak III 6.6MW SHPP Commissioned | CPO/ CSBDO | Sep-25 | | |
| | | | | | 3.4.2 | F/S report for Waste to Energy Project | | Jun-27 | | |
| | | | | | 3.4.3 | F/S report for Kiba HPP | | Jun-27 | | |
| | | | | | 3.4.4 | 20MW Floating Solar Project commissioned | | Jun-29 | | |
| | | | | | 3.4.5 | F/S report for Ground Mounted Solar | | Jun-27 | | |
| | | | | | | | 3.4.6 | Commence the 400MW Kiba HPP EPC works | | Jun-27 |
| | | | | | | | 3.4.7 | 108MW Ground mounted solar project completed and comissioned | | Jun-30 |
| | | | | | | | 3.4.8 | 20 MW Waste to Energy Project commissioned | | Jun-29 |
| 3.5 | Rehabiliate and optimise energy generation infrastructure | 3.5.1 | | | | ESIA Studies for Nalubaale-Kiira studies completed | CPO/ CSBDO | Jun-26 | | |
| | | 3.5.2 | | | | NKPS approved on PIP and financing approvals attained | | Dec-25 | | |
| | | 3.5.3 | | | | 380MW Nalubaale-Kiira HPPs rehabilitated | | Jun-29 | | |
| 3.6 | Undertake Pre-feasibility studies and project readiness activities for power generation projects | 3.6.1 | | | | Pre-Feasibility and project readiness studies for Oriang & Ayago HPPs finalised | | Jun-30 | | |
| 3.7 | Close out Defects for UEGCL Generation projects(Karuma, Isimba, Nyagak) | 3.7.1 | | | | PIP exit strategy for UEGCL projects that shall have been commissioned by 2025(Karuma, Isimba, Nyagak) | | Dec-25 | | |
| | | 3.7.2 | | | | Plant defects closure | | Quarterly | | |
| 3.8 | Hybridize/convert fossil-based energy generation plants to use altetnative fuels | 3.8.1 | | | | Namanve HFO conversion Project on the PIP | | Jun-26 | | |
| | | 3.8.2 | | | | Namanve TPP converted from HFO to Natural gas | | Jun-30 | | |
| Improve Asset Management | 4 | Implement the Strategic Asset Management Plan | | | | 4.1 | Conduct plant lifecycle condition assessment | 4.1.1 | Plant condition assessment conducted for all plants | COO |
| | | | 4.1.2 | Asset Valuation Reports | Annually | | | | | |
| | | | 4.2 | Prepare and implement plant capital investment plans | 4.2.1 | updated Capital Investment Plans for all Plants | Annually | | | |
| | | | | | 4.2.2 | O&M plant overhauls and maintenance outages implemented at NKPS, Namanve TPP, Isimba HPP, and Maziba SHPP | Jun-28 | | | |
| | | | | | | | | | | |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|------------------------------------|---|--------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------|--------------|----------|
| | | | 4.3 | Implement Asset Maintenance Strategies | 4.3.1 | Asset Maintenance Strategies in place for all powerplants | | Annually |
| | | | 4.4 | Develop and implement a Spares optimisation programme | 4.4.1 | Spares Optimisation programme fully implemented | | Dec-25 |
| | | | 4.5 | Develop an O&M efficiency assessment and benchmarking model for the different plants to realize value from the company assets at minimum cost | 4.5.1 | Frontier Analysis Technique adopted for efficiency Assessment and benchmarking | | Jun-26 |
| | | | 4.6 | Undertake preparatory activities for the takeover of 5MW Mobuku 1 and 18MW Mpanga AEMS | 4.6.1 | Approved Takeover Roadmap implemented | | Jun-30 |
| | | | 4.7 | Implement Plant IPCs | 4.7.1 | Plant IPCs fully implemented | | Dec-25 |
| | | | 4.8 | Establish a centralised maintenance facility | 4.8.1 | Functional centralised maintenance facility | | Jun-26 |
| | | | 4.9 | Establish an Asset Management system for non-core Assets | 4.9.1 | Non-Core Asset Management System in place (policy& procedures, Asset inventory) | | Jun-26 |
| Improve Governance | 5 | Develop and implement an ESG (Environment, Social & Governance) Strategy | 5.1 | Prepare an ESG Strategy | 5.1.1 | Approved ESG Strategy | CSHEQ | Sep-25 |
| | | | 5.2 | Review and update company policies in light of the changing laws, business environment and emerging trends | 5.2.1 | Updated company policies (policy work practices) | CS/CSHEQ | Annually |
| | | | | | 5.2.2 | Gender supportive policies | | Jun-25 |
| | | | 5.3 | Implement the Environment and Social Management Plan | 5.3.1 | ESMPs in place and implemented | CSHEQ | Sep-25 |
| | | | 5.4 | Prepare an ESG Policy | 5.4.1 | Approved ESG Strategy | | Jun-27 |
| | 6 | Implement the Enterprise Risk Management Plan | 6.1 | Implement Enterprise Risk Management Initiatives | 6.1.1 | ERM Maturity level of 4 attained | HoR | Jun-30 |
| | | | | | 6.2.1 | Updated Company Business Continuity Plans in place | | Dec-25 |
| | | | 6.2 | Update and test business process continuity plans | 6.2.2 | Actualised business process drills | | Annually |
| | | | | | 6.3.1 | ERM Assessment Report | | Dec-25 |
| | | | 6.3 | Undertake an independent assessment of Enterprise Risk Management System | | | | |
| | 7 | Implement the Risk Based Compliance Management Plan | 7.1 | Develop and implement an integrated entity wide Compliance framework | 7.1.1 | Compliance Management Plan in place and implemented (Internal & external) | CS/CSHEQ/CAO | Annually |
| | | | | | 7.1.2 | Compliance sensitization and communication plan | | Annually |
| | | | | | 7.1.3 | Approved combined assurance frame work in place and implemented and rolled out | | Sep-25 |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|---------------------------------------|----|-------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------|--------|---------------|
| | 8 | Undertake Organisational design in light of the evolving business environment | 8.1 | Implement the approved organizational structure in line with the strategy | 8.1.1 | Manpower plan implemented | CHRO | Annually |
| | | | 8.2 | Implement an Integrated Management System (ISO 9001, 45001, 18001) | 8.2.1 | IMS Surveillance Audit conducted | CSHEQ | Annually |
| | | | | | 8.2.2 | Recertification Audits undertaken | | Jun-28 |
| | | | 8.3 | Undertake alignment of the UEGCLs 2023-2028 strategic plan to NDP IV | 8.3.1 | UEGCL's aligned strategic plan | CSBDO | Jul-25 |
| | | | | | 8.3.2 | UEGCL Service Delivery Standards | | |
| | | | | | 8.3.3 | UEGCL Strategy dissemination plan | | |
| | | | 8.4 | Conduct the strategy review and alignment processes | 8.4.1 | Corporate Scorecard & Costed Operational Plan | | Annually |
| | | | | | 8.4.2 | Departmental Scorecards and IPCs | | Quarterly |
| | | | 8.5 | Implement monitoring and evaluation in line with the BSC and PuMP framework | 8.5.1 | Corporate and IPC Performance reports and improvement plans | | Bi-annually |
| | | | | | 8.5.2 | Departmental Performance review reports with improvement plans | | Dec-25 |
| | | | 8.6 | Prepare a UEGCL change leadership strategy to ensure a holistic approach to strategic planning | 8.6.1 | UEGCL change leadership strategy (Behavioural Complexity Strategy) | | |
| | | | 8.7 | Develop a successor O&M Business model | 8.7.1 | Approved O&M successor model | | |
| | | | 8.8 | Amend the PPDA accreditation to support UEGCL operations Scope and multi-year contracts | 8.8.1 | Amended PPDA Accreditation | HPDU | Jun-26 |
| Strengthen Collaboration | 9 | Implement the 5-year Stakeholder Engagement Plan aligned to the Strategy | 9.1 | Prepare and implement the stakeholder engagement plan aligned to strategy | 9.1.1 | Annual Stakeholder engagement plan implemented | HCCA | Annually |
| | | | | | 9.1.2 | CSR plan in place and implemented | | Annually |
| | | | 9.2 | Establish strategic partnerships for business growth, capacity building | 9.2.1 | At least one strategic partnerships in place and implemented | CSBDO | Annually |
| Improve Knowledge, Skills & Abilities | 10 | Implement a Talent Management Programme | 10.1 | Undertake competence assessment to enable staff alignment to their job expectations | 10.1.1 | Completed competence assessment reports | | Every 2 years |
| | | | 10.2 | Develop a Talent decision matrix to inform succession planning, staff development, job rotation, remuneration and promotion. | 10.2.1 | Approved Talent decision matrix rolled out | | Dec-25 |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|---------------------------------------|----|-------------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------|--------|----------|
| Improve Knowledge, Skills & Abilities | | | 10.3 | Review and validate the job evaluation framework; and carry out a re-assessment of the job roles. | 10.3.1 | Approved Job Evaluation Report | CHRO | Sep-25 |
| | | | 10.4 | Roll-out of the improved Staff Performance Management System | 10.4.1 | Approved Staff Performance Management Framework | | Sep-23 |
| | | | 10.5 | Develop a staff capacity development program | 10.5.1 | Training Needs Assessment/Analysis informed by the competence Assessment and Appraisal feedback | | Annually |
| | | | | | 10.5.2 | Capacity Development plan(3-5)years (Training Needs Assessment/Analysis) | | Sep-25 |
| | | | | | 10.5.3 | Annual Training Plan in place and implemented | | Annually |
| | | | | | 10.5.4 | Approved Capacity Development M&E Framework in place (Training Objectives, Evaluation Criteria and Impact Analysis) | | Sep-25 |
| | | | | | 10.5.5 | Approved Succession Plan | | Dec-25 |
| | | | 10.6 | Review and update an employee Engagement strategy | 10.6.1 | Approved Stakeholder Engagement strategy | | Dec-25 |
| | 11 | Develop & implement a research, innovation and knowledge strategy | 11.1 | Prepare and implement a research and innovation strategy | 11.1.1 | Updated research agenda | CSBDO | Annually |
| | | | | | 11.1.2 | Research and Innovation Workshop held post and event report presented to key stakeholders | | Annually |
| | | | | | 11.2.3 | Documented research and innovation knowledge products | | Sep-25 |
| | | | | | 11.2.4 | Research and Innovation products commercialised(self sustaining) | | Jun-30 |
| | | | 11.2 | Develop Business cases for E- projects | 11.2.1 | Approved business cases E-projects | | Jun-27 |
| | | | 11.3 | Develop and rollout a Knowledge Management System | 11.3.1 | Approved Knowledge Management policy (knowledge capture, storage, sharing, utilisation) | CHRO | Sep-25 |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|-----------------------------------------------------|----|-----------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------|--------------|----------|
| Enhance Corporate Culture | 12 | Implement a culture change management program | 12.1 | Identify quick wins for culture improvement | 12.1.1 | Culture improvement plan in place implemented | CICTO | Sep-25 |
| Strengthen ICT Infrastructure and Technology | 13 | Implement the ICT enhancement program | 13.1 | Preparation and review a network infrastructure improvement plan aimed at ensuring UEGCL has the right technological tools to support the cyber security program | 13.1.1 | Improved network performance (reduced latency, jitter and packet loss) across all workstations | | Jun-26 |
| | | | | | 13.1.2 | Network bandwidth increased at all workstations | | Annually |
| | | | 13.2 | Design, install, test and commission an integrated risk compliance and contract management system | 13.2.1 | Risk compliance Management System in place | | Dec-25 |
| | | | 13.3 | Design, install, test and rollout a remote site monitoring system for the plants | 13.3.1 | Remote site monitoring system in place | | Jun-25 |
| | | | 13.4 | Develop a data strategy focused on centralised data acquisition, repository, and processing with support for data interoperability and advanced analysis for business decision making | 13.4.1 | Enterprise data architecture, strategy, and roadmap rolled out: 2 key data domains and their governance structures defined | | Jun-26 |
| | | | 13.5 | Implement the cyber security capabilities framework | 13.5.1 | No data security breaches realised | | Jun-28 |
| | | | 13.6 | Prepare and rollout a data analytics and business intelligence strategy | 13.6.1 | Data models for finance and PDU in place. | | Mar-26 |
| | | | 13.7 | Implement mechanism for gauging improvements in cyber security practices using tools such as C2M2 | 13.7.1 | Cyber security maturity rating established based on the C2M2 done with recommendations for improvement | | Apr-25 |
| | | | 13.8 | Review Business Processes to inform process improvement within the organisation | 13.8.1 | Atleast 3 Automated Business Processes | | Annually |
| | | | 13.9 | Develop and Implement a UEGCL digitisation Roadmap | 13.9.1 | UEGCL digitisation Roadmap | | Dec-25 |

| Strategic Objective(s) Impacted | | Strategic Initiative(s) | | Key Action(s) | | Key Deliverable / Milestone(s) | By Who | By When |
|------------------------------------|----|----------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------|--------|---------|
| | 14 | Deploy Smart powerplant management and optimisation technology | 14.1 | Undertake Feasibility Studies for digitisation of the electricity generation assets | 14.1.1 | Approved Digitisation Feasibility Studies | | Jun-27 |
| | | | 14.2 | Establish and Equip a national Management and control centre for mini,small and medium power generation facilities | 14.2.1 | | | Jun-30 |
| | | | 14.3 | Undertake the Nile Cascade Optimisation | 14.3.1 | Nile Cascade Optimisation system in place | | Jun-28 |

04 Financing Framework And Strategy

4.1 Introduction

This chapter highlights the financing framework of UEGCL's Strategic plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing. In view of the resource planning, considerations were made for the revenue/ income streams, the expected expenditure in line with the strategic initiatives planned for the 5-year period, as well as reasonable assumptions on the feasibility of realization of the projections, following a risk based matrix.

4.2 The NDP IV over-arching Financing framework

The UEGCL strategy financing framework is aligned to the National aspirations outlined under the National Development Plan IV (2025-2030). The key business growth and capital development initiatives form part of

the overall integrated five-year country agenda, creating the opportunity for both government and private sector players to contribute to the realization of the goals therein. Up to a total rationalized resource envelope of Ugx 593.646 Trillion has been projected for the period 2025 -2030, across all the development sectors including agriculture, manufacturing, climate change, transport and infrastructure well as Sustainable Energy Development among others. A summary of the annualized allocations is tabulated and presented in **Table 26** below:



Up to a total rationalized resource envelope of Ugx 593.646 Trillion has been projected for the period 2025 -2030, across all the development sectors

Table 26: Overall Cost of the NDP IV (2025-2030) by program (Source: National Planning Authority, 2024)

| Programme | Total cost (Ugx Bn) | 2025/26 (Bn) | 2026/27 (Bn) | 2027/28 (Bn) | 2028/29 (Bn) | 2029/30 (Bn) |
|--------------------------------------------------------------------|---------------------|---------------|----------------|----------------|----------------|----------------|
| Agro- Industrialisation | 32,349 | 5,199 | 5,368 | 6,097 | 7,118 | 8,567 |
| Sustainable Petroleum and Minerals Development | 22,753 | 2,098 | 3,145 | 4,356 | 5,829 | 7,325 |
| Manufacturing | 8,872 | 1,001 | 1,257 | 1,678 | 2,170 | 2,765 |
| Tourism Development | 19,263 | 1,958 | 2,732 | 3,885 | 4,821 | 5,867 |
| Climate Change, Natural Resource, Environment and Water Management | 4,234 | 623 | 637 | 780 | 979 | 1,215 |
| Private Sector Development | 31,672 | 4,411 | 5,741 | 6,334 | 7,102 | 8,085 |
| Sustainable Energy Development | 15,243 | 1,777 | 2,417 | 2,824 | 3,697 | 4,527 |
| Integrated Transport Infrastructure and Services | 81,554 | 11,950 | 13,644 | 15,515 | 17,843 | 22,601 |
| Sustainable Urbanisation and Housing | 3,029 | 327 | 382 | 569 | 777 | 974 |
| Digital Transformation | 9,118 | 953 | 1,173 | 1,628 | 2,263 | 3,100 |
| Human Capital Development | 111,213 | 18,539 | 20,017 | 21,334 | 23,970 | 27,352 |
| Innovation, Technology Development and Transfer | 7,406 | 705 | 843 | 1,356 | 1,871 | 2,632 |
| Public Sector Transformation | 2,120 | 294 | 345 | 431 | 467 | 583 |
| Governance and Security | 58,637 | 9,974 | 10,991 | 11,921 | 12,573 | 13,179 |
| Regional Balanced Development | 12,326 | 1,791 | 2,002 | 2,361 | 2,867 | 3,305 |
| Development Plan Implementation | 11,573 | 2,066 | 2,177 | 2,298 | 2,435 | 2,597 |
| Administration of Justice | 2,998 | 534 | 564 | 599 | 629 | 672 |
| Sub-Total (Bn) | 440,643 | 65,322 | 74,621 | 85,233 | 98,726 | 116,740 |
| Legislation, Oversight and Representation | 6,283 | 1,122 | 1,187 | 1,266 | 1,314 | 1,394 |
| Interest, Debt Payments and Domestic Refinancing | 146,129 | 26,446 | 27,768 | 29,156 | 30,614 | 32,145 |
| Domestic Arrears | 4,900 | 200 | 800 | 1,100 | 1,400 | 1,400 |
| Appropriation in Aid/ Local Revenue | 1,974 | 323 | 356 | 391 | 430 | 473 |
| Grand Total (Ugx Bn) | 593,646 | 92,291 | 103,545 | 115,881 | 131,170 | 150,759 |

It is inferred from the projections that annually; the expenditure grows from UGX 92.291 Trillion in 2025 to UGX 150.759 Trillion in 2030.

In line with the Sustainable Energy Development program, which is directly aligned to the UEGCL business development and project implementation plan, UGX 15.243 Trillion was earmarked for the implementation of energy related projects for the period 2025 -2030.

4.3 Summary of the UEGCL Strategic Plan Budget

The financing plan for the entire 5-year strategy in Table 27 below provides a summary of the funding requirements for the implementation of the UEGCL aspirations during the 2025-2030 period. These have been classified as wage related, recurrent non-wage costs as well as the capacity development costs. The total UEGCL budget for the five-year period is projected at **UGX 2.940 trillion** broken into the five (05) year period according

to the implementation plan of the strategic initiatives. Of this, UGX 222.76Bn is allocated to the recurrent wage costs, representing 7.6% of the cost projections. The recurrent non-wage costs constitute UGX 572.566 Bn (19.5%) while the capital investment and plant overhaul costs are to take up UGX 2.145 Tn, representing 72.9% of the entire five (05) year period budget. Of the capital investment costs, up to UGX 1.322Tn will be funded through the Programme Implementation Action Plan (PIAP) by Government of Uganda, while the remaining Ugx 821.7Bn shall be funded through the tariff as well as grants and non core revenue resourcing mechanisms. The summary is entailed in **Table 27** here below:



The total budget for the five-year period is projected at UGX 2.940 trillion broken into the five (05) year period according to the implementation plan of the strategic initiatives.



Dr. Eng. Harrison E. MUTIKANGA poses with UEGCL staff after the successful participation in the Rotary Cancer Run in August 2025 at the Kololo Independence Grounds

Table 27: Summary of strategic plan Budget

UGANDA ELECTRICITY GENERATION COMPANY LIMITED - COSTED STRATEGIC PLAN - 2025-2030

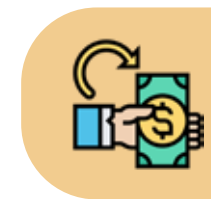
| CLASSIFICATION | # | 2025/26 (UGX Bn) | 2026/27 (UGX Bn) | 2027/28 (UGX Bn) | 2028/29 (UGX Bn) | 2029/30 (UGX Bn) | TOTAL (UGX Bn) |
|------------------------|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | | | | | | | |
| A. Expense Projections | | | | | | | |
| | i | 39,527 | 41,885 | 44,399 | 47,063 | 49,886 | 222,760 |
| | ii | 148,986 | 116,641 | 115,268 | 115,632 | 76,039 | 572,566 |
| | Total Recurrent | 188,513 | 158,527 | 159,667 | 162,694 | 125,925 | 795,326 |
| Capital development | | | | | | | |
| | PIAP funded | 115,869 | 232,780 | 282,599 | 346,323 | 345,416 | 1,322,987 |
| | Tariff | 45,285 | 48,308 | 202,782 | 175,090 | 240,775 | 712,241 |
| | Grants and Non core revenue | 18,948 | 17,226 | 27,761 | 27,635 | 17,895 | 109,465 |
| | Total Development | 180,102 | 298,314 | 513,142 | 549,048 | 604,086 | 2,144,692 |
| | TOTAL EXPENSE PROJECTION | 368,615 | 456,841 | 672,809 | 711,742 | 730,012 | 2,940,018 |

Capital costs take up the greater cost share due to the project infrastructural development initiatives for energy generation, including Kiba project development, waste to energy, Namanve conversion from HFO to gas engines(studies), Maziba, Nalubaale-Kiira HPP rehabilitation as well as the floating solar project among others. These are aligned to the Sustainable Energy Development program plan and defined in the Program Implementation Action Plan (PIAP)

4.4 MTEF Projections and Implications

The Medium-term expenditure framework projections of UEGCL are premised on the mandate and the government manifesto as well as the National development plans for the country. The total income envelope projected over the period is **UGX 3.875 trillion**. This is expected to be raised from the electricity generation sales through the tariff at UGX 2.471 trillion (63.8%), project conditional grants at UGX 1.322Tn (34.1%) and other revenues streams with UGX 80.924 Bn (2.1%).

It is from the above income that a fraction, amounting to **Ugx 1.011Tn** is allocated to UEGCL in line with the respective PPAs for the purposes of O&M, and **Ugx 1.928Tn** from Government as conditional grants and other sources (grants and non core revenues) for capital development. **Table 28** below shows the medium-term expenditure projections for UEGCL. A projected amount of **UGX 2.360 trillion** will be allocated towards meeting the loan repayment obligations for the Isimba and Karuma hydro power stations (dollar rate assumed at Ugx 3,750).



A projected amount of UGX 2.360 trillion will be allocated towards meeting the loan repayment obligations for the Isimba and Karuma hydro power stations (dollar rate assumed at Ugx 3,750).



The Head of Communication and Corporate Affairs, Enock K. KUSASIRA (C), hands over a contingent of sports logistics, including jerseys and balls, to the youth of Nampanyi Sub-County in Kayunga District.

Table 28: MTEF Projections and Implications

UGANDA ELECTRICITY GENERATION COMPANY LIMITED - COSTED STRATEGIC PLAN - 2025-2030

| # | CLASSIFICATION | | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | TOTAL |
|-----|------------------------------------------------------|--|----------|----------|----------|----------|----------|-----------|
| | | | (UGX Bn) | (UGX Bn) | (UGX Bn) | (UGX Bn) | (UGX Bn) | (UGX Bn) |
| A. | Income projections | | | | | | | |
| i | Energy Sales (Karuma, Isimba, NKPS, Maziba, Namanve) | | 305.010 | 453.273 | 523.213 | 617.92 | 572.2 | 2,471.62 |
| ii | GoU Conditional grants | | 115.869 | 232.78 | 282.599 | 346.323 | 345.416 | 1,322.99 |
| iii | Other Revenue streams | | 18.36 | 14.726 | 11.492 | 14.108 | 22.239 | 80.924 |
| | TOTAL INCOMES | | 437.565 | 699.575 | 816.102 | 978.351 | 939.856 | 3,875.53 |
| | Annual Resource Allocation by plant | | | | | | | |
| | Namanve | | 53.195 | 53.195 | 53.195 | 53.195 | 53.195 | 265.98 |
| | Karuma | | 78.675 | 78.675 | 78.675 | 78.675 | 78.675 | 393.38 |
| | Isimba | | 30.975 | 30.975 | 30.975 | 30.975 | 30.975 | 154.88 |
| | NKPS | | 39.489 | 39.489 | 39.489 | 39.489 | 39.489 | 197.45 |
| B. | Expense Projections | | | | | | | |
| i | Wage Recurrent | | 39.527 | 41.885 | 44.399 | 47.063 | 49.886 | 222.760 |
| ii | Non-Wage Recurrent | | 148.986 | 116.641 | 115.268 | 115.632 | 76.039 | 572.566 |
| | Total Recurrent | | 188.513 | 158.527 | 159.667 | 162.694 | 125.925 | 795.326 |
| | Capital development | | | | | | | |
| | PIAP funded | | 115.869 | 232.780 | 282.599 | 346.323 | 345.416 | 1,322.987 |
| | Tarrif | | 45.285 | 48.308 | 202.782 | 175.090 | 240.775 | 712.241 |
| | Grants and Non core revenue | | 18.948 | 17.226 | 27.761 | 27.635 | 17.895 | 109.465 |
| | Total Development | | 180.102 | 298.314 | 513.142 | 549.048 | 604.086 | 2,144.692 |
| | TOTAL EXPENSE PROJECTION | | 368.615 | 456.841 | 672.809 | 711.742 | 730.012 | 2,940.018 |
| | Loan Repayment Projections | | | | | | | |
| iv | Isimba | | 135.644 | 133.384 | 131.123 | 128.862 | 126.601 | 655.614 |
| v | Karuma | | 352.915 | 346.889 | 340.987 | 334.836 | 328.810 | 1,704.437 |
| | Total Loan repayment | | 488.559 | 480.273 | 472.110 | 463.698 | 455.411 | 2,360.051 |

The Medium Term Expenditure framework indicates that the projection of the resources for the period shall not be sufficient to support the Strategic Plan in its entirety, especially due to the fact that the O&M annual expenditure allocations for the respective plants are capped in line with the respective PPAs, but also owing to the fact that the aspects of capital development necessitate very high investment costs.

Aspects of the surplus for the loan obligation requirement shall be fully covered by the government of Uganda in line with the financing agreement.

The following assumptions were made in line with the Medium-Term Expenditure framework and projections:

- The Capital investments under the Sustainable Energy Development (SED) program and on the Project Implementation Action Plan (PIAP) shall be fully funded by the Government of Uganda as planned. The remaining Capital costs planned for the period shall be fully funded through the tariff and the grants funding from the development partners.
- The generation plant overhauls shall be conducted in line with the approved plant CAPEX/ investment plans
- The annual resource envelope is aligned to the Operations & maintenance PPA allocations for each respective plant.
- The unpaid loan obligations shall be fully taken over by Government of Uganda in line with the financing agreements

4.5 Resource Mobilization Strategy

In light of the strategic undertakings under the five-year strategy 2025-2030, UEGCL will require a robust resource mobilization and management plan to

cover O&M, Debt Service and future capital development and business sustainability obligations. The key focus resource driven areas will be enhanced Operation and Maintenance of the existing generation plants, asset management, business sustainability as well as capital investment for both core and non-core business undertakings. To ensure a sustainable execution of the strategic mandate, UEGCL will have to explore a wider range of financing options including,

- **Internally generated revenue** from energy sales across all plants.
- Engaging shareholders and other key stakeholders on **securing a stabilization CAPEX Fund** for maintenance activities for plants due for takeover during the Strategic period.
- Injection of **additional equity** into the company and **conversion of debt to equity** as a means to ensure financial recovery and business resilience
- **External grant support** and partnerships with development Partners
- Development of **non-core business lines** entailing the Professional services Unit, Tourism exploration and sale of Carbon credits among others.
- Maximizing the revenues obtained from interests receivable incomes, and sundries including disposal of assets, advertisements and commercialization of the non generation assets of UEGCL
- Engaging government for the release of conditional grants to facilitate capital project development and implementation in line with the Project Implementation Action Plans (PIAP) aligned to the NDP IV
- Exploration of **borrowing from the domestic market** as a short

run and backstopping avenue for strategy financing.

- Continued dialogue with shareholders to ensure that a **reasonable return on investment** (RoI) is incorporated within the Tariff to enable the financing of both short Term and long Term Investment needs.
- Finally, pursue **listing** on the securities exchange and integration of PPPs in financing, development and construction of power generating facilities mechanisms within the five-year period.

4.6 Detailed Cost Implementation Matrix

As a means to ensure prudent implantation of the strategy, stringent

optimization of the resources shall remain paramount and enforced through a risk- based implementation approach intertwined with effective rationalization of the resources on an annual basis, informed by the annual strategy reviews. The implementation of the costed initiatives shall be monitored annually in line with the approved plan aligned to the Balanced scorecard framework that explicitly defines the activities meant to improve the organizations capacity to undertake the mandate, the improvement of the internal processes as well as the financial stewardship and Customer satisfaction results.

The details of the annualized costs for each initiative have been exhaustively shown under Annex III.



The UEGCL Chief Human Resources Officer, Ms. Joyce NAKALEMA, is joined by staff to celebrate UEGCL's recognition for its commitment to empowering women and fostering an environment for talent and ambition during the Empower Her Forum Dinner in March 2025.

05

Institutional Arrangements for Implementing the Plan

This section covers the coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan.

5.1. Roles and Responsibilities within UEGCL

5.1.1 Roles and Responsibilities of the Board

- a. Provide effective leadership through;
 - i. Articulating UEGCL's values, vision, mission and strategies that enhance shareholder value;
 - ii. Providing strategic (direction) plans and ordering strategic priorities for the company;
 - iii. Maintaining open lines of communication and promulgating UEGCL's values, vision, mission and strategies with external stakeholders;
 - iv. Developing and maintaining an organizational structure to support the achievement of the agreed strategic objectives;
- a) Ensure through Board Committees and others as deemed appropriate, that

company compliance obligations and functions are effectively discharged.

- b) Ensure that all significant internal control systems and reporting procedures are in place for UEGCL to run effectively, efficiently, and meet all legal, regulatory and contractual requirements

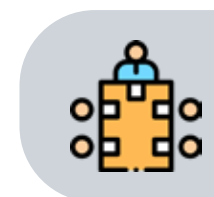
The Board also assumes the following responsibilities as required under the Public **Enterprises Reform and Divestiture Act**;

- c) Submit to the Minister responsible for Finance and the line Minister a draft operating plan in respect of the activities of the company during the succeeding financial year, not later than two months prior to the commencement of that financial year and submit a final operating plan to each Minister not later than the date of commencement of the financial year with which the operating plan is concerned.
- d) within three months after the end of each financial year, deliver to the Minister responsible for finance and the line Minister—
 - i. A report of the operations of the company and of its subsidiaries during that

- financial year;
- II. Audited financial statements for that financial year, consisting of a statement of a balance sheet, profit and loss account, source and application of funds, and such other statements as may be and its subsidiaries and the results of its operations for that financial year;
- III. The auditor's report on the financial statements referred to in sub-paragraph ii above.
- IV. Within two months after the end of the first half of each financial year deliver to the Minister responsible for Finance and the line Minister a report on its operations and the operations of its subsidiaries during that half year.

5.1.2 Roles and Responsibilities of Management.

- a) Serve as the most senior decision-making and supervisory group in the Company and report to the Chief Executive Officer.
- b) To assist the Chief Executive Officer in the performance of his or her duties, achieve the strategies and objectives of the Board of Directors ("the Board")



To assist the Chief Executive Officer in the performance of his or her duties, achieve the strategies and objectives of the Board of Directors ("the Board") within the bounds of the authority and powers vested and delegated to the Chief Executive

within the bounds of the authority and powers vested and delegated to the Chief Executive Officer pursuant to the Board Charter, the Delegation of Authority Policy, and such other matters as specified by the Chief Executive Officer, this shall include but not limited to:

- i. Leadership and management of the Company.
- ii. Formulation and development of the company strategy, business plans, policies and budgets for approval by the Board of Directors and implementation thereof after approval.
- iii. Compliance with Laws, Regulations, Licenses, Permits and Policies.
- iv. Arranging for the Directors' and Officers' insurance cover in respect of any legal action against its Directors and Senior Officers for lawful execution of their duties and lawful activities carried out on the Company's behalf as Directors or Senior Officers.
- v. Providing accountability to the Board of Directors on how the Company is run on a day to day basis;
- vi. Manage and monitor standards of service delivery, and agree on action plans and the deployment of resources.
- vii. Ensure and monitor the treatment and management of organizational risk.
- viii. To assist the CEO in fulfilling the Board's fiduciary responsibilities regarding financial reporting, internal control systems, relationships with auditors and ensuring accountability for the use of assets.
- ix. Maintain the corporate

records and evidence required to support the Board Assurance Framework, and pursue gaps in evidence and assurance to secure the achievement of the Board's objectives.

- Human Capital & Innovation (UEGCL Talent Management)

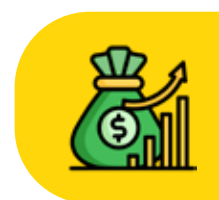
5.2.1 Financial Sustainability

Financial sustainability remains one of the key aspirations of UEGCL. This is clearly stipulated within UEGCL's Strategic Plan (2025-2030), within the Financial and resilience plan which is premised on five pillars;

- Improving operational efficiency
- Designing and implementing the power generation investment strategy
- Developing a sustainable debt financing strategy
- Implementing cost-based tariffs
- And improving risk management.

The combined pursuance of these pillars is envisaged to ensure UEGCL's Financial Sustainability over the next five years. Key among the aspirations is the quest for earning a return on equity as a means of fostering financial sustainability.

Over the last 4 years, since the commencement of operations at Isimba in 2019, UEGCL has posted profits that have overturned previous accumulated losses. This has in part been enabled through the stalwart revenue streams of Isimba, that will further be boosted by Karuma revenues. However, consideration has to be given to the long run financial sustainability of the company, which will require changes in the regulatory and



Over the last 4 years, since the commencement of operations at Isimba in 2019, UEGCL has posted profits that have overturned previous accumulated losses.

5.2 Sustainability Arrangements

UEGCL is keen on operating sustainably and ensuring that resources are utilized in a responsible and ethical manner for future generations to come. As we pursue our vision of being Africa's leading Electricity Generating Utility, we are cognizant of the fact that our product must not only support industrial development but must also transform the lives/social well-being of Ugandans, especially those within areas where our projects are based. UEGCL believes that the United Nations Sustainable Development Goals (SDGs) and the Agenda 2030 on social and economic development, which have set goals for the eradication of poverty, ending hunger, achieving food security, ensuring good health, providing quality education, minimizing the negative impact of climate change on the environment, promoting gender equality, ensuring clean water and sanitation, offering affordable and clean energy, and advancing social justice, can be achieved if all actors in sustainable development play their part. As a company, UEGCL is committed to building a robust business through efficient capital management, investment in renewable energy sources, Research and Innovation, effective Stakeholder Relations, Corporate Social Responsibility and a skilled and motivated workforce.

The sustainability focus is summarized under the following categories which fulfil the aspirations of ESG: -

- Financial Sustainability
- Environmental & Climate
- Corporate Social Responsibility
- Stakeholder Engagement.

Tariffs setting regime.

In line with this, UEGCL undertook a benchmarking visit to KENGEN to learn lessons from their financial sustainability model. Key among the findings were the fact that KENGEN earns a 12.5% return on investment, which has enabled them remain profitable, with a healthy cash flow and balance sheet. This has in turn enabled KENGEN to list on the stock exchange.

UEGCL is cognizant of the fact that it has to take a phased approach to attain financial sustainability, and key among these will be; continued dialogue with its shareholders, the Ministry of Energy and Mineral Development and Ministry of Finance Planning and Economic Development, as well as with the Regulator (ERA). This will entail converting part of the on lent debt to equity which will make UEGCL's balance sheet less geared and more attractive to investors and Financial Institutions.

UEGCL will also pursue the Financial sustainability journey through negotiating cost recovery tariffs for all UEGCL Power Plants. This will be coupled with streamlining UEGCL's activities with the EAPP, Request government to review policy on subsidies for capacity charges in Thermal Power Plants and have Namanve TPP to mainstream all revenue requirements into the end user tariffs and eliminate government subsidies.

5.2.2 Corporate Social Responsibility

Corporate Social responsibility initiatives at UEGCL continue to play a critical role in ensuring the sustainable growth of business, while positively contributing to society and the environment. To secure the support and goodwill of our esteemed stakeholders, UEGCL has gone ahead to participate in initiatives that have a durable social impact on the various communities that host our operations. For example, UEGCL sponsored the 99th



Corporate Social responsibility initiatives at UEGCL continue to play a critical role in ensuring the sustainable growth of business, while positively contributing to society and the environment.

Rotary District Conference as well as annual Rotary Cancer Runs. Our CSR priority area of Sports Development, has been highlighted this year with viable contributions made to the Buikwe District Football Association to aid the promotion of local talent, and to the Special Olympics of Uganda, to further support its initiatives for athletes with intellectual disabilities. Philanthropic donations were also made to Sanyu Babies' Home, the Bunyoro Kitara Diocese and the Iryaruvumba Eye Clinic Project under the Muhabura Diocese to further reflect our commitment to social development, health, sports, and community support across various regions and sectors.

5.2.3 Stakeholder Engagement

UEGCL remains a stakeholder-focused organization, fully committed to meeting stakeholder expectations and interests. To strengthen its stakeholder management, UEGCL developed an engagement plan aligned with the new 2025-2030 Strategic Plan. In line with this, UEGCL undertook a series of targeted engagement activities surrounding the commissioning of the 600 MW Karuma Hydropower Project (KHPP), underscoring its dedication to stakeholder management. The commissioning ceremony, presided over by H.E., the President of Uganda, on September 26, 2024, marked a significant milestone. Leading up to this event, UEGCL actively participated in weekly meetings at the Ministry of Energy and

Mineral Development, coordinated by the Permanent Secretary, to ensure seamless planning and execution.

UEGCL also engaged with the government communicators in the Electricity Supply Industry through meetings held in August and September at the ERA House, enhancing communication strategies across the ESI. Additionally, UEGCL conducted various talk shows on both Television and radio to discuss issues of dam safety under the Emergency Preparedness Plan and various insights from the insights from the Safety, Health, Environment, and Quality (SHEQ) and Projects teams.

The company further facilitated various technical and educational visits to its different power plants. To ensure community inclusion, UEGCL organized meetings bespoke to the different host districts to address local concerns and expectations, reflecting its dedication to transparent and inclusive stakeholder engagement.

5.2.4 UEGCL TALENT MANAGEMENT

The overall headcount as at June 2024 was 399 staff. The workforce comprises of 297 males, representing 75%, while 102 are female, representing 25% of the total workforce. Top Management (62% male, 38% female), Mid-level Management (74% male, 26% female), Officer & Assistant Level (78% male, 22% female), and Graduate Trainees (56% male, 44% female). The average age of the staff is 37 years (male employees 38 years and female employees 35 years). The Company's workforce distribution at various Plants is at 76% and 24% at Head Office.

A new organizational structure to support implementation of the Strategic Plan 2025-2030 was approved, and

implementation that will span a period of four years has commenced. The current year focuses on recruitment to support the Operations and Maintenance of the Karuma Hydro Power Plant which was commissioned in September 2024.

In line with the Talent Management strategy, Competence Management commenced and competence assessments were concluded.

The company continues to develop both leadership and technical capacity through various trainings funded by UEGCL, and by the 5-year Norwegian Hydropower Operation and Excellence Home Grant. Additionally, following the graduation of the first cohort of the UEGCL Mentorship Programme, there has been enhancement of the mentorship programme, which has been aligned to mentorship practices through highlighting the guidelines for mentors and mentees.

The focus areas for the next period include reviewing of the terms and conditions of service, conducting a job evaluation exercise and optimizing competence assessment results.

One of the major risks to Human Capital is in regard to staff exits due to short employment contracts as per the Rationalization of Agencies and Public Expenditure (RAPEX).

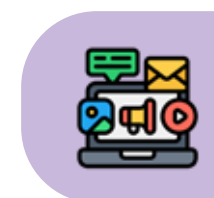


One of the major risks to Human Capital is in regard to staff exits due to short employment contracts as per the Rationalization of Agencies and Public Expenditure (RAPEX).

06

Communication and Feedback Strategy/ Arrangements

This Chapter covers the rationale and objectives of the communication strategy; which is an essential input to facilitate success of the plan through applying the appropriate communication approaches to the right stakeholders. Below, we outline the communication and feedback strategies essential for UEGCL as it aligns its Strategic Plan with the NDP-IV.



Leverage digital platforms (website, social media) for real-time updates and public engagement.

6.1 Communication Strategies

6.1.1 Internal Communication:

- Use tools like internal memos, emails, and newsletters to ensure timely and consistent information sharing across departments.
- Conduct workshops and staff meetings to align employees with strategic goals.
- Address communication delays in remote locations to improve operational cohesion.

6.1.2 External Communication:

- Leverage digital platforms (website, social media) for real-time updates and public engagement.
- Organize community forums or Town Hall meetings for direct interaction with local stakeholders.
- Develop and disseminate

Information, Education, and Communication (IEC) materials (brochures, posters) in local languages for broader outreach.

- Use Mass media channels, both print and radio/TV to reach wider audiences.

6.1.3 Stakeholder Engagement:

- Conduct targeted and frequent engagement sessions with government agencies, communities, and development partners.
- Build partnerships with media for accurate coverage and improved public perception.

6.1.4 Feedback Mechanisms:

- Revise existing tools like suggestion boxes and help desks for better efficiency.
- Use customer satisfaction surveys and public forums for actionable

feedback.

- Collaborate with local leaders, opinion leaders, and Community Officers to gather grassroots-level feedback.

6.1.5 Media Relations:

- Strengthen relations with local and international media through regular press briefings.
- Develop a crisis communication protocol to address misinformation and manage public expectations.

6.1.6 Modern Communication Channels:

- Adopt innovative tools like intranet platforms and leverage social media platforms for internal

and external use.

- Transition to multimedia content (videos, infographics) to simplify technical information.

6.2 Feedback Strategies

- Regularly collect and analyze stakeholder feedback to adjust communication approaches.
- Use structured feedback channels like online surveys and direct consultations to address specific concerns.
- Improve engagement frequency and depth to foster stakeholder transparency and trust.

These strategies emphasize a two-way communication process, leveraging both traditional and modern channels, to align internal operations and external perceptions with UEGCL's strategic goals and national energy objectives.



The Minister of Energy and Mineral Development, Hon. Dr. Canon Ruth Nankabirwa SSENTAMU, (C) together with the Professor at the College of Engineering Design, Art and Technology (CEDAT), Prof. Henry ALINAITWE, (1st Right) pose with members of the UEGCL BOD at the UEGCL Research and Innovation Workshop

07 Risk Management

This section presents UEGCL's Risk profile and the risk management plan that shall support successful implementation of the plan. The risk identification process shall cover operational, strategic and external risks.

The UEGCL Risk Management function facilitates the identification, assessment, and management of the portfolio of business risks to enable informed decision making toward the achievement of strategic objectives, and ensures the company's capability to continue delivery of services at acceptable predefined levels following a disruptive incident.

7.1 THE RISK MANAGEMENT POLICY

UEGCL has a Risk Management policy in place that was approved and adopted in 2019 and is reviewed every two years. The policy is based on key industry standards; the COSO (Committee of Sponsoring Organizations of the Treadway Commission for Risk Management), the ISO 31000:2018 standard for Risk Management Principles and Guidelines, and the British Financial Reporting Council (BFRF) guidelines.

The Risk policy provides a framework to support the company in formally identifying, assessing, managing, and reporting risk. It defines the responsibilities for risk management, and adhering to the policy contributes to the establishment of a proactive risk-

based culture by disseminating best practices for risk management to the achievement of the Company's strategic objectives.

7.1.1 THE MAIN ACTORS

- The Board of Directors** is ultimately responsible for ensuring that UEGCL has an adequate and effective risk management function. The board has delegated this oversight role to the Governance, Risk, and Compliance (GRC) Board Committee to ensure that Risk Management is implemented in accordance with the approved Risk Policy.
- Top Management**, led by the Chief Executive Officer (CEO), is responsible for implementing the Risk Management Policy and carrying out day-to-day responsibility for board-approved risk management and internal control policies. The CEO delegates responsibility for implementing the Risk Management Policy to Heads of Departments and/Sections.
- The Risk Management team**, led by the Head of Risk (HoR), is primarily responsible for facilitating the identification, assessment, profiling of risks, coordinating the implementation of risk mitigation measures, and maintaining UEGCL's Risk

Management practices, as well as ensuring continuous improvement in UEGCL's risk management capabilities.

- Internal Audit Department** is responsible for providing assurance on the effective management of risk and reporting on efficiency and effectiveness of internal controls in mitigating risk.
- Risk Liaisons** are responsible for coordinating and promoting risk management activities within their department, function, or project.
- Departments and Units of UEGCL:** All staff are required to be conversant with the company's Risk Management Policies and Standard Operating Procedures as well as actively participate in Risk Management initiatives

7.2 RISK MANAGEMENT PROCESS

The Risk Management process includes the following;

Risk Identification: UEGCL identifies new, changing and emerging risks to the achievement of its strategic objectives. Such risks may result from change in business context, business objectives or information not previously available. A database of all risks identified is maintained in the UEGCL risk universe.

Risk Assessment: The identified risks are assessed at various levels of operation to appreciate their effect (positive or negative) to the achievement of objectives. Assessment of risk includes analysis and evaluation of the risk to appreciate its significance in terms of the likelihood of occurrence and potential impact; this informs decision making. UEGCL has adopted both qualitative and quantitative approaches in the analysis of risk.

Risk Treatment: UEGCL considers the business context, costs and benefits, stakeholder obligations and expectations, risk priority, risk severity, and risk appetite when selecting and implementing a risk response. Furthermore, perceptions, potential involvement, and the most appropriate means of communication and consultation with stakeholders are considered.

Monitoring and Review is a continuous part of the Risk Management process with some specific review activities carried out routinely. UEGCL conducts quarterly reviews of all risk registers including the corporate risk register. All departments and units maintain a mitigation plan for their key risks that facilitates tracking of the implementation status of the response strategies.

Figure 9 below provides a summary of UEGCL's Risk Management Process.



Figure 8: Risk Management process: ISO 31000: 2018

7.3 RISK APPETITE STATEMENT

As part of the Risk Management framework, UEGCL has a Risk Appetite statement that articulates the type and level of risk that UEGCL accepts in developing and implementing her strategy. The Risk Appetite Statement serves as a guide for determining how much risk the company is willing to accept.

UEGCL's risk appetite was approved and implemented in 2018. The Risk Appetite Statement is reviewed every two years and changes are made based on the company's changing risk profile. Over the last five years, the changes during these reviews included the addition of new statements, adjustments to risk limit levels, and reclassification of appetite statements, i.e. from the company's core values (Integrity, Innovation, Accountability, Safety, and Sustainability)



Over the last five years, the changes during these reviews included the addition of new statements, adjustments to risk limit levels, and reclassification of appetite statements,

to the five risk categories (Reputation, Financial, Operations, Human Resource, and ICT) during the 2020 review, and to the company's Balanced Scorecard perspectives (Customer & Stakeholders, Financial Stewardship, Internal Business Processes, Organizational Capacity) during the 2022 review, which were maintained in the 2024 review.

7.4 BUSINESS CONTINUITY MANAGEMENT (BCM)

The BCM policy and framework was approved and implemented in 2021, and

was based on various standards such as ISO 22300:2012, the Ugandan National Information Security Policy, and the Business Continuity Institute (BCI) Good Practice Guidelines 2018 edition. The policy and framework provide guidance on how to maintain a coordinated response to business disruptions in order to restore key business processes and activities within a defined and agreed-upon timeline.

The BCM policy is used in correspondence to other relevant UEGCL policies and recovery plans such as the Enterprise Risk Management policy, Risk Appetite Statement, the Health and Safety Policy, Emergency Preparedness and Response plans, IT Disaster Recovery Plan, Crisis Management and Communications Plan and Business Continuity plans across the organization.

7.4.1 MAIN ACTORS

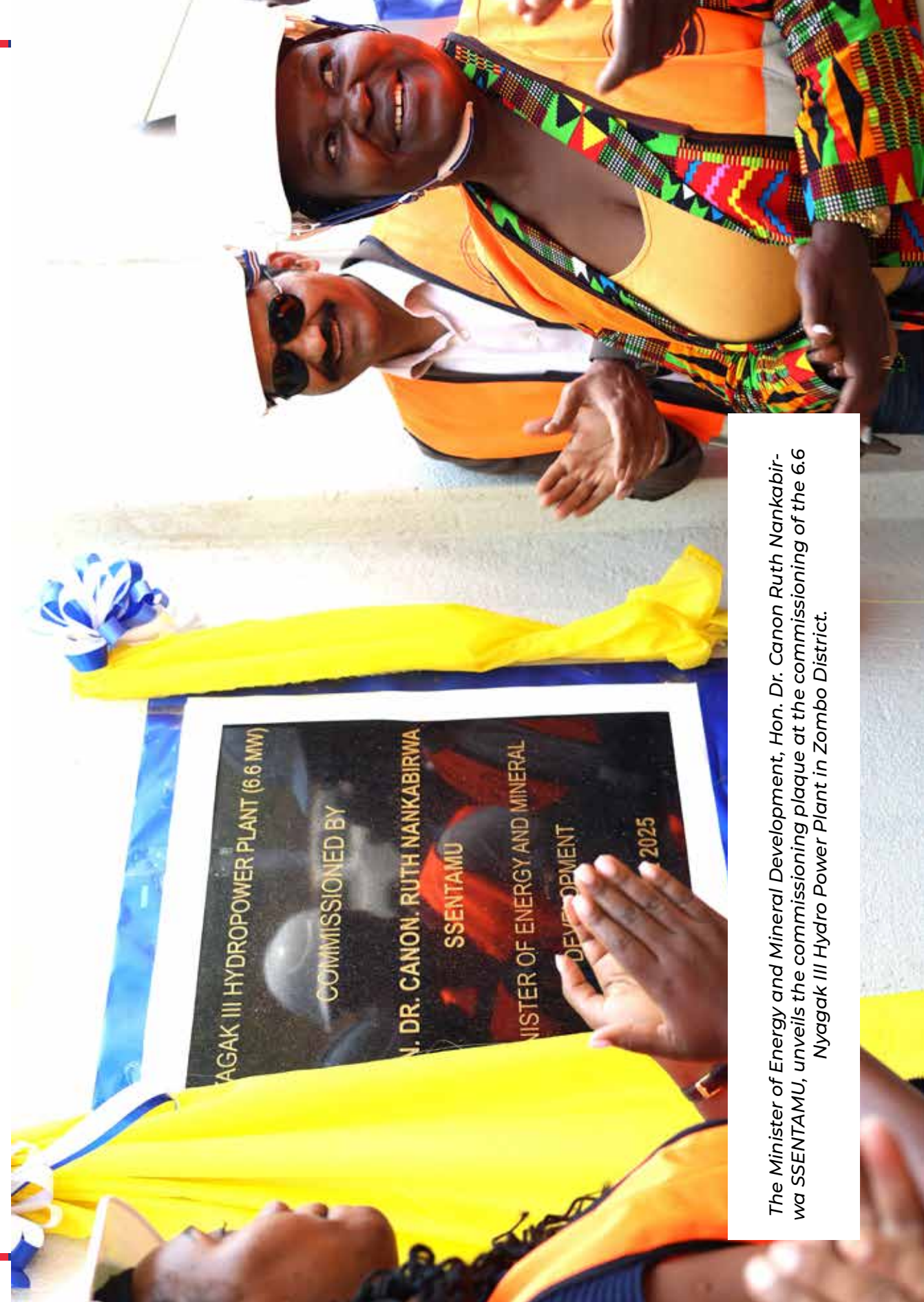
The Board of Directors have the responsibility for the company's overall approach to risk management, internal control and Business Continuity Management.

Top Management is responsible for implementing and takes day-to-day responsibility for Board approved policies on Business Continuity Management.

Risk Unit Team; responsible for the overall direction and coordination of UEGCL's Business Continuity Management, including recommendations on resource allocation decisions, as well as the delivery and maintenance of the Business Continuity Policy Framework.

7.5 RISK MANAGEMENT PLAN

A risk assessment of the Strategic Plan has been undertaken with the details provided in **Annex 2**.



The Minister of Energy and Mineral Development, Hon. Dr. Canon Ruth Nankabirwa Ssentamu, unveils the commissioning plaque at the commissioning of the 6.6 MW Nyagak III Hydro Power Plant in Zombo District.

08

Monitoring And Evaluation Framework

8.1 Monitoring and Evaluation Arrangements

The plan shall be operationalized through Annual scorecards that provide a basis for measurement of results as well as operational plans for monitoring progress with respect to execution of the planned strategic initiatives or interventions. To this effect, the plan incorporates a robust monitoring and evaluation (M&E) framework to ensure effective implementation of the plan.

The framework shall be at 3 levels: - Corporate, Departmental and Individual level. In addition, a decentralized operations and maintenance model shall be instituted at all UEGCL plants through performance contracting and delegation of authority to strengthen accountability and operational efficiency.

The framework shall provide for monthly, quarterly, bi-annual, annual, mid-term and end of term performance reviews to assess progress of implementation of the plan to ensure that appropriate response strategies are devised to keep on track with regard to performance expectations.

a) Progress Reporting;

This structured M&E approach facilitates monthly and quarterly reporting Internally where feedback is provided to management and board on

progress of execution of the operational plans at various levels. Plans are underway to improve alignment between the budgeting and strategic planning process to facilitate expenditure monitoring as aligned to the operational plans (work plans). This development shall also enable UEGCL fulfill external reporting requirements (Auditor General, etc)

b) MDA Performance Annual Review

The M&E framework additionally provides for annual reviews that entail assessment of the organization's progress towards achievement of the Strategic Objectives. Following such reviews, UEGCL shall identify areas of success and opportunities for improvement for the subsequent year. The entity shall also perform an annual strategy review that entails a comprehensive environmental scan to identify changes and their impact on the company's operating environment.

c) Mid-term Evaluation

A mid-term evaluation of the strategic plan shall be conducted with a view of establishing progress towards achievement of strategic goals, identifying any emerging changes and areas for improvement in the strategy design based on the performance results and any new requirements

in the business environment. This shall enable the entity have in place a relevant strategic plan the supports achievement of the desired performance expectations. The mid-term report shall be shared with relevant stakeholders such as NPA and MEMD, among others.

d) End of Term Evaluation

Six months prior to expiry of the strategic plan, a comprehensive evaluation shall be conducted to establish the extent of achievement of the set strategic goals for year 5. The key success factors and challenges shall be highlighted too. The final evaluation report shall be shared with the key relevant stakeholders. This report coupled with other national planning guidelines shall provide essential input towards formulation of the successor strategic plan, which should be in place before the end of June 2030.

8.2 Monitoring and Evaluation Results Framework

This section highlights the results framework for the period 2025 – 2030 based on intended outcomes as defined by UEGCL's business operations. The overall goal of the Company, in line with the objectives of the Sustainable Energy Development plan under National development Plan IV is; **Increased Generation and Supply of Safe, Reliable and Reasonably Priced Electricity.**

The UEGCL M&E framework is premised on five (05) structured major objectives i.e. Improving financial performance, enhancing business portfolio, Improving Asset management, Strengthening collaboration, and improving institutional capacity. The Monitoring framework as aligned to the Program Implementation Action Plan (PIAP) is as indicated in **Annex 3**



As part of the celebrations for World Environment Day, UEGCL donated assorted tree seedlings to various communities around our power plants.

Table 29 below defines all the key performance measures to be monitored during the period of the 2025 - 2030 UEGCL Strategic Plan

Table 29: Key Performance Measures Guide

| # | Performance Measure(s) | Definition |
|------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer/ Stakeholder | | |
| 1 | Stakeholder Satisfaction Rating | Average satisfaction rating of how UEGCL is responsive to key stakeholder needs (expectations), computed annually |
| Financial Stewardship | | |
| 2 | Capital Investment Coverage | Percentage of funds set aside for capital investment (overhaul/rehabilitation) to the total investment requirement, computed quarterly |
| 3 | Return on Assets | Ratio of the operating/net profit from operating the company assets to the total company asset value, computed quarterly |
| 4 | Return on Investment | Ratio of the operating/net profit to the total cost of investment, computed annually |
| 5 | Total Non-core Annual Revenue | Total revenue collection from non-core business activities including donations, grants, income from new business ventures (sale of carbon credits, PSU, Tourism) computed annually |
| Internal Business Processes | | |
| 6 | Collaboration Effectiveness Index | Percentage of strategic engagements that yield the intended objective as derived from the strategy aligned corporate stakeholder plan reported quarterly |
| 7 | Percentage Market Share By Installed Capacity By Energy Sales | Ratio of the company generating capacity to the country's total installed capacity, computed annually Ratio of the net electrical energy sales from all company power plants to the total net electrical energy sales of the country, computed quarterly |
| 8 | Installed Generation Capacity | Total electricity generating capacity recorded, computed annually |
| 9 | Energy Diversification ratio | Percentage total electricity generating capacity from non-hydro sources, computed annually |
| 10 | Pipeline Generation Capacity Score | Total bankable generating capacity with completed feasibility studies ready for financing, computed annually |
| 11 | Statutory Compliance Rating | Level of adherence to Critical statutory requirements with regards to PPA, Generation License, PPDA, NEMA etc, computed quarterly |
| 12 | Plant Asset Performance Score | The average %age deviation of all plants from the established best Stochastic Frontier Analysis Curve computed Quarterly |
| 13 | Plant availability | Ratio of the duration of time that the plants are able to produce electricity to the total amount of time in the period computed monthly |
| Organisational Capacity | | |
| 14 | Competence Gap Closure | Percentage of critical skills gap closed out in a given period as informed by the competence assessment output, computed bi-annually |
| 15 | Milestone Delivery score | Percentage of project (strategic initiatives) milestones achieved within a certain period, computed quarterly |
| 16 | Employee engagement Index | Average rating of the degree to which staff are committed to the organization assessed quarterly through engagement surveys, staff retention and grievance resolution |
| 17 | Gender Equity Score | Ratio of the total number of women in technical and leadership roles to the total number of employees in technical and leadership roles respectively, computed annually |
| 18 | ICT Service Availability Score | This KPI will focus on; 1. Ratio of the duration of time that the ICT critical systems are able to run seamlessly to the total amount of time in the period, 2. Average end-user experience/satisfaction assessed through surveys Assessed Quarterly |

09 Project Profiles

Project Profile: Kiba Hydropower Project (HPP)

| | |
|----------------------------|---------------------------------------------------------------------------------------------------------|
| Project Name | Development of 400 MW Kiba Hydropower Project (HPP) |
| Location | Kiba, along the River Nile, Uganda |
| Project Type | Run-of-River Hydropower Plant (Kaplan or Francis turbines, to be determined during feasibility studies) |
| Project Cost | USD 1.4 billion (subject to detailed feasibility study). |
| Implementing Agency | Uganda Electricity Generation Company Limited (UEGCL) |
| Project Duration | 5 years – Start: FY 2025/2026, End: FY 2029/30 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), international financiers, and consultants |
| Project Status | Feasibility study phase |

Project Strategic Alignment

The 400 MW Kiba HPP aims to address Uganda's growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda's Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy).

| | |
|-------------------|-------------------------------------------------------------------------------------------------------|
| Energy Production | Approximately 2,100 GWh of clean electricity annually. |
| Financing | Diversified funding sources proposed, including PPPs and international donors, and Concessional loans |
| Funding Sources: | Government of Uganda, international development agencies, and PPPs. |
| Revenue Model | Power Purchase Agreements (PPAs) with UETCL and potential regional buyers or large consumers. |

Project Profile: Oriang Hydropower Project (HPP)

| | |
|---------------------|-----------------------------------------------------------------------------------------------------|
| Project Name | Development of 392 MW Oriang Hydropower Project (HPP) |
| Location | Oriang, Northern Uganda, along the River Nile |
| Project Type | Run-of-River Hydropower Plant (Kaplan turbines or equivalent (design phase to determine specifics). |
| Project Cost | USD 1.2 billion (subject to detailed feasibility studies) |
| Implementing Agency | Uganda Electricity Generation Company Limited (UEGCL) |
| Project Duration | 4 years – Start: FY 2027/28, End: FY 2031/2032 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), private investors, and international agencies |
| Project Status | Early development phase, feasibility to be renewed |

Project Strategic Alignment

The 392 MW Oriang HPP aims to address Uganda's growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda's Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy).

| | |
|-------------------|-----------------------------------------------------------------------------|
| Energy Production | Approximately 1,900 GWh of clean electricity annually. |
| Financing | Secure funding through PPPs, concessional loans, and international donors. |
| Funding Sources | Government of Uganda, development banks, and private sector investors. |
| Revenue Model | Power Purchase Agreements (PPAs) with UETCL and potential regional markets. |

Project Profile: Ayago Hydropower Project (HPP)

| | |
|---------------------|-----------------------------------------------------------------------------------------------------|
| Project Name | Development of 840 MW Ayago Hydropower Project (HPP) |
| Location | Ayago, Northern Uganda, along the River Nile |
| Project Type | Run-of-River Hydropower Plant (Kaplan turbines or equivalent (design phase to determine specifics). |
| Project Cost | USD 1.7 billion (subject to detailed feasibility study). |
| Implementing Agency | UEGCL |
| Project Duration | 6 years – Start: FY 2029/30, End: 2035/36 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), private investors, and international agencies |
| Project Status | Project Under MoU between MEMD & Development Partner |

Project Strategic Alignment

The 840 MW Ayago HPP aims to address Uganda's growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda's Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy).

| | |
|-------------------|-----------------------------------------------------------------------------------------------|
| Energy Production | Approximately 4,100 GWh of clean electricity annually. |
| Funding Sources | Government of Uganda, development banks, private sector investors, and multilateral agencies. |
| Revenue Model | Power Purchase Agreements (PPAs) and regional electricity sales. |

Project Profile: Maziba Hydropower Project (HPP)

| | |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Name | Rehabilitation of 1.2 MW Maziba Hydropower Project (HPP) |
| Location | Kabale, Western Uganda, along the Maziba River |
| Plant Type | Run-of-River Hydropower Plant, with quite small reservoir and medium head (40m), and a 640m long open canal feeding two steel penstocks. The powerhouse is equipped with 3 Francis turbines |
| Project Cost | Euro 2.786 billion (Minus ESIA) |
| Implementing Agency | UEGCL |
| Project Duration | 2 years – Start: FY 2026/27, End: 2028/29 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), Ministry of Finance, Planning & Economic Development |
| Project Status | Feasibility Study completed, ESIA pending |

Project Strategic Alignment

Rehabilitation of the 1.2 MW Ayago HPP located in Kabale aims to address Uganda's and specifically the region's growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda's Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy).

| | |
|-------------------|-------------------------------------------------------------------|
| Energy Production | Approximately 4,750 MWh of clean electricity annually. |
| Funding Sources | Government of Uganda, Development Partners. |
| Revenue Model | Power Purchase Agreements (PPAs) and regional electricity sales.. |

Project Profile: Nalubaale Kiira Hydropower Project (HPP)

| | |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Name | Rehabilitation and Optimization of the Nalubaale and Kiira 380 MW Hydropower Plants (HPP) |
| Location | Jinja, Eastern Uganda, along the River Nile |
| Plant Type | Nalubaale is the oldest power station with 10 Kaplan turbines each of 18 MW, and Kiira with 4 Propeller units each rated 40 MW. They are Run-of-River Hydropower Plant, with NPS over 70 years old. |
| Project Cost | UGX 908,256,264,521 |
| Implementing Agency | Uganda Electricity Generation Co. Ltd |
| Project Duration | 5 years – Start: FY 2025/26, End: 2030/31 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), Ministry of Finance, Planning & Economic Development, AFD |
| Project Status | Feasibility Study completed, Hydrological. Constructability, and ESIA studies pending |

Project Strategic Alignment

Rehabilitation and optimization of the 380 MW Nalubaale Kiira HPPS aims to consolidate Uganda’s energy base to support the country’s growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda’s Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy).

| | |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energy Production | Approximately 2,230 GWh of clean electricity annually. |
| Funding Sources | Government of Uganda, Development Partners. |
| Project Outputs | 15 Units at the Nalubaale Kiira Complex overhauled, Nile Cascade Water management control facility constructed and equipped, Complex spillway expanded to 4,300 cumecs, NKPS visitors and training centre constructed and equipped. |

Project Profile: Floating Solar Project (FPV)

| | |
|---------------------|------------------------------------------------------------------------------|
| Project Name | Development of 60MWp Floating Solar Project |
| Location | Isimba HPP reservoir, along the River Nile, Uganda |
| Project Type | Floating Solar PV on a hydropower reservoir |
| Project Cost | USD 90M (tentative cost) |
| Implementing Agency | Uganda Electricity Generation Company Limited (UEGCL) |
| Project Duration | 5 years – Start: FY 2025/2026, End: FY 2029/30 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), Swedfund, Swedish Embassy |
| Project Status | Feasibility study phase (Phase 1 for 10MWp) |

Project Strategic Alignment

The 60MW_p Floating Solar Project aims to address Uganda’s growing energy demand, projected to increase significantly due to population growth and economic expansion. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda’s Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy). Solar energy is also expected to support the energy mix and projected to have an installed capacity of 10GW by 2040. This project is a candidate to attract carbon credit facilities.

| | |
|-------------------|----------------------------------------------------------------------------------------------|
| Energy Production | Approximately 104.4 GWh (of clean electricity annually) when fully implemented. |
| Financing | Diversified funding sources proposed Concessional loans, Grants, Climate finance and PPPs |
| Funding Sources: | Government of Uganda, Development Partners and Private Sector |
| Revenue Model | Power Purchase Agreements (PPAs) with UETCL |

Project Profile: OKulacere Small Hydropower Project (SHPP)

| | |
|---------------------|-----------------------------------------------------------------------------------------------------------|
| Project Name | Development of 7.26MW Okulacere Small Hydropower Project |
| Location | Located in Ndapi parish, Omugo Subcounty, Terego County, Arua District, West-Nile Region, Northern Uganda |
| Project Type | Run-of-River Hydropower Plant |
| Project Cost | Euro 40.3M (subject to review and update of the study) |
| Implementing Agency | Uganda Electricity Generation Company Limited (UEGCL) |
| Project Duration | 3 years – Start: FY 2027/28, End: FY 2030/2031 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD) and Development Partners |
| Project Status | Completed feasibility study but requires updating and optimization. ESIA and RAP is still pending |

Project Strategic Alignment

The 7.26MW Okulacere SHPP aims to address Uganda’s growing energy demand, projected to increase significantly due to population growth and economic expansion in the West Nile region. The project aligns the National Development Plan IV and also with Energy Policy 2023 (52 GW target by 2040), contributing to Uganda’s Vision 2040 and the United Nations Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy). The project is also expected to support the grid in the West Nile region following the extension of the transmission network in the region.

| | |
|-------------------|---------------------------------------------------------------------------------|
| Energy Production | Approximately 24GWh of clean electricity annually. |
| Financing | Secure funding through PPPs, Concessional loans, Climate finance and Grants |
| Funding Sources | Government of Uganda, Development Partners, Climate finance and Private sector. |
| Revenue Model | Power Purchase Agreements (PPAs) with UETCL |

Project Profile: Waste to Energy Project

| | |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Name | Development of 10 MW Modular Waste-to-Energy (WtE) Gasification Project |
| Location | Eastern Uganda with centralized gasification plant location determined in pre-feasibility study |
| Project Type | Waste – to – Energy Municipal Solid Waste Gasification |
| Project Cost | USD 20M - 40M (subject to detailed feasibility study). |
| Implementing Agency | Uganda Electricity Generation Company Limited (UEGCL) |
| Project Duration | 3 years – Start: FY 2025/2026, End: FY 2028/29 |
| Project Partners | Ministry of Energy and Mineral Development (MEMD), District/ City Local Authorities, Private Waste Management companies, international financiers, and consultants |
| Project Status | Proof of Concept phase |

Project Strategic Alignment

The 10 MW WtE gasification plant aims to address both Uganda’s growing energy demand and provide a sustainable solution to the municipal solid waste management issue, projected to increase significantly due to population growth and economic expansion. It will provide a replicable model that can be deployed in other regions within the country. The project aligns with the country’s National Development Plan IV, Energy Policy 2023 (52 GW target by 2040) and Uganda’s Vision 2040 by supporting green growth, climate action, sustainable infrastructure and increasing the share of renewable energy in Uganda’s energy mix. It also supports the achievement of numerous United Nations Sustainable Development Goals (SDGs) i.e. SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure), 11 (Sustainable Cities and Communities),12 (Responsible Consumption and Production) and 13 (Climate Action).

| | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energy Production | Approximately 59.9 GWh of clean electricity annually. |
| Financing | Diversified funding sources proposed, including PPPs and international donors, and Concessional loans |
| Funding Sources: | Government of Uganda, international development agencies, and PPPs. |
| Revenue Model | Power Purchase Agreements (PPAs) with UETCL and potential regional buyers or large consumers. Commercialization of gasification by-products such as char to large industries like cement factories to off-set their imported fuel costs. This will increase the financial viability of the project and subsidize the cost of power generated. |

Annexes

Annex 1: Summary of Key Project Details

| | Project Name | Location | Type | Capacity | Cost | Duration | Status/Remark | Partners |
|----|---------------------|-----------------------------|-------------------|----------|------------|----------|--------------------------------------------------------|--------------------------------|
| 1 | Kiba HPP | River Nile, Uganda | Run-of-River | 400 MW | USD 1.4B | 5 years | Feasibility Study | MEMD, International Financiers |
| 2 | Oriang HPP | River Nile, Uganda | Run-of-River | 392 MW | USD 1.2B | 4 years | Early Development | MEMD, Private Investors |
| 3 | Ayago HPP | River Nile, Uganda | Run-of-River | 840 MW | USD 1.7B | 6 years | MoU Signed with BRIDGIN | MEMD, Development Partners |
| 4 | Maziba HPP | Kabale, Uganda | Run-of-River | 1.2 MW | EUR 3.79M | 2 years | ESIA Pending | MEMD, MoFPED |
| 5 | Nalubaale-Kiira HPP | Jinja, Uganda | Run-of-River | 380 MW | EUR 160M | 5 years | Feasibility Completed | MEMD, AFD |
| 6 | Floating Solar | Isimba Reservoir | Floating Solar PV | 60 MWp | USD 90M | 5 years | Feasibility Phase | MEMD, Swedfund |
| 7 | Okulacere SHPP | Arua, Uganda | Run-of-River | 7.26 MW | EUR 40.3M | 3 years | Feasibility Update Required | MEMD, Development Partners |
| 8 | Waste-to-Energy | Eastern Uganda | Gasification | 10 MW | USD 20-40M | 3 years | Proof of Concept | MEMD, Local Governments |
| 9 | Isimba HPP | River Nile, Uganda | Run-of-River | 183 MW | USD 567.7M | 5 years | Commissioned, DLP expired: Snags rectification ongoing | MEMD, UEGCL, EPCC |
| 10 | Karuma HPP | River Nile, Uganda | Run-of-River | 600 MW | USD 1.398B | 10 years | Commissioned, DLP ongoing | MEMD, UEGCL, EPCC |
| 11 | Nyagak III | Nyagak River, Zombo, Uganda | Run-of-River | 6.6 MW | USD 19.39M | 6 years | Due for Commissioning | MEMD, UEGCL, GENMAX |

Annex 2: UEGCL CORPORATE RISK MANAGEMENT PLAN

| No. | Risk Objective | Risk Description | Risk Rating | Mitigation |
|-----|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Improve Stakeholder Satisfaction | Dissatisfaction arising from failure to meet stakeholder expectations especially safe supply of electricity, and fulfilling commitments to project affected persons. | High | <ol style="list-style-type: none"> 1. Implementation of a stakeholder engagement plan to improve communication with stakeholders regarding outages and project delays. 2. Ensure supply reliability and plant availability. 3. Implementation of the recommendations from the stakeholder survey conducted. 4. Enhance communication channels for customer feedback. |
| 2. | Enhance Financial Performance | Inadequate funding from CoU for investments and projects as a result of conflicting priorities on the national treasury | Extreme | <ol style="list-style-type: none"> 1. Continued engagement with shareholders to prioritize availability of funds for investment funding and project supervision. (Karuma DLP, NKPS rehabilitation projects and project closeout at Isimba). 2. Stakeholder engagement to avail funding for deferred maintenance and required investment at Namanve TPP. |
| 3. | | Financial sustainability risk- Company's inability to generate sufficient revenues to cover operational expenses, capital investments and debt obligations. | High | <ol style="list-style-type: none"> 1. Continually pursue the increased dispatch of Karuma HPP for sufficient revenue to meet debt obligation. 2. Seek the support of the shareholders in ensuring financial sustainability for UEGCL such as tariff structures that allow full cost recovery including provisions for asset refurbishments. 3. Implement cost optimization initiatives and optimize maintenance strategies to improve operational efficiency. 4. Operationalize the Professional Services Unit (PSU) for additional revenue. |

| No. | Risk Objective | Risk Description | Risk Rating | Mitigation |
|-----|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | Enhance Business Portfolio | <p>Market risk: Possible reduction of UEGCL's market share in energy sales.</p> <p>Failure to substantially contribute to the NDP IV goals on increasing generation capacity to 52,000 MW by 2040.</p> | High | <ol style="list-style-type: none"> 1. Market analysis, to identify leading players in generation development and maximize opportunities for partnership through PPP's e.g. development of Ayago HPP, Kiba and Oriang HPPs. 2. Engagements with relevant stakeholders to clarify UEGCL's role in new generation projects to meet the NDP IV goal (Oriang, Kiba and Ayago hydro power projects). 3. Active participation in EAPP activities as an opportunity to increase energy sales. 4. Diversify UEGCL's portfolio beyond hydropower to include other renewable energy sources to remain competitive e.g. solar. |
| 5 | Improve Asset Management | Aging infrastructure with increasing and competing maintenance costs | High | <ol style="list-style-type: none"> 1. Implementation of a robust preventive maintenance program that takes advantage of economies of scale across all plants while building synergies. 2. Use asset management software to optimize and prioritize resources for equipment maintenance (value-based resource allocation) |
| 6 | | Technology obsolescence arising from rapid technology changes rendering assets obsolete. | Extreme | <ol style="list-style-type: none"> 3. Develop a strategy to ensure that investment options/ modifications are in modern, scalable technologies. 4. Ensure compliance with asset management best practices. |
| 7 | | Asset deterioration due to deferred maintenance and overdue overhaul activities. | Extreme | <ol style="list-style-type: none"> 1. Engagements with shareholders for adequate funding, investment and overhaul arrears at Namanve TPP. |
| 8. | Improve Governance | Non-compliance with regulatory requirements and industry standards | Low | <ol style="list-style-type: none"> 1. Roll-out the combined assurance model 2. Enhance employee training on regulatory requirements. 3. Strengthen internal controls and compliance. |

| No. | Risk Objective | Risk Description | Risk Rating | Mitigation |
|-----|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9. | Improve Knowledge, Skills & Abilities | Inadequate skills and knowledge to meet increasing efficiency and innovation requirements | High | <ol style="list-style-type: none"> 1. Implement the training plan based on the competence assessment. 2. Encourage and formalize opportunities for on-job training and mentorship. |
| 10. | | Low staff morale and potential loss of skilled workforce arising from the merger uncertainties and competitive labor market. | High | <ol style="list-style-type: none"> 1. Review and update the succession plan 2. Staff wellness initiatives and improve staff retention strategies. 3. Encourage mentorship and coaching programs. |
| 11. | Strengthen ICT Infrastructure and Technology | System outages and/or security breaches arising from user behavior and third-party dependencies. | High | <ol style="list-style-type: none"> 1. Develop and implement business continuity strategies for prolonged system outages. 2. Create independence in the UEGCL duty stations system network (emails & internet) |

Annex 3: Results Framework Output level

Table 30: UEGCL Costed Corporate Operational Plan

Customer/ stakeholder Perspective UGANDA ELECTRICITY GENERATION COMPANY LIMITED - COSTED INITIATIVES FOR 2025-2030 STRATEGIC PLAN

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------|------------------|------------------|------------------|------------------|------------------|---------------------------------------|---------|
| Costs indicated in UGX (Billions) | | | | | | | | | |
| A. UEGCL - PROGRAMME IMPLEMENTATION ACTION PLAN (PIAP) FUNDED INITIATIVES | | | | | | | | | |
| Program Name: Sustainable Energy Development | | | | | | | | | |
| Program Goal: Increased access to and consumption of reliable, affordable clean and modern energy services. | | | | | | | | | |
| UEGCL Goal: Increased Generation and Supply of Safe, Reliable and Reasonably Priced Electricity | | | | | | | | | |
| PIAP Objective: Accelerate the development and diversification of sustainable energy | | | | | | | | | |
| UEGCL Company Objective 1.0: Enhance Business Portfolio | | | | | | | | | |
| Outcome 1.1: Electricity generation infrastructure rehabilitated | Electricity generation capacity (MW) | 1,213.2 | 1,219.8 | 1,219.8 | 1,219.8 | 1,220.8 | 1,240.8 | UEGCL Annual report/ Audited Accounts | |
| | Percentage progress of hydro power plants rehabilitation works | 0 | 0 | 25 | 40 | 60 | 80 | | |
| | Percentage progress of power plant hybridization works | 0 | 0 | 25 | 40 | 60 | 80 | | |



An aerial view of the dam section of the recently commissioned 6.6MW Nyagak III Hydro Power Station.

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------------------|----------------|
| UEGCL Strategic Initiative: Implement the UEGCL Business Growth and diversification strategy | | | | | | | | | |
| Strategic Intervention 1.1.1.1: Rehabilitate energy generation infrastructure | | | | | | | | | |
| Strategic Output 1.1.1.1: Hydro Power Plants rehabilitated | Number of hydro power plants rehabilitated | 0 | | | 1 | | 2 | UEGCL Annual report/ Audited Accounts | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Rehabilitate and Optimise the 380 MW Kiira Nalubaale Power Plant | | | 70.4 | 65.44 | 79.03 | 135.64 | 143 | | Jun-30 |
| Construct a third spillway at Isimba HPP | | | 7.665 | 17.028 | 27.75 | 27.635 | 17.895 | | Jun-30 |
| Undertake the activities for the development and upgrading of 1.2MW Maziba HPP | | | 1.2 | 1.2 | 1.2 | 0 | 0 | | Jun-30 |
| | | | | | | | | | |
| Strategic Output 1.1.1.2: Existing Power Plants hybridized | Percentage retrofitting works completed | 0 | 0 | 5% | 10% | 30% | 45% | UEGCL Annual report/ Audited Accounts | |
| PIAP Actions | | | Budget FY 2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Convert the 50MW Namanve Thermal Power Plant to natural gas | | | 12.5 | 19.5 | 41.025 | 51.025 | 51.025 | | Jun-30 |
| | | | | | | | | | |
| Strategic Intervention 1.1.1.2: Develop new utility scale energy generation infrastructure | | | | | | | | | |
| Strategic Output 1.1.1.2.1: Utility scale Solar PV generation power plants constructed | Number of on grid Solar PV power generated (MW) | 0 | 0 | 0 | 0 | 50 | 108 | | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Undertake prefeasibility and project development studies for Ground mounted Solar | | | 9.572 | 9.859 | 10.155 | 0 | 0 | | Jun-30 |
| Develop and commission 108MW Utility Scale Solar PV generation power plants | | | 3.888 | 4.937 | 6.072 | 7.894 | 8.130 | | Jun-30 |
| | | | | | | | | | |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Strategic Output 1.1.1.2.2: Kiba HPP constructed | Proportion of hydro power plant construction works completed (percentage) | 0 | 10% | 30% | 45% | 55% | 60% | | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Undertake feasibility studies for 400MW Kiba HPP | | | 7 | 1.23 | 0 | 0 | 0 | | Jun-27 |
| Commence 400MW Kiba HPP EPC Works | | | 0 | 97 | 99.91 | 102.907 | 105.995 | | Jun-30 |
| | | | | | | | | | |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|---------|
| Strategic Intervention 1.1.1.3: Deploy smart power plant management and optimization technology | | | | | | | | | |
| Strategic Output 1.1.1.3.1: Smart power plant management and optimization technologies deployed | Nile cascade optimisation system in place | 0 | 0 | 0 | 1 | | | | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Undertake feasibility studies for digitisation of the electricity generation assets | | | 0.768 | 2 | | | | | Jun-27 |
| Undertake the Nile cascade optimisation | | | 0 | 0.152 | 0.187 | 0.243 | 0.25 | | Jun-30 |
| | | | | | | | | | |
| Strategic Intervention 1.1.1.4: De-risk and promote the development of nascent renewable energy technologies | | | | | | | | | |
| Strategic Output 1.1.1.4.1: Waste to electricity generation power plants developed | Number of utility scale waste to electricity generated (MW) | 0 | 0 | 0 | 0 | 10 | 10 | ESI Reports | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Undertake prefeasibility and project development studies in different cities | | | 2.876 | 2.4 | 2.4 | 2.4 | 0 | | Jun-30 |
| Develop and commission 20MW Waste to Energy generation Plants | | | 0 | 9.872 | 12.143 | 15.785 | 16.259 | | Jun-30 |
| Strategic Output 1.1.1.4.2: Large hydros project readiness activities finalised | Percentage of project readiness studies completed | 0 | 10 | 30 | 65 | 85 | 100 | | |
| PIAP Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Undertake prefeasibility studies and project readiness activities for Oriang HPP | | | 0 | 0.856 | 0.882 | 0.908 | 0.935 | | Jun-30 |
| Undertake preparatory activities for the take-over of 18MW Mpanga AEMS | | | 0 | 0 | 0.5 | 0.5 | 0.5 | | Jun-30 |
| Undertake prefeasibility studies and project readiness activities for Ayago HPP | | | 0 | 1.306 | 1.345 | 1.386 | 1.427 | | Jun-30 |
| | | | | | | | | | |
| OUTCOME 1: SUBTOTAL -PIAP FUNDED (UGX BN) | | | 115.869 | 232.780 | 282.599 | 346.323 | 345.416 | | |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------------------|---------|
| B. UEGCL - INITIATIVES FUNDED THROUGH TARRIF AND GRANTS/ NON CORE REVENUE | | | | | | | | | |
| Strategic Intervention 1.1.1.1: Develop and Implement power generation infrastructure projects | | | | | | | | | |
| Outcome 1.1: Electricity generation infrastructure rehabilitated | Electricity generation capacity (MW) | 1,213.2 | 1,219.8 | 1,219.8 | 1,219.8 | 1,220.8 | 1,240.8 | UEGCL Annual report/ Audited Accounts | |
| | Percentage progress of hydro power plants rehabilitation works | 0 | 0 | 25 | 40 | 60 | 80 | | |
| | Percentage progress of power plant hybridization works | 0 | 0 | 25 | 40 | 60 | 80 | | |
| UEGCL Strategic Initiative: Implement the UEGCL Business Growth and diversification strategy | | | | | | | | | |
| Strategic Intervention 1.1.1.1: Develop and Implement power generation infrastructure projects | | | | | | | | | |
| Strategic Output 1.1.1.1: Hydro Power Plants developed and rehabilitated | Number of hydro power plants rehabilitated | 0 | | | 1 | | 2 | UEGCL Annual report/ Audited Accounts | |
| | Number of floating solar plants developed (MW) | | | | 10 | 10 | | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Commission the Nyagak III 6.6MW HPP | | | 0.125 | - | - | - | - | UEGCL Annual report/ Audited Accounts | Sep-25 |
| Undertake Feasibility Studies for Waste to Energy Project | | | 2.876 | - | - | - | - | | Jun-27 |
| Implement the 20MW Floating Solar Project | | | 7.665 | 17.028 | 27.750 | 27.635 | 17.895 | | Jun-29 |
| Carry out ESIA Studies for Nalubaale-Kiira Power Station | | | 0.500 | - | - | - | - | | Jun-26 |
| Attain financing approvals for NKPS rehabilitation and inclusion on PIP | | | 7.500 | - | - | - | - | | Jun-26 |

| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|-----------|
| PIP exit strategy for UEGCL projects that shall have been commissioned by 2025(Karuma, Isimba, Nyagak) | | | 0.150 | - | - | - | - | | Jun-26 |
| Prepare Plant defects closure reports for all completed generation projects | | | 62.933 | 39.035 | 39.035 | 39.035 | - | | Quarterly |
| Namanve HFO conversion Project put on the PIP | | | 2.500 | - | - | - | - | | Jun-26 |
| | | | | | | | | | |
| | | | | | | | | | |
| Outcome 1.2: Increased Business Diversification for revenue growth | Total Non Core Revenue (Ugx, Bn) | 1.5 | 1.5 | 1.9 | 2.3 | 2.7 | 3.0 | | |
| UEGCL Strategic Initiative: Implement the UEGCL Business Growth and diversification strategy | | | | | | | | | |
| Strategic Intervention 1.2.1.1: Develop and Implement power generation infrastructure projects | | | | | | | | | |
| Strategic Output 1.2.1.1: Annual revenue from Non core sources increased | No. of PSU cdontracts implemented | | | 1.0 | 1.0 | 1.0 | 1.0 | UEGCL Annual report/ Audited Accounts | |
| | Revenue earned from Commercialised assets (Ugx Bn) | | 1.0 | 1.4 | 1.8 | 2.0 | 2.2 | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Rollout plan for UEGCL tourism products | | | 0.010 | - | - | - | - | | Sep-25 |
| Commercialise Karuma hostel,Amber court offices and Karuma Labaratory | | | 0.514 | - | - | - | - | | Jun-26 |
| "develop and profile Functional Toursim products (Visitors' centre, observation deck, main access tunnel, reservoir scenic views, power plant operations, guided tour around the plant, the Outflow and Educational exhibits) " | | | 0.560 | 0.611 | - | - | - | | Jun-27 |
| Finalise the Professional Services Unit framework aligned to regulatory guidelines | | | 0.050 | - | - | - | - | | Sep-25 |
| Sign and implement atleast one PSU contract | | | 0.050 | 0.045 | 0.045 | 0.045 | 0.045 | | Annually |
| Carry out Impact Assessment report for Sector Resource Centre Energy Training Facility at Karuma. | | | 0.408 | - | - | - | - | | Dec-25 |
| Roll out the Resource Centre activities | | | 0.155 | 0.155 | - | - | - | | Jun-27 |
| | | | | | | | | | |
| UEGCL Company Objective 2.0: Improve Asset Management | | | | | | | | | |
| Outcome 2.1.1: Growing Market Dominance and Optimal Cost of Service for the desired performance | Market share by sales | 54.1% | 54.8% | 55.5% | 56.2% | 56.9% | 58.0% | UEGCL Annual report/ Audited Accounts | |
| | Plant Asset Performance score | | TBD | TBD | TBD | TBD | TBD | | |

| Result | Indicator | Baseline FY2023/24 | | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|----------|
| UEGCL Strategic Initiative: Implement the UEGCL Startegic Asset management plan | | | | | | | | | | |
| Strategic Intervention 2.1.1.1: Implement the UEGCL Startegic Asset management plan | | | | | | | | | | |
| Strategic Output 2.1.1.1: UEGCL Strategic Asset management plan implemented | %age implementation of Resourced Capital investment plans (O&M plant overhauls at NKPS, Namanve TPP, Isim-ba HPP, and Maziba SHPP) | | | 70% | 70% | 80% | 80% | 80% | UEGCL Annual report/ Audited Accounts | |
| | %age of required Asset Management Strategies in place for all powerplants | | | 50% | 60% | 70% | 70% | 80% | | |
| | %ge implementation of the Spares Optimisation Roadmap | | | | 20% | 40% | 60% | 60% | | |
| UEGCL Actions | | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Conduct Plant condition assessment | | | | 0.535 | 0.535 | 0.535 | 0.535 | 0.535 | | Annually |
| Carry out Valuation of UEGCL generation assets | | | | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | | Annually |
| Develop Capital Investment Plans for all Plants | | | | - | - | - | - | - | | Annually |
| Implement Capital investment plans (O&M plant overhauls at NKPS, Namanve TPP, Isimba HPP, and Maziba SHPP) | | | | 45.010 | 48.093 | 202.692 | 175.000 | 240.700 | | Jun-28 |
| Implement Asset Maintenance Strategies | | | | 30.964 | 30.964 | 30.964 | 30.964 | 30.964 | | Annually |
| Develop and implement a Spares optimisation programme | | | | 0.120 | - | - | - | - | | Dec-25 |
| Develop an O&M efficiency assessment and benchmarking model for the different plants to realize value from the company assets at minimum cost | | | | 0.275 | - | - | - | - | | Sep-25 |
| Implement Plant IPCs | | | | 0.065 | - | - | - | - | | Dec-25 |
| Establish a centralised maintenance facility | | | | 0.035 | 0.012 | - | - | - | | Jun-26 |
| Establish an Asset Management system for non-core Assets | | | | 0.075 | - | - | - | - | | Jun-26 |
| | | | | | | | | | | |
| UEGCL Company Objective 3.0: Enhance Financial Performance | | | | | | | | | | |
| Outcome 3.1.1: Investment coverage, Asset income increased | Capital Investment Coverage (%) | 72.40% | | 100% | 100% | 100% | 100% | 100% | UEGCL Annual report/ Audited Accounts | |
| | Return on Investment (%) | TBD | | 5% | 7% | 7% | 10% | 10% | | |
| | Return on Assets (%) | 0.92% | | 1.3% | 1.5% | 1.8% | 2% | 3% | | |
| UEGCL Strategic Initiative: Develop a resource mobilization plan to meet O&M, Debt Service and investment requirements | | | | | | | | | | |
| Strategic Intervention 3.1.1.1: Develop a resource mobilization plan to meet O&M, Debt Service and investment requirements | | | | | | | | | | |
| Strategic Output 3.1.1.1: Grant proposals for financing of the 5 year Strategic Plan prepared | No. of Successful Grant financing proposals | | | 1 | 1 | 1 | 1 | 1 | Performance Evaluation Repors | |

| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|----------|
| "Technical support & Capacity Development O&M and Data Analytics Research and Innovation" | | | 0.007 | 0.007 | 0.013 | 0.007 | 0.007 | | Annually |
| Centre of Excellence feasibility study by APUA | | | 0.525 | 0.525 | 0.056 | 0.056 | 0.056 | | Jun-30 |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Proposal for Waste to Energy | | | - | 0.025 | - | - | - | | Jun-26 |
| Research and Innovation | | | 0.030 | 0.030 | 0.030 | 0.030 | 0.030 | | Annually |
| Projects & Rehabilitation | | | | | | | | | |
| Implementation proposal for Floating solar(implementation) | | | 0.022 | - | - | - | - | | Jul-26 |
| Namanve conversion from HFO to gas engines(studies) | | | 0.010 | - | 0.011 | - | - | | Jun-28 |
| Maziba Rehabilitation proposal | | | - | 0.011 | - | - | - | | Jun-27 |
| | | | | | | | | | |
| Strategic Output 3.1.1.1.2: Financial closure for power generation projects attained | Number of power generation projects reaching financial closure | | 1 | | 1 | 1 | 1 | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Nalubaale-Kiira HPP rehabilitation financial closure | | | 0.100 | - | - | - | - | | Dec-26 |
| Financial closure for 400MW Kiba HPP | | | - | 0.075 | 0.075 | 0.075 | 0.075 | | Jun-30 |
| Waste to Energy project financial closure | | | - | 0.015 | 0.015 | 0.015 | - | | Jun-29 |
| Financial closure for Floating Solar project | | | - | 0.188 | - | - | - | | Jun-27 |
| Strategic Output 3.1.1.1.3: Stakeholder engagement on a sustainable financing mechanism (covering O&M, debt, RoEI) for the sector done | Number of strategic financial initiatives implemented to strengthen UEGCL's Capital structure and Financial position | | 1 | 1 | 1 | | 2 | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Prepare Financing decision matrix | | | - | - | - | - | - | | Dec-25 |
| Undertake UEGCL investment initiatives (to obtain funds that facilitate Capex plans e.g. for Namanve) | | | 0.003 | 0.003 | - | - | - | | Jun-27 |
| Achieve Debt to Equity conversion by the Shareholders | | | - | - | 0.025 | - | - | | Jun-28 |
| Achieve Cost Reflective Tariff (ROE and Rol) | | | 0.003 | 0.003 | 0.003 | 0.003 | 0.003 | | Jun-30 |
| Carry out activities leading to UEGCL Listing on the Securities Exchange | | | - | - | - | 0.350 | 0.175 | | Jun-30 |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------------------|----------------|
| Strategic Output 3.1.1.4: Direct electricity sale framework in line with amended Electricity Act operationalised | No. of Bulk user/ consumers profiled for connection | | | | 1 | | | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Contract bulk user/consumers | | | 0.006 | 0.008 | - | - | - | | Jun-27 |
| | | | | | | | | | |
| Strategic Output 3.1.1.5: Regulatory function operationalised | %age Implementation of the Manpower plan | | | 50% | 100% | | | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Operationalise the Regulatory function | | | 0.012 | - | - | - | - | | Sep-25 |
| Strategic Output 3.1.1.6: Capital expenditure managed more effectively | %age of capital investments ringfenced annually | | 100% | 100% | 100% | 100% | 100% | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Ring-fence capital funds to cover investment needs | | | 0.020 | 0.120 | 0.020 | 0.020 | 0.120 | | Annually |
| Returns on unutilised and committed funds for NKPS | | | 0.022 | 0.022 | 0.022 | 0.022 | 0.022 | | Annually |
| | | | | | | | | | |
| Strategic Output 3.1.1.7: UEGCL's participation in the East African Power Pool operationalised | %age implementation of the EAPP roadmap | | 20% | 50% | 80% | 100% | | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Develop and commence implementation of the integrated EAPP roadmap developed and implementation commenced | | | 0.040 | - | - | - | - | | Sep-25 |
| Relevant PPAs re-negotiated | | | 0.020 | - | - | - | - | | Jun-27 |
| | | | | | | | | | |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Strategic Output 3.1.1.8: Entity-wide Cost Optimization Strategy developed and implemented | %age implementation of the optimisation strategy | | 50% | 75% | 100% | | | UEGCL Annual report/ Audited Accounts | |

| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|----------|
| Implementation of the Optimization Strategy | | | 0.022 | - | - | - | - | | Dec-25 |
| UEGCL Company Objective 4.0: Improve Stakeholder Collaboration/ Cooperation | | | | | | | | | |
| Outcome 4.1.1: Stakeholder expectations are Fulfilled and less statutory breaches and penalties recorded | Collaboration Effectiveness Ratio (%) | 60% | 70% | 75% | 80% | 85% | 90% | UEGCL Annual report/ Audited Accounts | |
| | Stakeholder Satisfaction Rating (%) | 79% | 85% | 85% | 90% | 90% | 90% | | |
| | Statutory Compliance Rating (%) | 88.9% | 90% | 90% | 90% | 90% | 95% | | |
| UEGCL Strategic Initiative: Develop and implement an ESG (Environment, Social & Governance) Strategy | | | | | | | | | |
| Strategic Intervention 4.1.1.1: Develop and implement an ESG (Environment, Social & Governance) Strategy | | | | | | | | | |
| Strategic Output 4.1.1.1: ESG (Environment, Social & Governance) Strategy developed and implemented | "%age implementation of the Environment and Social Management Plan %ge Implementation of the ESG Strategy" | | "85% 20%" | "85% 40%" | "85% 60%" | "85% 80%" | "85% 100%" | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Prepare an ESG Strategy | | | - | - | - | - | - | | Sep-25 |
| Review and update company policies in light of the changing laws, business environment and emerging trends | | | 0.050 | 0.050 | 0.050 | 0.050 | 0.050 | | Annually |
| Implement Gender supportive policies | | | 0.085 | 0.035 | 0.035 | 0.035 | 0.035 | | Jun-30 |
| Implement the Environment and Social Management Plan | | | 8.383 | 8.383 | 8.383 | 8.383 | 8.383 | | Jun-30 |
| "Prepare an ESG Policy | " | | | - | 0.005 | - | - | | Jun-27 |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Redefine approach to Carbon Trade in line with international guidelines, eligibility and sustainability and pursue registration for UEGCL powerplants | | | 0.045 | - | - | - | - | | Sep-25 |
| | | | | | | | | | |
| Strategic Output 4.1.1.2: Enterprise Risk Management Plan Implemented | "%age of risk management plan implemented" | | "80% 3.5" | "80% 3.5" | "80% 3.8" | "80% 3.8" | "80% 4" | UEGCL Annual report/ Audited Accounts | |
| | ERM Maturity Level | | 3.5 | | | | | | |

| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|----------|
| Implement Enterprise Risk Management Initiatives | | | - | 0.070 | - | 0.075 | 0.050 | | Jun-30 |
| Update and test business process continuity plans | | | - | - | - | - | - | | Dec-25 |
| Carry out business process drills | | | 0.025 | 0.027 | 0.028 | 0.030 | 0.032 | | Annually |
| Undertake an independent assessment of Enterprise Risk Management System | | | 0.120 | - | - | - | - | | Dec-25 |
| Strategic Output 4.1.1.2: Risk Based Compliance Management Plan Implemented | %age of risk based compliance plan implemented | | 80% | 80% | 80% | 80% | 80% | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Develop and implement an integrated entity wide Compliance framework | | | 32.561 | 30.561 | 30.561 | 30.561 | 30.561 | | Annually |
| Compliance sensitization and communication plan | | | - | - | - | - | - | | Annually |
| Approved combined assurance frame work | | | - | - | - | - | - | | Sep-25 |
| Institute a module aligning Workplans and budgeting in line with OAG guidelines | | | 0.150 | - | - | - | - | | Sep-25 |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| Strategic Output 4.1.1.3: Organisational design in light of the evolving business environment undertaken | %age of resourced Manpower plan implemented | | 80% | 85% | 90% | 95% | 100% | UEGCL Annual report/ Audited Accounts | |
| | No. of IMS Surveillance Audit conducted | | 1 | 1 | 1 | 1 | 1 | | |
| | No. of Recertification Audits undertaken | | | | 1 | | | | |
| | %age of Strategy dissemination implemented | | 85% | 85% | 85% | 85% | 85% | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Implement the approved organizational structure in line with the strategy | | | 39.515 | 41.885 | 44.399 | 47.063 | 49.886 | | Annually |
| "Implement an Integrated Management System (ISO 9001, 45001,18001) - surveillance audit" | | | 0.040 | 0.042 | 0.045 | 0.048 | 0.050 | | Annually |
| Undertake Recertification audit for IMS | | | - | - | 0.045 | - | - | | Jun-28 |
| Undertake alignment of the UEGCLs 2023-2028 strategic plan to NDP IV | | | - | - | - | - | - | | Jul-25 |

| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|-----------|
| Conduct the strategy review and alignment processes | | | - | - | - | - | - | | Annually |
| Implement monitoring and evaluation in line with the BSC and PuMP framework | | | - | - | - | - | - | | Quarterly |
| Prepare a UEGCL change leadership strategy to ensure a holistic approach to strategic planning | | | - | - | - | - | - | | Dec-25 |
| Develop a successor O&M Business model | | | - | - | 0.105 | 0.107 | - | | Jun-29 |
| "Ammend the PPDA accreditation to support UEGCL operations Scope and multi-year contracts" | | | 0.005 | - | - | - | - | | Jun-26 |
| Strategic Output 4.1.1.4: 5-year Stakeholder Engagement Plan aligned to the Strategy Implemented | %age of aligned annual stakeholder plan implemented | | 80% | 80% | 85% | 85% | 85% | UEGCL Annual report/ Audited Accounts | |
| | No. of strategic partnerships established and implemented | | 1 | 1 | 1 | 1 | 1 | | |
| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Prepare and implement the stakeholder engagement plan aligned to strategy | | | 3.750 | 1.200 | 1.500 | 1.500 | 1.500 | | Annually |
| Prepare and implement the CSR plan aligned to strategy | | | 0.710 | 0.753 | 0.798 | 0.846 | 0.896 | | Annually |
| Establish strategic partnerships for business growth, capacity building | | | 0.035 | 0.037 | 0.039 | 0.042 | 0.044 | | Annually |
| | | | | | | | | | |
| Strategic Output 4.1.1.5: Stakeholder Engagement Plan aligned to the Strategy Designed and implemented | %age of aligned annual stakeholder plan implemented | | 80% | 80% | 85% | 85% | 85% | UEGCL Annual report/ Audited Accounts | |
| | No. of Customer/ stakeholder surveys carried out | | 1 | | 1 | | 1 | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Conduct the Stakeholder Satisfaction Survey | | | - | 0.150 | - | 0.185 | - | | Annually |
| Develope and roll out ICT enabled Feedback mechanisms | | | 0.125 | - | - | - | - | | Dec-25 |
| | | | | | | | | | |
| UEGCL Company Objective 5.0: Improve Institutional Capacity | | | | | | | | | |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------------------------------------------------------------|---------------|
| Outcome 5.1.1: More Staff are committed to the organisation, get their work done and we have Less Disruptions to ICT supported business services | Competecee Gap Closure (%) | TBD | 5% | 5% | 5% | 5% | 5% | "UEGCL Annual report/ Audited Accounts UEGCL Performance Evaluation Report" | |
| | Milestone Delivery Score (%) | 62.50% | 100% | 100% | 100% | 100% | 100% | | |
| | Employee Engagement Score (%) | 76% | 80% | 85% | 85% | 90% | 90% | | |
| | Gender Equity Score (%) | 18% | 22% | 24% | 26% | 28% | 30% | | |
| | ICT System Availability (%) | 91.30% | 99% | 99% | 99% | 99% | 99% | | |
| UEGCL Strategic Initiative: Implement Talent Management, Research & Innovation and ICT enhancement program | | | | | | | | | |
| Strategic Intervention 5.1.1.1: Implement Talent Management, Research & Innovation and ICT enhancement program | | | | | | | | | |
| Strategic Output 5.1.1.1.1: Talent Management Programme implemented | %age completin of the competence assessment | 40.0% | 78% | 80% | 90% | 100% | | "UEGCL Annual report/ Audited Accounts UEGCL Performance Evaluation Report" | |
| | Talent decision matrix | | | 1 | | | | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| "Undertake competence assessment to enable staff alignment to their job expectations" | | | - | 0.258 | - | 0.258 | - | | Every 2 years |
| Develop a Talent decision matrix to inform succession planning, staff development, job rotation, remuneration and promotion. | | | 0.035 | - | - | - | - | | Dec-25 |
| Review and validate the job evaluation framework; and carry out a re-assesement of the job roles. | | | 0.120 | - | - | - | - | | Sep-25 |
| Roll-out of the improved Staff Performance Management System | | | - | - | - | - | - | | Sep-25 |
| "Develop a staff capacity development program: Training Needs Assessment/Analysis informed by the competence Assessment and Appraisal feedback, Capacity Development plan(3-5)years (Training Needs Assessment/Analysis), UEGCL Training Plan, Approved Capacity Development M&E Framework (Training Objectives, Evaluation Criteria and Impact Analysis), Entity wide Succession Plan" | | | 0.095 | 0.064 | 0.063 | 0.064 | 0.063 | | Annually |
| "Review and update an employee Engagement strategy" | | | - | - | - | - | - | | Dec-25 |
| | | | | | | | | | |
| | | | | | | | | | |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------------------|----------|
| Strategic Output 5.1.1.1.2: Research,innovation and knowledge strategy developed & implemented | Annual Research and Innovation Workshop held with post event report presented to key stakeholders | | | 1 | | 1 | | "UEGCL Annual report/ Audited Accounts " | |
| | No. of Approved business cases E-projects | | 1 | 1 | | | | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Prepare and implement a research and innovation strategy (Updated research agenda, Annual Research and Innovation Workshop, Research and innovation knowledge products, Commercialise Research and Innovation products) | | | 0.317 | 0.318 | 0.320 | 0.322 | 0.324 | | Annually |
| Develop Business cases for E- projects | | | 0.045 | 0.050 | - | - | - | | Jun-27 |
| Develop and rollout a Knowledge Management System | | | 0.015 | - | - | - | - | | Sep-25 |
| | | | | | | | | | |
| Strategic Output 5.1.1.1.3: Culture change management program implemented | Percentage implementation of the approved culture improvement plan | | | 50% | 60% | 70% | 80% | UEGCL Annual report/ Audited Accounts | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Identify and implement resourced quick wins for corporate culture improvement | | | | | | | | | Sep-25 |
| | | | | | | | | | |
| | | | | | | | | | |
| Strategic Output 5.1.1.1.4: ICT enhancement program implemented | %ge implementation of Digitisation roadmap | | 10% | 30% | 50% | 70% | 100% | UEGCL Annual report/ Audited Accounts | |
| | Cyber security maturity rating based on the C2M2 | | | 3 | 3 | 4 | 4 | | |
| | No. of data security breaches | | 0 | 0 | 0 | 0 | 0 | | |
| UEGCL Actions | | | Budget FY2025/26 | Budget FY2026/27 | Budget FY2027/28 | Budget FY2028/29 | Budget FY2029/30 | | |
| Design, install, test and rollout High speed WAN(Wide Area Network) integration at the power plant | | | 0.470 | 0.498 | 0.528 | 0.560 | 0.593 | | Annually |
| Design, install, test and commission an intergrated risk compliance and contract management system | | | 0.025 | - | - | - | - | | Dec-25 |

| Result | Indicator | Baseline FY2023/24 | Target FY2025/26 | Target FY2026/27 | Target FY2027/28 | Target FY2028/29 | Target FY2029/30 | Data Source | BY WHEN |
|---------------------------------------------------------------------------------------------------|-----------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|---------|
| Design, install, test anf rollout a remote site monitoring system for the plants | | | 0.125 | 0.125 | - | - | - | | Jun-27 |
| Prepare and rollout a data analytics and business intelligence strategy | | | - | 0.050 | - | - | - | | Jun-26 |
| Implement the cyber security capabilities framework | | | 0.463 | 0.491 | 0.520 | - | - | | Jun-28 |
| Prepare and rollout a data analytics and business intelligence strategy | | | - | - | - | - | - | | Mar-26 |
| Develop and Implement a UEGCL digitisation Roadmap | | | | | | | | | Jun-27 |
| Implement mechanism for guaging improvements in cyber security practices using tools such as C2M2 | | | 0.023 | - | - | - | - | | Apr-26 |
| UEGCL SUB TOTAL -TARRIF & Grants/ Non core revenue (UGX BN) | | | 252.734 | 224.061 | 390.210 | 365.419 | 384.595 | | |
| | | | | | | | | | |
| UEGCL GRAND TOTAL- FIVE (05) YEAR BUDGET (UGX BN) | | | 368.603 | 456.841 | 672.809 | 711.742 | 730.012 | 2,940.01 | |

Annex 4: UEGCL EMERGING RISKS

| No. | Emerging Risk | Emerging Risk Description | Proposed Mitigation |
|-----|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Political Instability- 2026 Elections | Operational Disruptions: Potential for civil unrest and heightened insecurity around government assets | Develop contingency plans for various political scenarios for UEGCL duty stations |
| | | Investment Climate: Uncertainty deterring both domestic and foreign investment approvals | Stakeholder Engagements: Maintain strong relationships with key stakeholders. |
| 2 | Climate Change- Dam Safety and water resources. | Unpredictable weather patterns: Increasing lake levels or drought throughout the cascade which might compromise the safety of UEGCL dams | Conduct a comprehensive review of the hydrology at all hydropower plants. |
| | | Regulatory pressure: Stricter environmental regulations and compliance requirements | <ol style="list-style-type: none"> 1. Conduct Annual Environment Audits for UEGCL plants to identify areas of non-compliance for continuous improvement. 2. Adopt an ESG strategy for sustainability of operations. |
| 3. | Artificial Intelligence | Opportunity to incorporate new ways of working with AI & Automation technologies | <p>Adopt a phased approach to AI integration to enhance operational efficiency.</p> <p>Upskill employees to work alongside AI automation technologies</p> |
| 4. | Cybersecurity & Digital Transformation Risks | Failure realize desired efficiency from automation due to lack of integration in the various systems. | <ol style="list-style-type: none"> 1. Implement an Enterprise Resource Planning (ERP) system to centralize data and integrate automated processes. |

| No. | Emerging Risk | Emerging Risk Description | Proposed Mitigation |
|-----|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 5. | | Skills gaps in emerging technologies impacting operational effectiveness. | Develop continuous learning programs and attract talent with expertise in new technologies. |
| 6. | | Divergent views and approaches arising from the multi-generation workforce (Millennials, Gen X and Z) whose average age (37) is expected to drop further | Intergeneration Programs: Develop programs that encourage mentorship and knowledge-sharing |



Staff of the 50MW Namanve TPP undergo a first aid refresher training at the power plant as part of UEGCL's commitment to the best Occupational Health and Safety Standards



STRUCTURE SUMMARY

| NO. | | NO. OF STAFF |
|--------------|----------------------------------------|--------------|
| 01 | OFFICE OF THE CEO | 04 |
| 02 | PROJECTS | 29 |
| 03 | OPERATIONS HEAD OFFICE | 15 |
| 04 | NAMANVE TPP | 35 |
| 05 | ISIMBA | 48 |
| 07 | KARUMA | 65 |
| 08 | NALUBAALE & KIIRA | 90 |
| 09 | SAFETY HEALTH ENVIRONMENT & QUALITY | 19 |
| 10 | LEGAL AND BOARD AFFAIRS | 10 |
| 11 | FINANCE AND ACCOUNTS | 32 |
| 12 | STRATEGY AND BUSINESS DEVELOPMENT | 17 |
| 13 | INFORMATION & COMMUNICATION TECHNOLOGY | 19 |
| 14 | AUDIT AND COMPLIANCE | 10 |
| 15 | HUMAN RESOURCE & ADMINISTRATION | 12 |
| 16 | ESTATES & ADMINISTRATION | 58 |
| 17 | RISK | 07 |
| 18 | COMMUNICATION AND CORPORATE AFFAIRS | 10 |
| 19 | PROCUREMENT AND DISPOSAL | 11 |
| TOTAL | | 491 |





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