



We are the ultimate home of security printing- UPPC MD Kenneth Oluka

UPPC is on a march to a brighter future - Minister Babalanda



Archbishop Kazimba Blesses UPPC's New Premises

Understanding the Uganda Gazette



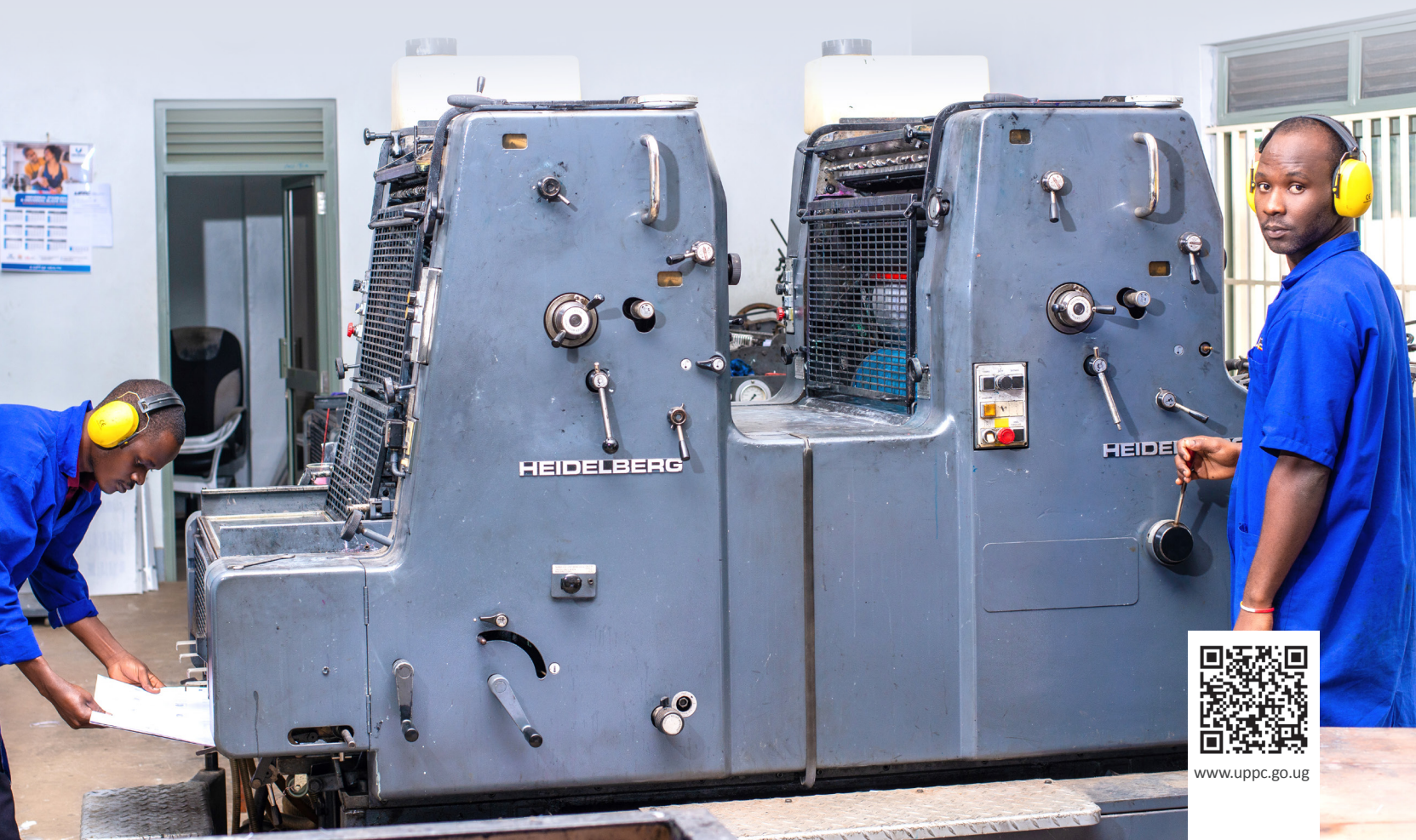
# THE Printer

A publication of Uganda Printing & Publishing Corporation

Issue No. 1 | Volume 1 | November 2022

## UPPC @ 120

Government printer has stood the test of time



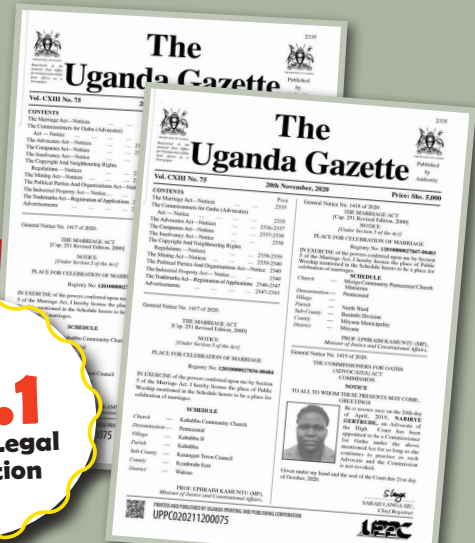
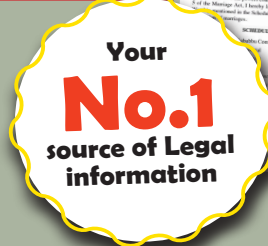
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# UGANDA PRINTING AND PUBLISHING CORPORATION

## THE UGANDA GAZETTE PRICE LIST

| SN  | ADVERT DESCRIPTION                                                                                                                                                                          | RATE (UGX)                                           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| 1.  | The Marriage Act- Notices (Notice of place for celebration of Marriage)                                                                                                                     | 210,000 (Until 31st Dec 2021)<br>Thereafter, 345,000 |
| 2.  | The Companies Act-Notices (Notice of Change of company name)                                                                                                                                | 230,000                                              |
| 3.  | The Insolvency Act-Notices                                                                                                                                                                  |                                                      |
| 4.  | a) Resolutions                                                                                                                                                                              | 230,000                                              |
| 5.  | b) Petitions                                                                                                                                                                                | 1840 per word                                        |
| 6.  | c) Public Notices                                                                                                                                                                           | 230,000                                              |
| 7.  | The Advocates Act (Notice of Application for Certificate of Eligibility)                                                                                                                    | 230,000                                              |
| 8.  | The Commissioners for Oaths (Advocates) Act notices (Notice of Appointment of a Commissioner for Oaths)                                                                                     | 345,000                                              |
| 9.  | Gazetting Professionals (Accountants, Surveyors, Nurses, engineers doctors, dental practitioners, cultural leaders etc.)                                                                    | 345,000                                              |
| 10. | Gazetting of Security uniforms/Change of security uniforms                                                                                                                                  | 345,000                                              |
| 11. | The Mining Act-Notices                                                                                                                                                                      | 345,000                                              |
| 12. | Statutory Notices<br>a) The Electricity Act (ERA)<br>b) UNBS<br>c) Electoral Commission<br>d) Ministry of Water and Environment<br>e) Local Government valuation lists<br>f) Any other MDAs | 460,000(standard)<br>Extras, 1840 per word           |



| SN  | ADVERT DESCRIPTION                           | RATE (UGX)                                  |
|-----|----------------------------------------------|---------------------------------------------|
| 13. | Application for a Trademark                  | 290,000 (Standard)<br>Extras, 1840 per word |
| 14. | Copyright                                    | 120,000                                     |
| 15. | Patents                                      | 1840 per word                               |
| 16. | Alteration of a Trademark                    | 345,000                                     |
| 17. | Industrial design                            | 345,000                                     |
| 18. | Application for Special Certificate of Title | 230,000 (Per plot)                          |
| 19. | Caveats                                      | 345,000                                     |
| 20. | Administrator General Notices                | 230,000 (Standard)<br>Extras, 1840 per word |
| 21. | Deed polls (Standard)                        | 460,000<br>Extras, 1840 per word            |
| 22. | Deed polls (Ordinary)                        | 345,000                                     |
| 23. | Statutory Declarations                       | 1840 per word                               |
| 24. | The Public Service Standing Orders - Notices | 1840 per word                               |
| 25. | Miscellaneous applications                   | 345,000                                     |

## Gazette Price list

| SN | Advert Space name        | Dimensions    | Est. No. of words | Price     |
|----|--------------------------|---------------|-------------------|-----------|
| 1  | Full page                | 248mm X 180mm | 1,000             | 1,840,000 |
| 2  | Half page (1/2)          | 248mm X 85mm  | 500               | 920,000   |
| 3  | Quarter page (1/4)       | 124mm X 85mm  | 250               | 460,000   |
| 4  | Third page (1/3)         | 82mm X 85mm   | 146               | 345,000   |
| 5  | Eighth page (1/8)        | 62mm X 85mm   | 83                | 230,000   |
| 6  | Normal logo/Picture      | 25mm X 85mm   |                   | 92,000    |
| 7  | Abnormal logo/Picture    | 50mm X 85mm   |                   | 184,000   |
| 8  | Charge per word          |               |                   | 1,840     |
| 9  | Minimum Space to Publish | 62mm X 85mm   | 83                | 230,000   |

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**25.9**  
**MILLION** 

registered with NIN's

**67**   
**INSTITUTIONS**

with seamless exchange of data

**117**   
**DISTRICTS**

with NIRA presence

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# Editorial

Welcome to the maiden edition of The Printer Magazine, a publication by Uganda Printing and Publishing Corporation (UPPC).

We purposed this to be a souvenir magazine as we mark 120 years of existence of UPPC, which started off in 1902, with the publication of the Official Gazette by the then British colonial government in Uganda. However, we intend it to be a national periodical in which we shall be publishing the activities of the different ministries, department and agencies (MDAs).

As we commemorate the milestone of service as a Government printer, we also reflect on the social, political and economic contribution of the Corporation to the nation. However, our existence thus far would not have been possible without the contributions of different stakeholders. In that vein, we would like to thank our partners and clients for all the support rendered to us.

In this magazine, we highlighted the achievements of UPPC as a chief government printer and publisher over the last century, provided some guidance to the public on the services offered by UPPC and showcased the roles and achievements of some MDAs and non-state actors in developing and transforming Uganda.

We would like to assure Government and the general public that at UPPC, we are aware that digital technologies are defining the way businesses are done world over and the printing industry has not been spared.

In that regard, we have embarked on digitalizing our rich repository of legal and public documents since colonial



Mr. Kenneth G. Oluka  
Ag Managing Director

time, most of which are in hard copy format. This is aimed at easing access to these very important documents through computer networks and online. We are digitalizing to in order to improve the delivery of our services to customers. We are in the process of developing a clients' portal that can enable us extend services to our clients electronically in a self-service manner. The client portal will be a platform through which the general public can upload and register their content for advertisements on the e-Gazette as well as view publications or archives on a subscription basis.

We would like to thank the Minister for the Presidency, Hon Babirye Milly Babalanda, the Secretary Office of the President, Haji Yunus Kakande and the technical staff in the office of the President for their support and guidance to the management and staff of UPPC.

To our partners, we would like to assure you that UPPC is on the right trajectory to recovery and there are excellent signs of flourishing because of your support. We are determined to maintain our niche as leaders in security printing and reclaim our market share in general printing, even amazingly above expectation. Our UPPC of tomorrow is a leader in security printing in Uganda and East Africa region as well as a centre of excellence for printing and publishing, including training.

With your support, we shall continue carrying the banner high as a forerunner in the printing and publishing industry in Uganda, as we have done for the last 120 years. We aspire to maintain our position as a Market leader in Security Printing and Publishing.

## Magazine Editorial Committee

|    |                       |                        |     |                    |             |
|----|-----------------------|------------------------|-----|--------------------|-------------|
| 1. | Mr. Kenneth G. Oluka  | Editor-In- Chief       | 8.  | Alex Baita         | Writer      |
| 2. | Ms. Alice Nazziwa     | Editor                 | 9.  | Nicholas Mwesigwa  | Writer      |
| 3. | Ms. Nancy Anek Obita  | Chief Sub-Editor       | 10. | Amos Ngwomoya      | Writer      |
| 4. | Mr. Stephen Kisembo   | Sub-editor             | 11. | Blanshe Musinguzi  | Writer      |
| 5. | Ms. Leticia Namutebi  | Sub-editor             | 14. | Andreas Semakula   | Photography |
| 6. | Mr. Ronny Kahuma      | Chief Graphic Designer | 15. | Sande Jeff Kimbowa | Photography |
| 7. | Mr. Elijah Atwijukire | Graphic Designer       |     |                    |             |



**H.E. YOWERI KAGUTA MUSEVENI**  
The President of the Republic of Uganda



# Foreword

## UPPC is on a march to a **brighter future** - Minister Babalanda

I take pleasure to congratulate Uganda Printing and Publishing Corporation (UPPC) on this auspicious occasion of celebrating 120 years of service to Uganda.

120 years is confirmation of the exceptional role UPPC has played and continues to play in the transformational journey of Uganda.

I join the staff of UPPC and the people of Uganda to celebrate this Centenary plus twenty years of printing and publishing that certainly put UPPC in a special category of agencies that have lived longest in Uganda's history.

At the same time, I wish to thank and congratulate UPPC clients; both in government and the private sector for evolving with and being part of the institution's journey. You have provided such an uninterrupted business relationship of more than a century. Without you, UPPC would have closed office many decades ago.

This Magazine is intended to give Ugandans and all the others a special perspective and coverage of the history of UPPC and the current line of business, especially following the recent refurbishments in the corporation.

The magazine relays the story of UPPC as a

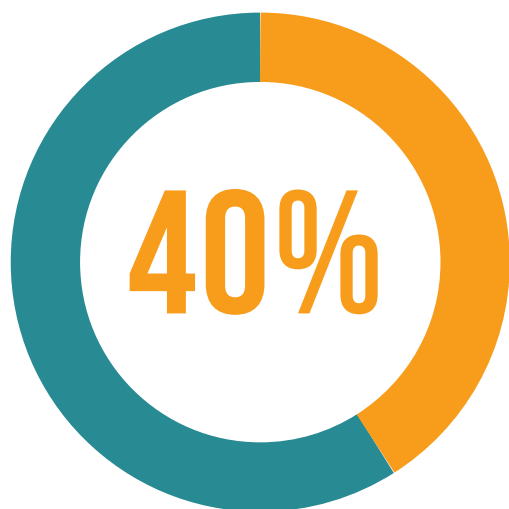






*The Minister for Presidency Babirye Milly Babalanda interacting with UPPC staff at her recent visit to the corporation*

H.E. the President has also remained supportive with the recent directive that requires all government institutions to offer at least



of their printing business to UPPC.

successful public enterprise fully owned by the Government of Uganda and managed under the President's Office.

The British colonial government started UPPC, then named the Government Printer; as a vital tool to aid communication both within Uganda and with the government officials back in Britain.

For the past century, the role of the Government Printer has been to supply stationery and provide printing and publishing facilities to all Government Ministries, Departments and Agencies (MDAs). This role was maintained to a certain extent until when the bad politics forced the UPPC on its knees when the MDAs chose to do their printing elsewhere.

When the National Resistance Movement (NRM) Government assumed power in 1986 however, the Government Printer was transformed into a corporation through the UPPC Act, Cap 330. Section 2(2). UPPC remained to offer its unique services to Government and to the overall printing industry in Uganda and it did not get privatized.

Government has supported the corporation to grow into a self-sustaining entity that draws no funds from the consolidated fund. H.E. the President has also remained supportive with the recent directive that requires all government institutions to offer at least 40% of their printing business to UPPC.

UPPC therefore continues to print ministerial reports, Acts of Parliament, books of the laws of Uganda, The Uganda Gazette,

other government reports, promotional materials, books and magazines; among other printing services.

However, although government institutions are the corporation's main client, UPPC needs to aggressively market itself and to tap into businesses from the private sector. This, I believe should be achievable given the corporation's history and the recent acquisition of the very powerful and versatile 7k indigo printing machine.

This machine positions the corporation into a world-class printer capable of handling any volume of work and maintaining the highest quality of output possible on the market. I, too; know that UPPC has plans to acquire the 5- colour machine which is a good gesture of preparedness for a competitive environment.

Early this year, I was at UPPC premises in Entebbe to commission the construction of the security printing factory which will be home to the Uganda Security Printing Company (USPC) Limited.

USPC was formed in October 2018 as a result of a joint venture between the government of Uganda represented by UPPC and the German Consortium of Veridos. This venture will take the government printing industry a notch higher by printing security documents such as passports, driving permits and land titles among others. UPPC and USPC will be working hand in hand to transform Uganda's printing industry.

Financially, the two will greatly save our nation money that was being spent on the payment of such services in foreign countries. The two institutions will also provide jobs to young people with the relevant qualifications, especially in IT and other engineering fields.

Furthermore, they will be a major revenue earner for the country through taxes and the sale of security documents.

The strategic location of these two makes them easy to contact to provide printing

services to neighbouring countries, thus earning Uganda the much needed foreign exchange.

In conclusion, I would like to reaffirm government's commitment in supporting UPPC as it works to scale new heights.

I urge the staff of UPPC to stay ethical, hardworking, united and focused because that is the only way you will portray a good image to the general public who you are courting to be

your customers. You should aim at achieving 100% productivity every single day.

On the other hand, you also need to stay updated by constantly learning, retooling and acquiring the latest technologies.

With this, I congratulate UPPC upon this huge milestone.

*Hon Babirye Milly Babalanda  
Minister for the Presidency*

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# UPPC at 120

## How Government Printer has stood the test of time

By Amos Ngwomoya

2022 will be a special year in the history of Uganda Printing and Publishing Corporation (UPPC), as the corporation celebrates its 120<sup>th</sup> Anniversary. Founded as a Government Printer under the British Colonial Government in 1902, UPPC was established by the Uganda Printing and Publishing Corporation Act, 1992, Cap. 330, Laws of the Republic of Uganda as the first state-owned printing firm. The main functions of the corporation are to provide printing and publishing services to Government Ministries, Departments, Agencies as well as to private individuals and organisations.



The corporation is mandated to print and publish all laws [Acts, Bills, Statutory Instruments, Legal Notices, Ordinances), the Uganda Gazette, policy documents, information, educational and communication documents. The Uganda Gazette, a periodical weekly publication is UPPC's flagship product.

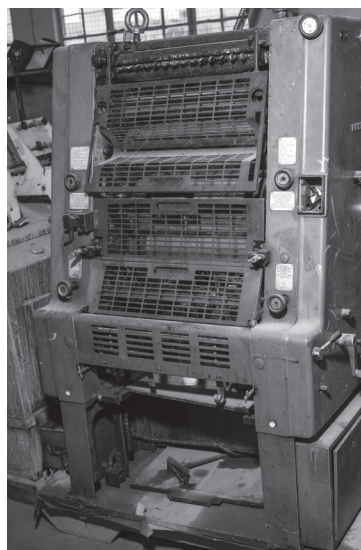
Over the years, UPPC has significantly evolved to become a printing powerhouse in the country. Its journey can best be described in three phases. The first phase was the Colonial era (1902 – 1962) where typing was done by joining metallic letters by hand, later putting letter by letter to make a word and joining words to make sentences, until a document was complete.

Phase Two was Post-independence (1962 – 1992) where mechanical typesetting came in, with typing done by the monotype and intertype machines. The monotype and intertype machines were used to cast type from hot metal composed of lead. At the time, a few computers were in place, albeit with both low capacity and speed.

The Third phase ran from 1993 to date, where high quality Mackintosh and Microsoft computers were acquired. Darkroom cameras were used to photograph information from typeset copy to make a negative film, transfer the image to a negative plate, plate to paper. This process, however, was faster and with lighter pages. With the development in technology came machines such as the folding machine, perfect mina binder, pressing machines, perforating machine, and guillotine cutting machine; which enhanced the publishing process.

The latest phase is the digital era, in which UPPC has established a modern printing house, purchased the state-of-the-art HP Indigo Colour machine with more modern pre-press, press and post press equipment on the way. The Corporation has also developed an e-gazette in a bid to match with the current digital trends.

While very few firms in the printing industry have withstood the test of time to celebrate their centennial, UPPC is honored to have reached this



*A collection of some of the old machinery that will form part of the museum at UPPC*



milestone. Throughout the years, the corporation has pushed the boundaries of technical excellence, integrity, hard work, team work and created significant innovations that have shaped the printing industry.

While launching celebrations to mark 120 years of UPPC at Golf Course Hotel on July, 22, 2022, the acting Managing Director, Mr Kenneth Geoffrey Oluka said the corporation is upbeat about turning around its fortunes with a major focus on becoming East Africa's one-stop printing and publishing centre despite the biting competition from sector players.

"UPPC has become synonymous with quality. As management, we have invested in both a skilled workforce and modern equipment which has resulted in rapid production, error-free work and on-time delivery. The corporation boasts of highly experienced staff some of whom have been

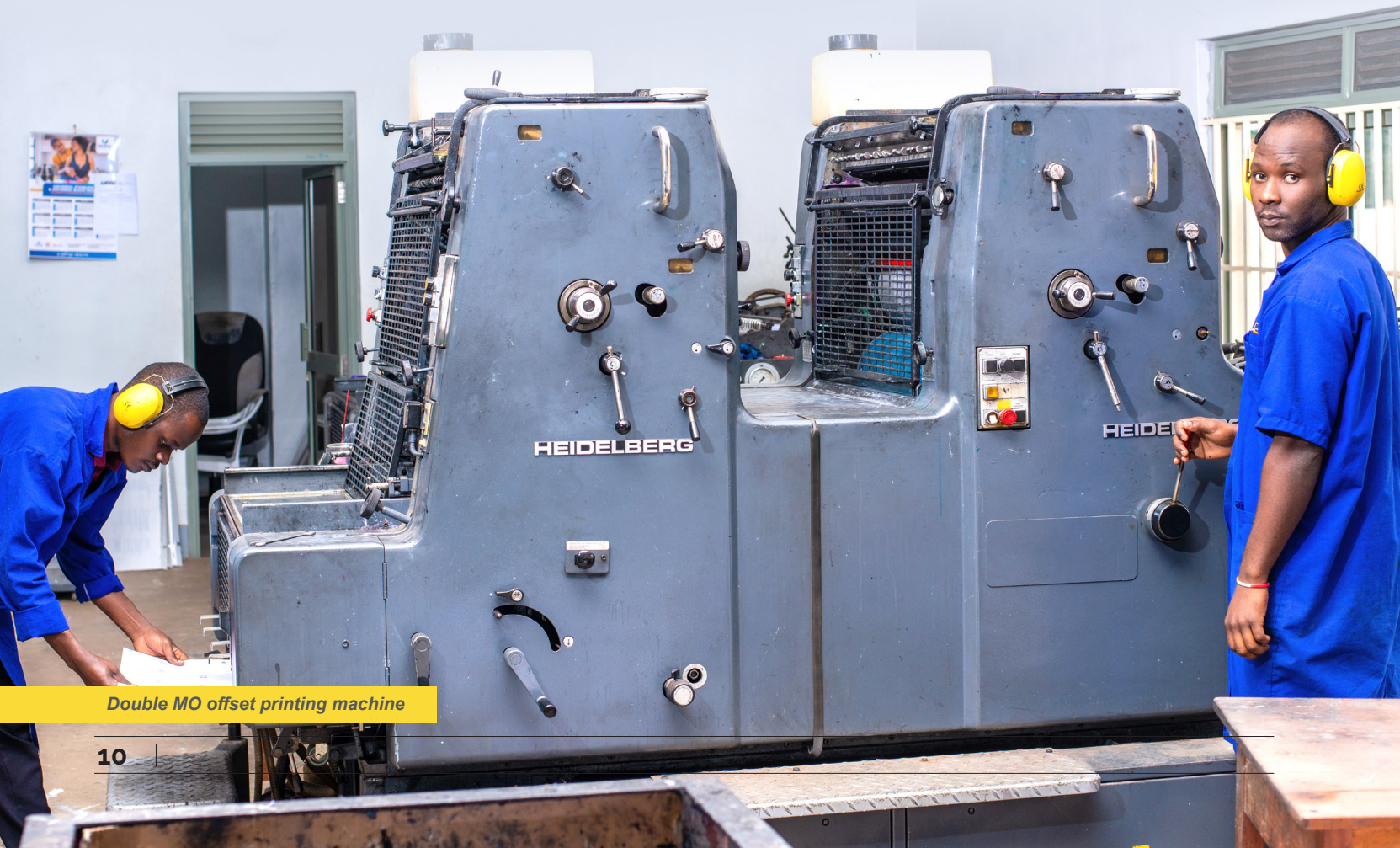
part of the corporation for the last three decades or so," Mr. Oluka said.

UPPC's success also lies in the uniqueness of its mandate of security printing and the corporation's ability to deliver on it effectively.

**UPPC  
has also  
expanded its  
national reach  
by opening  
outlets across  
the country**

Throughout its 120 years, the Corporation has contributed immensely to the printing of Uganda's history in form of laws, historical documents, reports and Presidential portraits. To preserve this history and make it more easily accessible, the corporation is in the process of digitising the vast amount of information and documents in its stores.

Just like the great Philosopher Aristotle said that the whole is greater than the sum of its parts, UPPC has leveraged on strategic partnerships which have propelled business growth and generated not only



Double MO offset printing machine





*The new state-of-the-art Indigo press at UPPC*



*Halley numbering machine at UPPC*

more clients but value for them as well. These include the Uganda Parliament, Uganda Registration and Services Bureau and the First Parliamentary Counsel among others.

UPPC has also expanded its national reach by opening outlets across the country. Besides, plans are underway to build a national archive and revive the printing school.

Although the Corporation is a public enterprise fully owned by the Government, it doesn't receive funding from the treasury but depends solely on funds generated from the businesses it does with MDAs and non-state actors.



# We are the ultimate **home** **of security printing**- UPPC MD Kenneth Oluka

By Blanshe Musinguzi

Not many institutions in Uganda are as old as Uganda Printing and Publishing Corporation (UPPC), which is celebrating 120 years in business this year. The year has been eventful for Uganda's national printer, ringing in so many changes in terms of both personnel and operations. Following the dissolution of the old management due to corruption-related issues, the corporation now has a new team driving business and changing the face of the entity tasked with delivering most of the nation's printing works.

**Mr. Kenneth Oluka** was recently appointed acting Managing Director and he is now the man behind the wheels of Uganda's oldest corporate institution.

In this interview, he shares some of UPPC's future plans as well as the milestones so far achieved in his short tenure as the corporation treks its journey to being the ultimate home of printing not only in Uganda but the entire East African region.

**Q** You have been acting Managing Director for about one year now. What have you achieved during this period?

**W**e have achieved quite a lot as a team. This is largely because we have a very cooperative, experienced, professional and talented team. They have made my work as their leader easy and enjoyable. I am highly optimistic that with their continued cooperation, we shall hit more and more milestones.



One of the most important achievements we have made is achieving stability and building team cohesion. The team is more cohesive, focused, purposefully working together to ensure that we deliver on our mandate of printing and publishing for government, private sector, non-governmental organisations and individuals.

Secondly, our commitment to meeting the statutory obligations of paying taxes and other payments like NSSF remittances has greatly improved. We have improved on our rapport with the relevant agencies to ensure that we meet our obligations in a timely manner. This is still working progress, but we are on the right trajectory. We have also greatly improved on paying our suppliers in a timely manner.

There is a marked improvement on the timely delivery of jobs, without compromising our quality.

All our actions are guided by the corporation's strategic plan and we before the end of this year, we shall have a new strategic plan to guide our operations for the next five years.

On the human resource front, we have recruited a number of staff, including the Corporation Secretary and Public Relations and Public Affairs Manager.

With the recruitment of a public relations and public affairs manager, it is evident our public relations have greatly improved. We have done a lot of publicity more than ever before, with our presence now much better, both in traditional media and social media. We are running very aggressive media campaign and corporate social responsibility programmes to improve on the visibility and image of the corporation.

We have done quite a lot, but there is still a lot to do. I wouldn't say we have reached where we want to be, but we are moving in the right direction.



**UPPC is one of the oldest institutions in Uganda but only a handful of Ugandans know it. So, what is UPPC?**

UPPC is a state enterprise under the Office of the President mandated to print and publish for the government of Uganda. UPPC is mandated to print and publish the laws of Uganda and the official Government newspaper called The Uganda Gazette. The Uganda Gazette is printed by authority of the Government of Uganda as a newspaper of record, where all the laws of Uganda are published.

UPPC started off in 1902 as the Official Gazette for the British Colonial Government. The Official Gazette was used by the colonialists to record and report back to London what was happening in their colony in East Africa. The Official Gazette was modeled along the lines of the London Gazette as a newspaper of record, under the British colonial office.

It was later renamed The Uganda Gazette still under colonial administration. At the time of independence in 1962, the new government inherited The Uganda Gazette. It became a department in the Office of the President, until 1992, when it was made a corporation by the UPPC Act, 1992, Cap. 330, Laws of the Republic of Uganda.

We are mandated to print and publish all Government legislation and documents, provide printing services to parastatals, private organizations and individuals, publish books, booklets or other publications which enhance the culture, welfare and unity of Uganda and print both textbooks and exercise books or any other books for general reading or use.

At UPPC we print and publish all laws, these include Bills, Acts of Parliament, Statutory Instruments, Legal Notices, Orders, Ordinances and Bylaws.

Apart from the exclusive mandate to print and publish the laws, our other niche is in security printing. By mandate, we have the mandate to undertake security printing works for MDAs, private sector and the general public.

Another important role assigned to UPPC is to act as an in-service school to train its own and other organizations' apprentice printers. In this regard, we are in the process of reviving a printing college at UPPC. For starters, UPPC used to have a printing college but it closed. Now we have plans of reviving it.



One other important role assigned to UPPC is to act as the chief adviser to the Government on all printing and publishing matters. Over the years, this role has been overshadowed because of competition and focus on printing. But lately we have taken this role seriously. For instance recently we advised relevant MDAs on the need to gazette wetlands. We have also advised a number of universities on the need to gazette their policies and graduands/graduates. We can also advise on the different printing solutions.

The publishing role at UPPC has hitherto been less emphasized, but now we are laying emphasis on it and we are targeting publishing of educational materials in conjunction with the National Curriculum Development Centre (NCDC) and the Ministry of Education and Sports. We would also like to enter into partnerships with universities and other institutions of learning to provide publishing services for academic and scientific writings.

UPPC is also mandated to provide stationery, such as envelopes, desk calendars, letterheads, visiting cards, file folders or other stationery for office use; to produce posters and other forms of advertising materials; to produce paper bags, paper boxes and other paper packing containers and provide technical drawings and architectural plans.

At our factory, we carry out binding services on books, magazines or other documents, and we can provide business and accounting stationery, such as receipt forms, cash books and ledger books. To this end, we are the printers of the Government General receipt.

It is important to note that although UPPC is state-owned, it runs as a commercial enterprise without monetary support from government. We make money by doing business with Ministries, Departments and Agencies (MDAs), private sector and the general public.

**Q At 120 years, UPPC wants to set up a museum. What should people expect to find in this museum?**

We have a number of historical printing machines that we can showcase to the public. Before the typewriters came in, there was the letterpress where letters were put together to form words, which were then joined to form sentences. As technology advanced, so did the printing and typing machines.

The typewriters were later followed by computers. The first computers at UPPC were the old IBMs.

So, we have old equipment and old print technology which we to put in our museum. The museum will not operate in isolation. It is also closely associated to the re-establishment of a printing training school. The idea here is that the old equipment will not only be for public viewing in the museum, but will also be used in the printing school for the students to appreciate how technology has evolved over the years.

We also have very old publications which we are now digitalizing for our archives, but we shall have hard copies of some very important historical documents in the museum as well.

**Q You mentioned about archiving. What is UPPC going to archive?**

We are archiving important old documents of this country, especially those related to laws. This will be good for researchers, academicians, lawyers and the general public especially those interested in general knowledge. We are in the process of digitizing all documents in a proper order. Specifically, for the laws, we are indexing the laws digitally, so that people can easily trace related laws. All the laws and are at UPPC albeit in hard copy. Our intention is to digitize them so that people can easily access them by a click of a button without necessarily coming to UPPC. There is a lot that we are going to do and we are not going to do it alone. Like when it comes to the museum, we will work closely with officials at the National Museum and on archiving, we are going to rely on the partnership with National Libraries and other NGOs or organizations interested in archiving.

**Q You mentioned earlier that UPPC will be opening a printing school soon. It is known that for one to print a document, they must have only a computer and printer. Do you really need to teach people how to print?**

When you talk about printing, it is beyond a printer and a computer because if you are going to produce 1000 books, you are not going to print them from that computer. There are special machines which are also called printing presses.

Here we are talking about big printing machines or presses that print in bulk. For instance, an organization

might want to print one million copies. That cannot be easily done in a office computer. So, you must have a big printing press and most modern presses are digital. We are in the process of acquiring new presses for UPPC so that we can be able to do quality mass production or colored works.

Another thing is that printing and producing a complete product like a book takes more than just printing. It may involve other processes like stitching, binding, folding, laminating, trimming etc.

So when we talk about printing school, we are talking about training professional printers who can handle different tasks involved of printing in a professional manner, with the aim of ensuring quality and timely delivery.

Apart from general printing, there is security printing which is aimed at securing documents against forgeries. It is not about guns or the military. With digital technology, there are ways of protecting these documents digitally so that certain security features cannot be seen with the ordinary eye. Those are the kind of concepts we are going to be teaching in the printing school.

The curriculum we envisage in the printing school will go beyond printing. We intend to include ethics and integrity, basic business and financial management skills, customer care, information management systems and management skills. We intend to produce professional printers. This is especially important as we brace ourselves for the bigger role of security printing when the security printing factory at Entebbe is completed. People who do security printing have to be of high integrity or ethical standards.

### **Q Why should UPPC be the one to own the school? Can't other institutions start it?**

The idea of a printing school is not exclusive to UPPC.

For UPPC however, the mandate of training printers is by Act of Parliament that established it. The UPPC Act, Cap 330. Section 2(2) states that UPPC will 'act as an in-service school to train its own and other organizations' apprentice printers.'

So our training will be practical. I can attest that some of the best printers we have in this country were trained in the former UPPC printing school. We still have a number of them at UPPC todate, and they are some of the most

efficient and experienced printers we have.

In reopening a printing school, we are not venturing into uncharted waters; we are simply reviving one of the success stories of the past. We have examined reasons for the closure and we are consulting widely before we start. All necessary requirements are being put in place.

We want to revive the printing school so that people can be trained and awarded certificates which they can confidently present for employment. People need to be able to present their certificates and say, "I've been trained in printing using web offset, a sheet-fed machine, a digital machine and I can be able to do your work." This we think, is one way that we can contribute as a corporation to the skilling of Ugandans, especially young people. The training is about skills that they can use, even if they are self-employed.

### **Q The USPC factory is being built at the UPPC premises in Entebbe and the latter is apparently part of a joint venture. Could you shed light on this joint venture and how it is going to be executed?**

Uganda Security Printing Company Limited (USPC) is a joint venture company between the Government of Uganda represented by UPPC with 51% shares and a consortium of German companies, Veridos GmbH, with 49% shares. So, UPPC is the majority shareholder, on behalf of the Government of Uganda.

USPC was formulated in November 2018 as a special purpose vehicle to revamp Uganda Printing and Publishing Corporation (UPPC). The other main objective of USPC is to produce and supply all such security documents whose printing is the preserve of the Government of Uganda.

According to the joint venture, USPC will exist for 15 years. So, this implies that UPPC and the consortium Veridos GmbH will run USPC for 15 years after which USPC equipment and staff will be taken over by UPPC on behalf of the government of Uganda.

Yes, a security printing factory is now being built. The construction is to last 18 months. The factory will be well equipped with modern security printing equipment and many Ugandans will be recruited to work in it.



**Q The Corporation is celebrating 120 years. What special activities are you holding in this regard?**

We have carried a number of activities to mark the 120 years anniversary. We launched the the celebrations on July 22, 2022 at Golf Course Hotel, Kampala.

We have since held a number of corporate social responsibility (CSR) activities, including helping the vulnerable communities in Entebbe, visiting law schools to sensitise students about our services, we have hosted engineering students at our factory to help them appreciate print technologies, and we have held a number of exhibitions of our products in Kampala. We recently had a walk from the Constitutional Square to the Uganda National Cultural Centre (National Theatre) with our Minister for the Presidency as chief walker.

We are crowning the celebrations with Thanksgiving prayers at our head office in Entebbe to express our gratitude to Almighty God for bringing our institution thus far.

In all these, we involve our partners, well-wishers and general public.

**Q As you look to the future, what will be UPPC's main agenda?**

We want UPPC to be the ultimate home of security printing and that is surely our top target. The security printing company that is being built by USPC will have the capacity to do all sorts of security printing, like the National Identity Cards (IDs), driving permits, passports; and even currency notes. We want to be a leading security printing entity, beyond Uganda. We want our regional partners in East Africa to do their security printing here. UPPC should be a corporation of record, with digital archives and museum. We aspire to be a place where people can come and access historical information that we are digitalizing now.

**Q Digital technologies are defining the way businesses are done world over and the printing industry has not been spared. How prepared is UPPC for this digital transformation?**

UPPC has a rich repository of legal and public documents since colonial time, but most of them are in hard copy format. There is an overwhelming and long overdue need to have these very important documents in a digital format for ease of access through computer networks and online. We are therefore digitalizing our archives:

Apart from digitalizing the archives, one of the innovations we are putting in place is e-publishing in order to improve services delivery. We are in the process of developing a clients' portal in order to extend services to our clients electronically in a self-service manner.

The client portal will be a platform through which the general public can upload and register their content for advertisements on the e-Gazette as well as view publications or archives on a subscription basis.

As a leading security printing and publishing corporation, we are aiming at more than just making the existing hard copy data digital, but embrace and leverage on new digital technologies to collect data, establish trends and make better business decisions and improve on the speed and convenience of doing business.

Through digitization, we shall set up e-publishing services, especially e-Gazette, on an integrated platform that has a clients' advert portal, while at the same time enabling integration with our stakeholders who are mainly Ministries, Departments and Agencies (MDAs).

We are aiming at system that will ease access and at the same time help us strengthen the security of The Uganda Gazette through automatic online verification of documents submitted from MDAs and authorized agencies. We are aiming at a system that enables the public to upload documents, access all our services, archived and current records by a click of a button. This will enable us serve our clients from wherever they are and reduce on paper work and direct human to human interaction. This will help improve our clients' experience by reducing time and costs of accessing our services.

With these digital innovations, I believe UPPC will be better positioned to serve its clientele efficiently and in a timely manner.

# Are you updated with the law?

The Uganda Gazette is a weekly periodical publication authorised to publish **Public Notices, Legal Notices and Laws of Uganda.**

Get your copy at our head office in Entebbe or at our Kampala office, Plot 6 Kimathi Avenue, Air Line House, Ground Floor.



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# I will work with UPPC to mitigate barriers in regional trade

A seasoned lawyer and astute politician, Hon. Rebecca Alitwala Kadaga served as the Speaker of the Parliament of Uganda from 19th May 2011 to 21st May 2021. She had previously served as Deputy Speaker of the August House. Described by many as an independent-minded politician, Kadaga is the First Deputy Prime Minister and Minister for East African Community Affairs. As Uganda Printing and Publishing Corporation (UPPC) celebrates 120 years, we sought her opinion on a number of issues pertaining to the UPPC Act, the relevance of the Uganda Gazette and prospect of marketing UPPC beyond Uganda's borders.

## Q What is the importance of the UPPC Act to Parliament?

The UPPC Act, Cap 330 1992 provides for the establishment of the Uganda Printing and Publishing Corporation. It also provides for its composition, powers, objects, functions, administration, finances and other connected purposes. This implies that UPPC is a public enterprise that is fully owned by Government.

The Act also makes mention of the primary function of the corporation which is to provide printing and publishing facilities to the Government Ministries, departments, parastatal bodies and to private individuals and organizations.

The Act also states that the Minister, after approval by Cabinet, may by statutory instrument, direct any Ministry or department to have its printing and publishing work done by the corporation.

The current products are; the weekly periodical publication of Uganda Gazette (government newspaper), laws and legislations, security printing, general printing and stationery. The importance of this institution to Parliament lies in the fact that it is established by an Act of Parliament from where it derives its mandate.



**Q How important is the Uganda Gazette to the proceedings of Parliament?**

The Uganda Gazette is an Official Government publication that contains Notices, Government declarations and supplements, Bills, Statutes, Statutory Instruments and Legal Notices. It is a weekly publication that is open and accessible to the general public.

Article 257 of the Uganda Constitution defines the Gazette as the Uganda Gazette and includes any Supplement of that Gazette. Section 2(ff) of the Interpretation Act Cap. 3 defines a Gazette as the Uganda Gazette including any supplement or Gazette Extra Ordinary.

The legal status of the Uganda Gazette is that it is the Official Government publication in which all important Government Communications to the public are usually effected by being published in the Gazette. For example, Acts of Parliament are required by Article 91(8) of the Constitution to be published in the Gazette.

Currently, in the law-making process, after the Speaker assigns a bill to a parliamentary committee, it is published in the Uganda Gazette, and also once the bill has been passed into Law, it is also published in the Uganda gazette. It therefore forms part of the legislative process. This is where the Uganda Gazette derives its relevance in parliamentary proceedings.

**Q What has been the contribution of UPPC to the legal fraternity in Uganda?**

A: UPPC has no outright link to the legal fraternity but since its existence and mandate emanates from an Act of Parliament, this gives it a legal status. Since UPPC is a custodian of laws and legislations which it prints, these documents can at any one time be accessed by those interested including the legal fraternity.

However, since these are also accessible from many other avenues including libraries and media houses, it means the rights are not exclusive to UPPC and therefore this still makes it as relevant as all other sources of information that the legal fraternity may seek.

This also applies to the printing and publishing function which can be accessed from any other service provider in case the legal fraternity seeks any.

**Q The Ministry of East African Community Affairs (MEACA) exists, “to ensure that Ugandans benefit from the East African Community Integration. What initiatives have you put in place to support UPPC to tap into the regional market?”**

A: The Ministry of East Africa Community Affairs as one of its mandate in ensuring that Ugandans benefit from the East African Community Integration, does conduct sensitization to the public on how they can take advantage of regional integration and benefit from the opportunities therein. There has been specific focus on the business community to tap into the common market opportunities without specific focus on a specific firm. MEACA partners with various MDA's such as UEPB, PSFU, UFZA, and UMA among others in achieving this.

There has not been a specific focus on UPPC as efforts focus on the entire business community including UPPC to tap into the regional markets and opportunities.

The Ministry can only get involved in ensuring that there is no barrier to trade but the initiative to take advantage of the free trade lies with the institution involved.

For example, the Ministry has been handy in handling matters related to trade in rice, poultry products, milk and fish among others which were affected by certain barriers imposed by some partner states. MEACA can work with UPPC in case there are barriers regarding their access to establish or trade regionally but UPPC has to take initiative to market regionally through either establishing an online news portal and establishing regional outlets among others as the EAC common market protocol already provides a platform for this.

**Q The EAC policies have legally binding documents, are they gazetted? Are there any interventions to ensure they are gazetted?**

A: The EAC has legally binding documents, and the East African Community Gazette, published by the East African Community, is the one that does the gazette since these are regional laws and are therefore passed at regional level. This is also provided for in the EALA rules of procedure.

**The gazette has been recognized as a central archive or database for very valuable information for Governments across the world**





We are the ultimate home of security printing- UPPC MD Kenneth Oluka

UPPC is on a march to a brighter future - Minister Babalanda



Archbishop Kazimba Blesses UPPC's New Premises

Understanding the Uganda Gazette



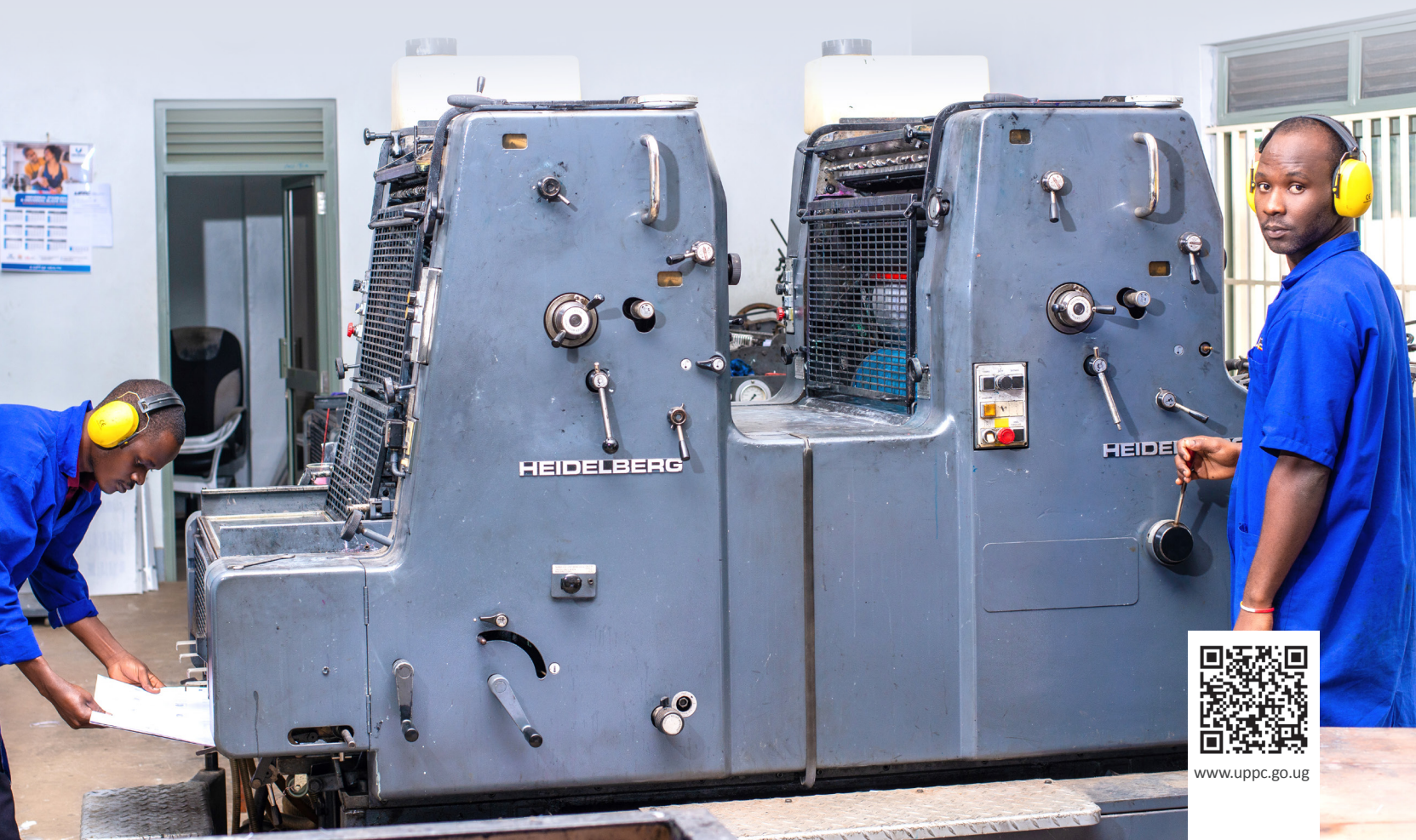
# THE Printer

A publication of Uganda Printing & Publishing Corporation

Issue No. 1 | Volume 1 | November 2022

## UPPC @ 120

Government printer has stood the test of time



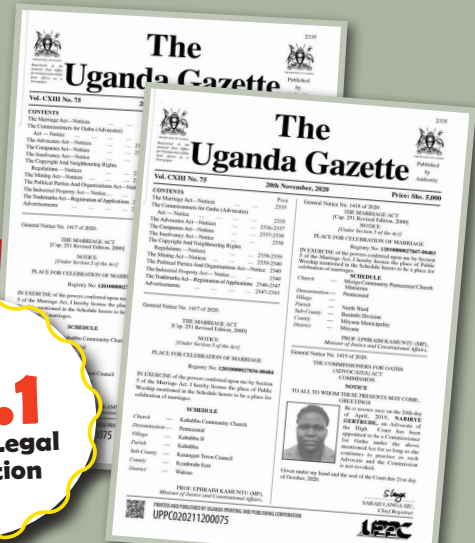
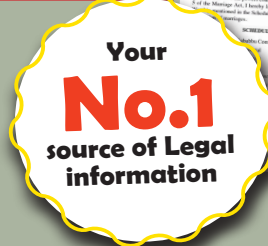
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# UGANDA PRINTING AND PUBLISHING CORPORATION

## THE UGANDA GAZETTE PRICE LIST

| SN  | ADVERT DESCRIPTION                                                                                                                                                                          | RATE (UGX)                                           |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| 1.  | The Marriage Act- Notices (Notice of place for celebration of Marriage)                                                                                                                     | 210,000 (Until 31st Dec 2021)<br>Thereafter, 345,000 |
| 2.  | The Companies Act-Notices (Notice of Change of company name)                                                                                                                                | 230,000                                              |
| 3.  | The Insolvency Act-Notices                                                                                                                                                                  |                                                      |
| 4.  | a) Resolutions                                                                                                                                                                              | 230,000                                              |
| 5.  | b) Petitions                                                                                                                                                                                | 1840 per word                                        |
| 6.  | c) Public Notices                                                                                                                                                                           | 230,000                                              |
| 7.  | The Advocates Act (Notice of Application for Certificate of Eligibility)                                                                                                                    | 230,000                                              |
| 8.  | The Commissioners for Oaths (Advocates) Act notices (Notice of Appointment of a Commissioner for Oaths)                                                                                     | 345,000                                              |
| 9.  | Gazetting Professionals (Accountants, Surveyors, Nurses, engineers doctors, dental practitioners, cultural leaders etc.)                                                                    | 345,000                                              |
| 10. | Gazetting of Security uniforms/Change of security uniforms                                                                                                                                  | 345,000                                              |
| 11. | The Mining Act-Notices                                                                                                                                                                      | 345,000                                              |
| 12. | Statutory Notices<br>a) The Electricity Act (ERA)<br>b) UNBS<br>c) Electoral Commission<br>d) Ministry of Water and Environment<br>e) Local Government valuation lists<br>f) Any other MDAs | 460,000(standard)<br>Extras, 1840 per word           |



| SN  | ADVERT DESCRIPTION                           | RATE (UGX)                                  |
|-----|----------------------------------------------|---------------------------------------------|
| 13. | Application for a Trademark                  | 290,000 (Standard)<br>Extras, 1840 per word |
| 14. | Copyright                                    | 120,000                                     |
| 15. | Patents                                      | 1840 per word                               |
| 16. | Alteration of a Trademark                    | 345,000                                     |
| 17. | Industrial design                            | 345,000                                     |
| 18. | Application for Special Certificate of Title | 230,000 (Per plot)                          |
| 19. | Caveats                                      | 345,000                                     |
| 20. | Administrator General Notices                | 230,000 (Standard)<br>Extras, 1840 per word |
| 21. | Deed polls (Standard)                        | 460,000<br>Extras, 1840 per word            |
| 22. | Deed polls (Ordinary)                        | 345,000                                     |
| 23. | Statutory Declarations                       | 1840 per word                               |
| 24. | The Public Service Standing Orders - Notices | 1840 per word                               |
| 25. | Miscellaneous applications                   | 345,000                                     |

## Gazette Price list

| SN | Advert Space name        | Dimensions    | Est. No. of words | Price     |
|----|--------------------------|---------------|-------------------|-----------|
| 1  | Full page                | 248mm X 180mm | 1,000             | 1,840,000 |
| 2  | Half page (1/2)          | 248mm X 85mm  | 500               | 920,000   |
| 3  | Quarter page (1/4)       | 124mm X 85mm  | 250               | 460,000   |
| 4  | Third page (1/3)         | 82mm X 85mm   | 146               | 345,000   |
| 5  | Eighth page (1/8)        | 62mm X 85mm   | 83                | 230,000   |
| 6  | Normal logo/Picture      | 25mm X 85mm   |                   | 92,000    |
| 7  | Abnormal logo/Picture    | 50mm X 85mm   |                   | 184,000   |
| 8  | Charge per word          |               |                   | 1,840     |
| 9  | Minimum Space to Publish | 62mm X 85mm   | 83                | 230,000   |

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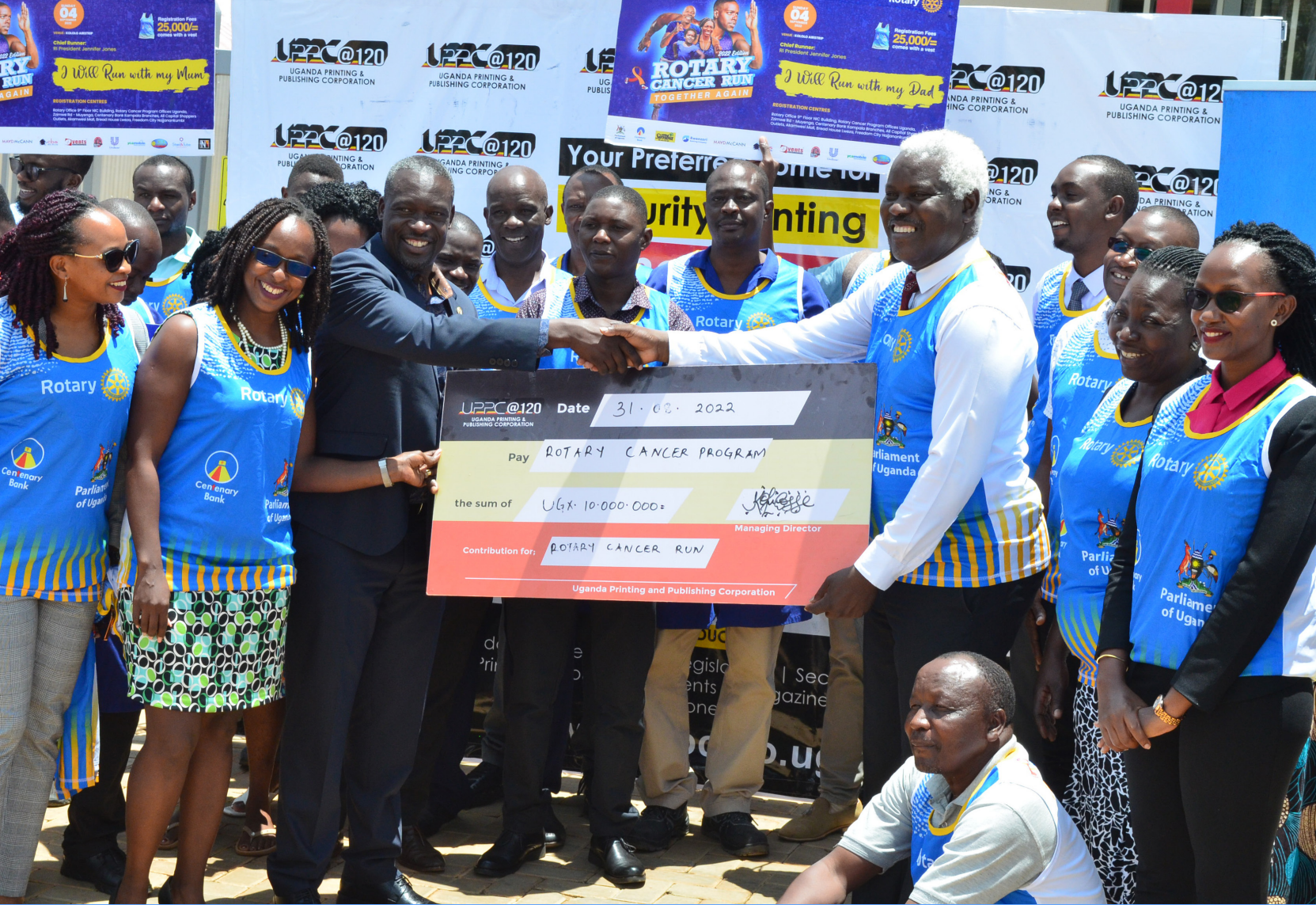


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# Why our past journey and future plans are worth your attention

By Rebecca Nyakairu

Uganda Printing and Publishing Corporation (UPPC) is a unique institution and its uniqueness is defined by its age; 120 years! You will hardly come across an institution both private and government in Uganda that is as old as we are. That itself should trigger your inquisitiveness in reading this magazine.

In it, we tell our compelling journey of the life we have lived, from the time the corporation was set up as a printer for British Protectorate Government in 1902 to where we are today. You will get to know the captivating twists and turns of our lifetime, the technology that has shaped the industry, the contributions we have made as well as the snippets of our future plans.



We occupy a particular place in Uganda's history, having been the only printing house that existed in Uganda for many decades, printing documents that illuminate Uganda's history.

And we still occupy the same place as the publisher of *The Gazette*, the government official newspaper. This history as well as our mission ties the corporation staff together in their daily endeavors to provide better services. As a corporation, we are full of vigor and vibe every day.

I take the distinct opportunity to speak about the Public and Corporation Affairs department and what we are doing. But much of what we do is done in collaboration with other departments with our Managing Director in the lead. The department's top most objective is building relationships with stakeholders and the general public through effective communication.

In our public relations activities, we put stakeholders at the heart of the corporation. But I must hasten to add that UPPC is broadening its services to all Ugandans whenever an opportunity arises. We are doing this through building partnerships and streamlining working relations with many other government Ministries, Departments and Agencies.

We recently engaged with Uganda Registration and Services Bureau (URSB) to streamline our working relations in intellectual properties. To support the National Vision 2040 and NDP III, we are in discussions with the Uganda Manufacturers Association towards promoting local industrialization.



**UPPC staff donate 500 seedlings to mark World Environment Day**



**UPPC donates cement to a church in Entebbe**

We work closely with higher institutions mainly to support the future legal fraternities. As part of our 120 years' celebratory activities, we hosted students from several institutions to educate law students about the gazette. This offers a practical experience to learners much more than the theoretical knowledge they obtain from lecture rooms.

Other stakeholder engagements have included a visit to New Vision group, which is a partner in the printing industry and NIRA among others.

To bolster our relationship with the public, UPPC has engaged in numerous Corporate Social Responsibility (CSR) initiatives. We are proud to inform you that we contributed generously to 2022





**Kampala Minister Hajjat Minsa Kabanda receiving an official Portrait of the President at a CSR event organised by UPPC in Entebbe**

World Environment Day in partnership with National Environmental and Management Authority (NEMA), National Forestry Authority (NFA) and Ministry of Water and Environment. We physically donated and planted over 500 trees in Luweero district where the national celebrations were held.

We are aggressively investing in initiatives that promote the wellness of all Ugandans. We contributed Ugx10m to Rotary International towards the construction of two cancer facilities at Nsambya Hospital and participated in this year's Rotary Run. UPPC is not only focusing on the above-mentioned national initiatives. We work closely with the community where the corporation has been situated for more than a century. We have built mutual relations with Entebbe Police and through this network, we are able to promote the security of the corporation and that of employees. We recently received fire safety training from the Entebbe Police fire rescue department.

The corporation is planning to launch an initiative aimed at promoting patriotism. That is establishing a

publishing department which is intended to publish civic education materials for the young generation. The knowledge we acquired during political education lessons; our cultures, traditions will come out in such publications.

One long term idea that we have is establishing a museum to preserve the history of UPPC. Who wouldn't want to learn our history curated in a museum? This also is vital in supporting tourism and education. We are consulting other public entities such as the Parliament to ensure that the idea of the museum comes to life.

All this that we are doing: building relations and strengthening beneficial partnerships is envisioned to position the corporation and set it on a path to a brighter future. Be on this journey by following UPPC social media platforms, inviting us to partner with you or responding positively to our call.

*The writer is the Public and Corporation Affairs Manager, UPPC*



*President Yoweri Museveni launches the PDM in Kibuku District*

# PDM: The magic bullet to Socio-economic transformation

By Nicholas Mwesigwa

**A** one-acre enterprise should be able to employ about 15 family members. The Ugandan population is an estimated 43 million, and if you take an average of five people in a home that makes about nine million families. Let us assume five million of them have land. If each one of these five million listens to our message and goes into small-scale commercial farming with the best calculation, even if each family employs 10 people each, that is an estimated 50 million jobs created,” President Yoweri Museveni said early this year during the launch of the Parish Development Model (PDM) in Kibuku district.

President Museveni described the model as the magic bullet to the problem of unemployment in Uganda.

“We need a transformation and transition to the money

economy. This is much clearer than saying that we are improving incomes for households. Value addition through the processing of agricultural produce will create more jobs in factories and in the transport sector as the goods have to be taken to the market. All sectors will expand. The idea of the Parish Development Model is very important and we can change Uganda,” the President emphasized.

In a deliberate effort by the Government to improve the livelihoods and household incomes of all citizens, Parliament on January 30, 2020, approved the National Development Plan III with a specific focus on building internal and external markets.

The Parish Development Model was adopted as the vehicle for achieving social economic transformation after



Parliament's Budget committee presented the report to the House.

PDM is a strategy for organizing and delivering public and private sector interventions for wealth creation and employment at the parish level as the lowest economic planning unit. Under PDM, the Government aims to graduate the 39 percent of households in the subsistence economy into agents of wealth creation in the monetized economy.

The President expressed optimism that the 39% of the population still living in the subsistence economy will transition into the money economy if the PDM is implemented as per the guidelines.

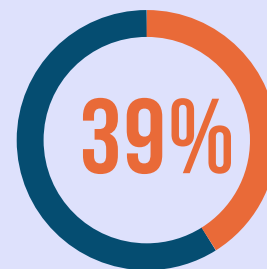
Parish Chiefs are at the pivot of PDM; therefore, they must be thoroughly well versed with the objectives and operations of the program.

According to the Prime Minister, Rt. Hon. Robinah Nabbanja, the Government sent technical persons to work with the Parish Chiefs.

"We have put aside money to train Parish Chiefs and the technical persons plus a seven-member committee headed by the Local Council II chairperson," she said.

Under this model, the Government will focus on improving the community roads in the parish, including bridges, provision of internet connectivity,

The President expressed optimism that the



of the population still living in the subsistence economy will transition into the money economy if the PDM is implemented as per the guidelines



President Yoweri Museveni launches the PDM in Kibuku District





*Some of the motorcycles and tractors given out by President Yoweri Museveni during the launch of PDM in Kibuku.*

etc to facilitate the effective implementation of the Parish Development Model system, according to Local government minister, Mr. Raphael Magyezi.

### **PDM is a unique bottom-up approach to development**

The Parish Development Model (PDM) is a unique bottom-up approach to development that puts people at the center of decision making and organizing delivery of both public and private sector interventions for wealth creation and employment generation at the Parish level as the lowest economic planning unit.

Emphasizing the people in a Parish which is the lowest administrative unit is an extension of the Whole-of-Government, for delivering services closer to the people and hence foster local economic development.

The PDM approach underpins the spirit of harmonization of Government interventions with every MDA focusing

on; delivering services to the people with measurable results at the Parish level.

Wills Bashasha, the Director Manifesto Implementation in the Office of the President notes that the Parish Development Model is independently designed and its key output is to move households from subsistence farming to commercial production.

“Unlike in the past where there was central planning and decentralized implementation, planning and budgeting for this model will be at the parish level. The people will plan for themselves. The key pillar is mindset change so that people stop looking at the money as political rewards but as a means of transforming their lives and communities,” he said.

Raphael Magyezi, the Minister of Local Government notes, “PDM is a unique opportunity for Ugandans as its main objective is to ensure that no one is left out in



## How does PDM work?

The Parish Development Model (PDM) focuses on improving the agricultural value chain including production, productivity, processing, storage and marketing as the main source of livelihood and income for most Ugandans, as well as promoting none farm economic activities.

The Parish Development Model is an area-specific; community-specific; and intervention-specific strategy.

“The PDM is area specific which is the parish, intervention specific which is agriculture-based programs like animal husbandry and crop farming. This also means that all activities which include planning, implementation, and evaluation are to be done at the parish level” said Emmanuel Dombo, the NRM director of Communications.

“I appeal to Parliament to support the Parish Development Model because we are shifting from deciding for the people to the people deciding for themselves. We can give people the money in their SACCOS and we just monitor and supervise them,” he added.



*Raphael Magyezi, the Minister of Local Government*



*Jovrine Kyomukama Kaliisa, the Deputy National Coordinator of the PDM.*

the development process. As per the projections; the country's wealth index will increase from 6% to 25% if the PDM's guidelines are followed to the letter.”

Every parish has a development committee (PDC) that comprises of the Chairperson LC II (PDC chairperson), Parish Chief (Secretary) and chairpersons of the women council, youth council, disability council, ruling party all as members as well as an

opinion leader/elderly.

“These are responsible for overseeing the implementation of the PDM at that parish level. At the parish, there is a SACCO, which is formed from the various enterprise groups,” he says, adding that the enterprise elects their representatives who come to the parish and together form the PDM SACCO.

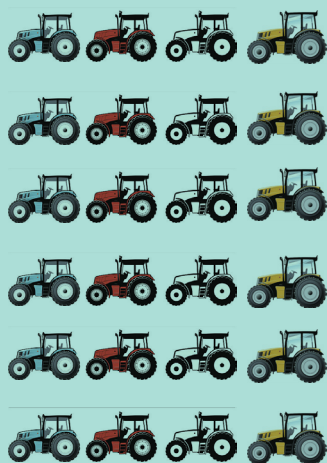
“For one to access this money, you can apply for it by submitting a simplified



For some of the more capital-intensive parish projects such as mechanized agriculture,

**280**

tractors will be procured



business plan. The parish chiefs together with the community development officers can advise so that people focus on profitable enterprises. This money can be paid back in three years with only 6% per year so that someone else can also benefit from it. That is what we call a revolving fund, says Magyezi.

Bashasha also added that the PDM will take care of cottage industries and cause industrialization, leading to transformation.

He said while one of the top five promises by the NRM is wealth creation in which the NRM government believes full implementation of the parish development model will deliver the transformation needed.

## The seven Pillars

PDM is based on seven pillars including agricultural value-chain development, infrastructure and economic services, financial inclusion, Social Services, Community mobilization, and mindset change, Parish-based management information system and Governance and administration.

According to the Implementation Guidelines for the Parish Development Model by the Ministry of Local Government (February 2022), the activities of the pillars include; constructing and maintaining accessible community roads, improving choke points/ bridges on community roads, upgrading community local markets, extension of safe water facilities for domestic use and commercial production, extension of power facilities to communities, ensuring availability of power in each Parish, creation of free internet zones in communities, developing appropriate e-services to support PDM, physical development planning to facilitate planned settlement, waste management and renewable energy.

Under agricultural value chain development, farmers have to add value to what they produce and have a target market. The idea is food security and surplus for sale to overturn the vicious cycle of living hand to mouth for the 39%.

On mindset change and community mobilization, President Museveni said there must be a change of attitude and regard poverty eradication as a game changer.

“Change your thinking on how to survive and earn money using the same piece of land. People must learn the reality of work and take the responsibility to improve their welfare,” he said.

The model will have parish SACCOS lending money at affordable interest rates. Ugandans are mobilized to form SACCOS as avenues through which the money is sent directly. Each head of a home registered in the SACCOS will receive Shs1million. For some of the more capital-intensive parish projects such as mechanized agriculture, 280 tractors will be procured.



## What has been achieved so far?

Ever since the program was launched by President Museveni in Kibuku district, a number of achievements/milestones have realized based on what has been accomplished per pillar.

So far, the recruitment of Parish Chiefs, establishment and training of Parish Development Committees, setting up of the Community Information System (CIS), and mobilization of the masses at the national and local government level has been completed in most areas.

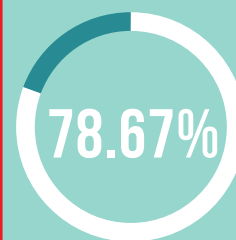
The formation of Enterprise Groups and PDM SACCOs has been undertaken and funds have been released to them. Disbursement of the Parish Revolving Funds to over 7,000 PDM SACCOs out of 10,594 SACCOs across the country- based on prioritising the PDM SACCOs that were duly complaint and ready has already taken place. For areas where extensive farming and machinery will be supported

by PDM, tractors with different capacity (single axel and two axels) units of tractors/ implements with their accessories to demonstrate and promote farm power and off-farm mechanization have already been procured. During the National PDM Launch event in Kibuku on 26th February 2022, some of the Tractors and accessories were distributed to Enterprise Groups in Bukedi Sub-region. A similar distribution was undertaken in Teso and the Rwenzori sub-regions during FY 2021/22 to enhance production and productivity.

Furthermore, the Ministry of Works and Transport and other Pillar institutions participated in the pre-launch and launch activities of the PDM in the Bukedi sub-region.

In Kibuku district, the Pillar rehabilitated the Tirinyi-Bumiza-Bulangira (Bumiza Swamp) 0.7km road at a cost of Shs 61,796,250 and the Nalubembe-Bumiza-Kanyolo-Buseta (Kanyolo swamp) 8km road at Shs148, 097,970.

a total of  
**8,334**  
PDM SACCOs  
had been  
registered  
in 143 out  
of 176 Local  
Governments,  
representing



of countrywide



Other roads rehabilitated in Bukedi using the Force Account mechanism include the 6.1-kilometer Abwel-Lwala-Magola in Tororo district, the 8-kilometre Naboa-Iki Iki – Bulumba road in Budaka district, the 6 km Butesa-Namulo- Kangalaba road in Butaleja and the 10 km Nahayaka-Masaba-Lumuli in Busia district;

As of 12<sup>th</sup> August 2022, a total of 8,334 PDM SACCOs had been registered in 143 out of 176 Local Governments, representing 78.67% of countrywide performance-informed by the Registrar of Cooperatives Approvals in the Ministry of Trade, Industry and Cooperatives.

As such, total PRF resources disbursed to PDM SACCOs was Ushs 62.7 billion, through 9 Financial institutions.

More to that, the government was consolidating efforts to establish public secondary schools through the UGIFT and USEEP Projects, where works already commenced and at least 375 additional schools are expected to be completed by 2025 (over the Parish Development Model initial period), bringing down the unserved sub-counties to an estimated 460.

Similarly, the Cabinet sensitization exercise reached over 17,389 persons across the country, including District Chairpersons/Mayors, RDCs/ RCCs, CAOs/ Town Clerks. Others were the District/City Speakers, District Executive Committee members, Executive Committee Members of the Special Interest Groups (Youth, Women, PWDs, and Older Persons), District Internal Security Officers, Non-State Actors, District Councilors, and others.

Thus, establishing the critical infrastructure for community roll-out of the PDM activities and supervision support. This particular PDM sensitization covered all the higher LC levels.

As of 30/06/2022, household data had been collected from 3,286,390 households (36% coverage) out of the target 8.97million households. As such, data collection was done across 58,611 villages and 12,746,055 of the population profiled.

Meanwhile, data collection has been completed in 5 districts; Bukedea, Butebo, Kaabong, Ngora and Rukungiri Municipality. Data collection was still on going by end of the FY 2021/22, where 64 Local Governments had achieved 50% coverage.

The data collection exercise was, yet to start in some Local

Governments, including: KCCA, Makindye-Ssabagabo, Njeru Municipality, Mukono Municipality, Kaberamaido, Entebbe Municipality and Bukomansimbi.

“The highlights of how much ground has been covered are to mention but a few as there is still much more to be done. But in as much as the task ahead is still quite copious as per the PDM guidelines and the seven pillars, we are confident that by the next financial year, many Ugandans will have transitioned from the subsistence economy to the envisioned money economy”, said Jovrine Kyomukama Kaliisa, the Deputy National Coordinator of the PDM.

## Financial inclusion is key for implementing PDM

Financial inclusion key in the Parish Development Model is pitched to deliver the most sought-after financial inclusion. Under the Development Plan, the Bank of Uganda had been assigned the role of coordinating the activities of implementing the strategy.

According to the Secretary to the treasury/Permanent Secretary in the Ministry of Finance, Mr. Ramadhan Ggoobi, the National Financial Inclusion Strategy vision is that all Ugandans have access to and use a broad range of quality and affordable financial services which helps ensure their financial security.

Therefore, financial inclusion was one of the 7 core pillars in designing the PDM strategy. In fact, two of the pillars; production and financial inclusion, are going to be the core pillars, while the rest will be supportive.

The PDM will enable households that were excluded from the formal financial sector to access funds to buy inputs since each Parish will have one PDM SACCOS through which the Government supports the households still in the subsistence economy.

The money will be transferred directly from the treasury to the PDM SACCOS. No middlemen for money to guard against the “leaky bucket” syndrome, according to Ggoobi. The Parish Development Committee (of 7 Parish members) will play an oversight role over the Parish Revolving Fund to ensure the money goes to the target group (households in subsistence) and that they use it for productive investment until they can payback.



## East Africa's models of social- economic transformation Vs PDM

Uganda rolled out the Parish Development Model as the vehicle for social-economic transformation.

According to the operational guidelines, the purpose of the PDM is to deepen the decentralization process, improve household incomes; enable inclusive, sustainable, balanced and equitable socio-economic transformation and increase accountability at local levels.

It is premised on the principle of organizing Ugandans around their local enterprises in a way that links them to quality inputs and tailored technical assistance, including business development services, extension services, guaranteed markets and subsidized credit.

The plan also indicates that PDM shall encourage market-based approaches that strengthen the value chains,

incentivize competition, efficiency, and innovation that will drive government support over time.

In Kenya, until the COVID-19 pandemic, the country was one of the fastest growing economies in Africa, with an annual average growth of 5.9% between 2010 and 2018.

With a GDP of \$95 billion, Kenya recently reached lower middle-income status and has successfully established a diverse and dynamic economy.

It also serves as the point of entry to the larger East African market. However, Kenya continues to face significant challenges to sustainable and inclusive economic growth. Two-thirds of Kenyans live in poverty, making less than \$3.20 per day according to World Bank.



Yumbe Mango Processing Factory adding value to Mango fruit farming.



A USAID partnership with the Government of Kenya, the private sector, and the Kenyans to advance economic prosperity for all is premised on growing small businesses so that ordinary Kenyans can feed their families, and contribute to Kenya's future. The programme has enabled nearly 30,000 small and medium Kenyan agri-businesses to access credit, reduced the time and cost of doing business, supported over one million Kenyans to access electricity, and enabled the Kenyan private sector to export over \$600 million through the African Growth and Opportunity Act (AGOA) availed over \$180 million in private sector investments for improved water and food security. The agricultural sector is the backbone of the economy, contributing approximately 33 percent of Kenya's Gross Domestic Product (GDP).

Between 2002 and 2012, Tanzania's economy grew more rapidly than at any other time in recent history; the average annual GDP growth was 6.5 percent, and the average annual labour productivity growth was 4.1 percent.

The growth was largely attributed to growth in agriculture.



The growth attributable to structural change is almost entirely explained by a rapid decline in the agricultural employment share and an increase in the nonagricultural private sector employment share. However, only 11.4 percent of employment growth in the private non-agricultural economy is due to the expansion of the formal private sector.

The remaining 88.6 percent of this employment growth occurred in the informal sector. Tanzania's rapid productivity growth has been accompanied by a proliferation of small, largely informal firms.

According to Tanzania's first nationally representative survey of micro, small, and medium-sized enterprises (MSMEs), these firms are located in both rural and urban areas and they operate primarily in trade services and manufacturing. Roughly half of all business owners say they would not leave their job for a full-time salaried position. 15% of these small businesses contribute East Africa's great models of transformation moving from subsistence economy to monetary economy significantly to productivity.

The Government's Tanzania Development Vision 2025 and the Five-Year Development Plan (FYDP II) set out ambitious goals for reducing poverty and sustainably industrializing so that the country can achieve middle-income status, which was announced a couple of years ago.

The government recognizes agriculture as central to realizing its objectives of socioeconomic development, which are in the Second Agriculture Sector Development Program (ASDP II). Among the goals of ASDP II are to transform agriculture by promoting commercialization, prioritizing high-potential commodity value chains, and mobilizing capital by giving the formal private sector a growing role in agriculture. Because agriculture and related value chains drive two-thirds of all jobs—three-quarters for the poor—the sector is central to creating more and better jobs at scale and significantly reducing poverty.

While Uganda's financial inclusion is premised on the success of the parish development model, Tanzania banks on the successful use of mobile money to achieve financial inclusion to the lowest individual in the countryside, which it has done with commendable success, according to World Bank.

On its part, Rwanda pursued a model of heavy state involvement, as can be seen from the importance of





*Yumbe Mango Processing Factory adding value to Mango fruit farming.*

state enterprises and public investments, but also from the development plans launched by the government, particularly “Vision 2020” and “Vision 2050.”

These plans offer a roadmap for achieving ambitious medium and long-term development goals. Launched in 2000, “Vision 2020” (Ministry of Finance and Economic Planning 2011) set a target for the country to become a MIC.

While Rwanda did not become a MIC by the target date, it achieved a lot. “Vision 2050” set Rwanda the goal of joining the upper-middle-income countries (UMICs) by 2035 and the high-income countries (HICs) by 2050. To do this, the country would have to grow at an average annual rate of about 10% throughout the period in question, which is higher than the rates achieved by the economies of Asia when they emerged in the 1970s and 1980s, according to the report titled Rwanda Development Model.

Aspects of the plan include (i) good governance and a well-functioning state; (ii) a knowledge-based economy and the development of human resources; (iii) an economy led by the private sector; (iv) the development of infrastructure; (v) productive, market-oriented agriculture; and (vi) regional and international economic integration.

More specifically, the aims are to improve people’s living conditions in such areas as food security, access to water and energy, health, and high-quality education and to modernize the country and its cities comprehensively through broadband internet, public transport, renewable energy, waste management, and financial services.

Gender equality, environmental sustainability and a long-term commitment to science and technology are intersecting themes that support these six aspects.

These long-term plans, which have been developed by the Rwandan authorities, are broken down into several shorter-term programs. In 2017, the government launched the National Strategy for Transformation (NST1) for the period from 2017 to 2024. It is based on three components: (i) economic transformation, by speeding up private-sector-led economic growth; (ii) social transformation, to improve the quality of people’s lives; and (iii) the transformation of governance for the sake of equitable and sustainable development. The use of technology is being promoted in order to improve basic public services and help farmers gain access to financing, according to the report.

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# UBTEB's modular assessment enables skills' acquisition for self sustainability and national development

Uganda Business and Technical Examinations Board (UBTEB) was established by the Business, Technical and Vocational Education and Training BTVET Act, 2008 and operationalized by Statutory Instrument 2009 No.9 (Establishment of the Uganda Business and Technical Examinations Board). The Regulations mandate UBTEB to streamline, regulate, coordinate and conduct credible national examinations and award Certificates and Diplomas in the Business, Technical and Vocational/ specialized education or training in Uganda.

## Vision Statement

"A Center of Excellence for Competence Based Assessment, Examinations and Awards for a Skilled and Productive Workforce."



Board Chairperson  
Eng. Dr. Silver Mugisha



Executive Secretary  
Onesmus Oyesigye (CPA)



## Mission Statement

To conduct competence-based assessment and award TVET qualifications through collaborations with the world of work.

## The functions of UBTEB

The functions of the Board are stipulated under regulation 9 (1) Statutory Instrument No.9 of 2009 as:

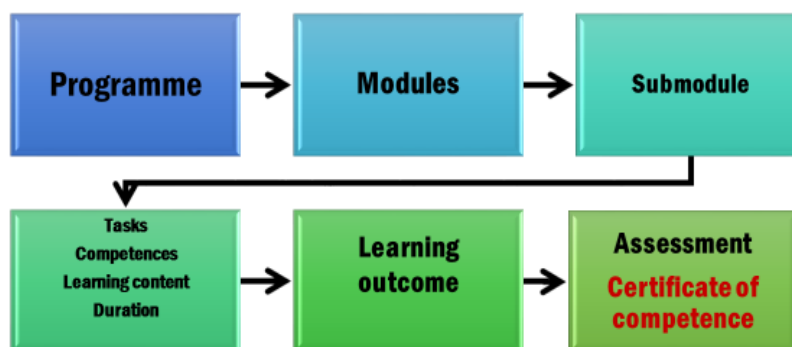
1. Conduct Business Technical Examinations for specialized training Institutions in Uganda;
2. Accredite theory and practical examination centres used for the conduct of the examinations;
3. Make rules regulating the conduct of the examinations;
4. Establish and oversee practical and theoretical question banks;
5. Publish past examinations papers;
6. Establish and maintain a data base of examination results in safe custody
7. Collaborate with other bodies relevant to its functions;
8. Provide feedback to training institutions on examinations;
9. Award certificates and diplomas to successful candidates in such examinations.

## Mode of competence based assessment

### Modularised assessment

The Board in line with NDPIII and TVET Policy 2019 rolled out modularized assessment guides for Uganda Community Polytechnic Certificate programs and National Certificate- Technical programs in 2011. In the next academic year 2022/2023, the Board will roll out modular assessment guides for various Technical and Vocational Education and training Diploma and Certificate programmes.

## MODULAR ASSESSMENT STRUCTURE



## Why modular assessment is essential in TVET

1. Enables trainees to continue with their studies according to their interests
2. Trainees can shape their courses according to their needs
3. It gives a wider range of teaching activities from which trainees can choose the mode of learning.
4. Helps trainees identify their strength and specialise in specific area of interest and expertise
5. Helps trainees link what they learn with what is expected of them in the world of work

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*Motto: “Setting pace for Quality Assessment”*



# We are more than honored to work with UPPC- Elite Digital Solutions

By Alex Baite

Elite Digital Solutions is a company which was birthed in Kenya 35 years ago to provide solutions to enhance digital lifestyle. Over these years, the company has grown by leaps and bounds, undertaking an expansionist drive which has seen it spread its operations into Tanzania, Rwanda and Uganda.

According to Ranjith Kumar, the company's Country Director, Elite Digital Solutions began their Ugandan operations in 2002, making it two decades now of providing excellent services to an ever growing clientele.

Kumar admits that while the Ugandan market is smaller compared to their other markets across East Africa, their presence here gives them untold satisfaction especially knowing that they have managed to establish themselves as market leaders in the digital solutions industry.

"We were established in Uganda with a vision to deliver the best in our domain — a one stop shop for innovative IT solutions. It gives me great joy to note that as we look forward to celebrating two decades here, we are an industry leader in products, services and solutions that have transformed the way consumers and businesses gather, manage and distribute information," he says. Kumar admits that the Ugandan market welcomed them very well and has since supported them to grow bigger, citing the Uganda Printing & Publishing Corporation (UPPC) as being among their most important clients that have given them very big business.

Particularly, Elite Digital Solutions is fondly proud to have installed the HP Indigo Press at Uganda Printing and Publishing Corporation (UPPC) in February 2022. Kumar says that they are happy that ever since the installation, UPPC has registered tremendous growth, a feat Elite digital is happy to be part of.

"I have positive feedback from them and we are more than honored to work with them. We believe in a world where our customers can turn unique and inspiring ideas into profit, making every printed matter more valuable," he reveals.

Kumar adds that what makes their business with UPPC a uniquely satisfying experience is that in delivering the indigo press, they were venturing out of their comfort zone since their core business in Uganda has mainly been providing Apple and Turnkey solutions for TV, radio and other video and audio production entities as well as provision of relevant architectural, mechanical and structural design software.

He reveals that to entrench their footprint on the printing industry, Elite Digital solutions adopted Israeli technology and the result of this move has been an extremely satisfied customer base.

"We have been supporting the printing industry in partnership with the HP Indigo Digital Printing solutions. This is an Israeli manufactured technology with unique features that has since come to revolutionize digital printing the way we are accustomed to it," Ranjith Kumar says.

Delving into the technical side, Kumar says that the HP Indigo digital press accords users high end, high quality, color digital printing solutions.

"HP Indigo presses use liquid electrophotographic printing (LEP), a process combining the benefits of high-performance digital imaging technology with a liquid ink offset process.

LEP with HP Indigo presses also offers unique colour-matching benefits, with a wide colour gamut through four, six, or seven-colour Pantone-licensed emulation as

well as off-press mixing of true Pantone-licensed spot colours,” he says.

He further reveals that by installing the technology, one is able to reduce costs through minimum inventory, reduce risk, sell more, as well as save the environment since it reduces the waste stream and carbon emissions among others. Kumar also explains that the machine installed at UPPC is capable of doing security printing and he is enthused that it is an area they have already delved into with great growth potential.

“This machine is capable of security printing. It helps with authentication and there are no counterfeits, which used to be a big problem in the industry. They (UPPC) already have a steady inflow of jobs in that regard,” Kumar reveals. On the whole, he says that as they look to celebrate 20 years, the company with a workforce of over 100 staff members is committed to satisfying its customers through implementing and maintaining a well-defined Quality Management System, which addresses customer needs, legal and other stakeholder requirements.

He says that by adhering to compliance, Elite Digital Uganda has since grown its customer base.

“As a business we focus on our strength which is compliance. We are among the top 1000 companies on Uganda Revenue Authority’s compliance list and this has also enabled us to grow our customer base from the corporate customers, to the Ministries, Departments and Agencies (MDA’s) and the public sector,” he says.

He reveals that the market is growing in Uganda although Kenya remains the bigger market. As a digital company operating in an ever-evolving market, he says that they strive to train their staff to

keep abreast with latest technology.

“We train staff in technical and soft interpersonal skills and every year we spend close to Shs80m to Shs 100m on staff training activities in Uganda alone; our Human Resource policy is one of our strengths,” Kumar says. He reveals that engaging with Elite Digital Solutions is the beginning of a transforming relationship. As such, they have grown a reputable clientele over many spheres. From

the government agencies to media and publishing, finance sector, research firms and NGOs. Their client base also includes educational institutions, telecoms and oil and gas sector, among others.

“What warms my heart is that some of the customers we started with 20 years ago are still with us. That speaks volumes. We are planning an anniversary soon to celebrate these unwavering partnerships,” he concludes.

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# Former employees reminisce about work, life at the government printer

By Amos Ngwomoya

The success of a business majorly depends on its workforce. To tap into an employee's potential, it's imperative that they are happy and motivated. And for the last 120 years, the leadership of Uganda Printing and Publishing Corporation (UPPC) has provided a positive working environment that has propelled it to grow in leaps and bounds. The celebrations to mark the corporation's 120 years triggers euphoria among the former staff who witnessed it grow to become the country's oldest printing and publishing firm.

It is a trip down memory lane as Ms Mary Kizito and Ms Jessica Grace Kaija look back at their time working at UPPC which they joined in 1988 and 1990 respectively.

"UPPC is an iconic workplace with great potential. We worked with a lot of enthusiasm and passion when we were tapped to join the government printer," the duo said.

They expressed gratitude for having the opportunity to grow professionally in the printing industry through their experience and exposure while working at UPPC.

"We were enrolled in the binding section where we rose through the ranks to become some of the printer's most experienced staff," they added.

The two attribute their long stay at the corporation to the good working environment, supportive managers, passion, hard work and discipline.

"UPPC offered the best working environment and we were trained by the best managers who identified talent, groomed and got

the best out of it. There was team work and equality with no cases of discrimination and harassment. This made our work enjoyable and also doubled our passion to work hard," says Ms Kizito.

(L-R) Ms Jessica Grace Kaija  
Ms Mary Kizito



Unlike some organizations where staff are kept in one position for decades on end, the duo note that they were able to acquire a myriad of skills because of the rotational method of training.

“Our Managers would move us from one sub-section to another because they wanted us to be versatile. This is why there was no section attached to a specific gender or age. That’s how we were able to acquire a number of printing skills which have eventually opened more opportunities for us, even after leaving the corporation a couple of years ago,” Ms Kizito shares.

They recall the time when they were retooled through in-service training to enable them acquire more relevant skills in the printing industry.

According to Ms Kaija, one of her fondest memories at UPPC was the Constituent Assembly (CA) elections in 1994 when UPPC was tasked to print ballot papers, which was an opportunity for the staff to make extra money.

“It was a very big project with a huge chunk of lucrative allowances because we were working for long hours. We did not only make good money but also acquired a lot of experience working under pressure. It was a life-changing opportunity for us

and that project is still etched in my memory,” she recalls.

The two former staff describe the former Managing Director, Brian Birtle as a great leader who believed in team work and motivation. “He emphasized equality and rewarded hard work. All the staff worked as one family and this made work easy for us because we even looked at our managers as brothers. He was however strict on quality, accuracy and timely delivery,” Ms Kaija notes.

Though they exited the printing

powerhouse during the 2020 restructuring exercise, the duo managed to open up their printing businesses along Nasser Road in Kampala and complement their earnings with short-term contracts from UPPC. “Although we are no longer UPPC staff, we are always called back when the workload is enormous for short-term contracts. We are grateful to the management for always prioritizing former employees when the need arises,” Ms. Kaija says.



**PRINTING BALLOT PAPERS WAS  
A VERY BIG PROJECT WITH A  
HUGE CHUNK OF LUCRATIVE  
ALLOWANCES BECAUSE WE WERE  
WORKING FOR LONG HOURS**

**SAA**  
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# Hope and hard work

## Keep 'General' Kateete going on for three decades at UPPC

By Blanshe Musinguzi

Charles Kateete Wasswa is among the longest serving employees of Uganda Printing & Publishing Corporation (UPPC). Now firmly in his 50s, Kateete, who is fondly referred to as 'General', counts three decades which he has spent at the national printer which he joined as a 21-year-old man fresh from school. With UPPC celebrating 120 years of existence, Kateete revels in the honour of having lasted in the service of the prestigious printer for about a quarter of its life. Kateete however admits that his illustrious journey at UPPC has been dotted with some challenges along the way; although he has held onto unwavering hope to soldier on and witness the printer's transformation from the analogue to the modern state-of-the-art facility it is now. We got the chance to catch up with Kateete to take us down memory lane of his inspirational story. Read on.

### How it all began

In early 1990, Kateete had just completed Senior Four and at just 21 years, he wasn't sure of how he was going to survive and fulfill his life's dreams. But as he was drenched in a sea of thoughts one day, he chanced upon a relative whom he had taken time without seeing. By luck, this relative had been thinking about him as a perfect candidate to fill one of the positions which had been advertised at the government printer where he incidentally worked.





technological changes have continued to ease work, with UPPC also continually introducing new, faster and dynamic printers; the most recent acquisition being the HP Indigo

Theirs was a meeting between a need and its solution. After exchanging pleasantries, Kateete was informed about an available job opportunity at UPPC.

Because he was already a man looking to face his future at whatever cost, Kateete wrote his application and delivered it to UPPC first thing the next morning. As luck would have it, Kateete was shortlisted for a compositor position, for which he sat interviews. In early August 1990, Kateete was informed that he had been offered a job and his appointment letter was ready at President's Office under which the government printer was then directly administered. It was however not until September 2, 1990 when Kateete, at 21 years of age, officially reported for work at the government printer's office on Airport Road, Plot 8-12 Entebbe.

### Hope beyond hope

Ever since Kateete entered the doors of UPPC, Airport Road has been the only work place he knows to date. While he has witnessed many workers come in at UPPC and leave at different intervals and for various reasons, Kateete says he has never felt any urge to change jobs at any one time. He attributes his staying put to hard work and hope.

"It's the hope that has kept me here because you keep hoping that things will change for the better," he says. He quickly adds, "I am also very hardworking and that has also kept me here."

Kateete admits that his formative years at UPPC were no easy ride but it took a lot of patience and perseverance for him to finally bed in and enjoy his work.

"There was that feeling of how was I going to handle the work! Remember that was worsened by the thought that I was going to sit in the office near the President," Kateete says with a chuckle, before explaining that the anxiety consumed him because not much had been explained to him during the entire process of being recruited.

Once the excitement died down as he got used to his new work environs, Kateete would soon learn that even the actual work for which he had been employed was no stroll in the park. He narrates that he found the compositor's work very tedious as it involved a very elaborate process given the limited technology at that time.

The work involved picking a letter, adding another letter and another to it to form a word. The words would then be formed into sentences and then paragraphs to form pages and then several pages to form a whole document or book.

"Doing all this was very hard because we could work while standing but later we got used to it. However, it was very interesting because we were young and energetic," he says.

Kateete reveals that although there were many compositors, an assignment of 80-100 pages would take days, if not weeks, to accomplish.

Matters were worsened by the lack of a training school for printing professionals. This meant all those recruited had to learn the work on the job.

"The government printer was cognizant of the skills deficiency because there was no school teaching printing and publishing course. They therefore recruited Senior Four leavers who could read and write," he says. Kateete however reveals that to quickly bridge the skills gap, UPPC later set up its own training school from where they tried their fresh recruits.

"We worked as they professionally trained us. It was actually very serious training for which we were awarded certificates after two years. We would be trained for about two hours and then we would go back to work," he says.



Kateete is among those who went through the training school but says he wasn't lucky enough to get the coveted certificate because the school was closed soon after he joined. It was around that time that the government printer became a corporation. He is however contented that even without the certificate, he was given perfectly enough training which has enabled him excel at his job.

### The transitions

Kateete says that one of the factors which have kept UPPC at the top of the printing game is its ability to preserve knowledge and technology and then transition it to the next generations. For instance, he says that upon joining UPPC, he found that the machines were decades-old and had been brought by the colonial government. "These machines used old technology so it took one month to learn how to use them," he says. And manning these machines were the old staffers who were also tasked with teaching and training the new recruits how to operate the machines.

This tradition has persisted at UPPC, which is why he is happy that very many employees who came after him have tapped some of his expertise.

### Beginning of the computer era

Kateete reminisces that the shift from the mechanical machines to the computer age started around early 1993. "At that time, management had started telling staff that computers were about to be introduced. A section of compositors, including myself, were sent for computer training at Total House Computer School which was located at Total Fuel Refilling Station adjacent Jinja Road traffic lights," Kateete says. Indeed, the computers were brought before end of 1993, easing the compositors' work.

"They brought computers called Macintosh and we started using computers rather than arranging letters. It was exciting that now the work was a bit easier," Kateete reminisces. He adds that technological changes have continued to ease work, with UPPC also continually

introducing new, faster and dynamic printers; the most recent acquisition being the HP Indigo.

### A satisfied man

Kateete says that despite working at UPPC for his entire employment life so far, he has no regrets at all because he has been able to get whatever his heart ever desired.

"UPPC has nurtured me to what I am today. I came here as a young

man with no wife or child but now I have a family with children that I have been able to educate using money I get from here," he says.

For Kateete, working at UPPC also comes with intrinsic satisfaction because of the reputation that the corporation has earned. "There are people who trust this place that whatever they bring here, they are sure it will be done both perfectly and timely," he says.

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**Functions of the Centre.**

- a) To conduct and manage conservation education in Uganda;
- b) To establish and maintain conservation education facilities and programs, on-site and through extension services;
- c) To showcase Uganda's unique wildlife heritage and ecosystems through the Centre;
- d) To establish and manage a wildlife bio-data bank at the centre;
- e) To conduct the rescue, rehabilitation and release of wildlife species;
- f) To conduct wildlife breeding, with a focus on rare, endangered and endemic species, as well as for commercial purposes;
- g) To carry out stocking and restocking of indigenous and exotic wildlife;
- h) To promote wildlife breeding for conservation and commercial purposes;
- i) To conduct research relevant to the activities of the Centre;
- j) To promote the rescue, rehabilitation and release of wildlife;
- k) To promote wildlife breeding, with a focus on rare, endangered and endemic species, as well as for commercial purposes; and
- l) To collaborate with other institutions in the execution of the mandate of the Centre.

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f t i o

# UPPC's Marketing Department leading the Corporation's march to new heights - Namulondo

By Amos Ngwomoya

The Uganda Printing and Publishing Corporation (UPPC) is celebrating 120 years of excellence. But behind this success is a team of dedicated staff who, through hard work and enthusiasm, have turned around the fortunes of the government printer. The Acting Sales and Marketing Manager **VICTORIA NAMULONDO** offers an insight into how UPPC's marketing department has evolved, the achievements made and the long-term plan to make the corporation a one-stop printing and publishing powerhouse in East Africa.

**Q** How does it feel being a marketing manager at UPPC and what is the Corporation's marketing agenda?

**Y**ou won't get the prestige you would get from being a sales and marketing manager at UPPC from any other company and that's because I have a very good relationship with my assistants who make my work very enjoyable.

I honestly prefer being team leader rather than a boss because here we work as a team. So, you might find that we don't have a boss but work as a team. At the moment, my assistant is very important





because both of us are strong in different fields under the same marketing docket. However, my duty is slightly different from hers because I represent the department at the management level. But I'm happy that she can ably stand in for me when I am not around because I am always confident that she will communicate something that is in tandem with what we agreed on.

One of the marketing roles is to go to the field and look for clients but you have to first look at the products that you have. For instance, the gazette is our main product. We publish legal documents and also do security printing which is our key value in the printing industry and then we do general printing which is basically commercial printing.

Our products under commercial printing include among others calendars, magazines, and letterheads while those under security printing include certificates.

**Q What marketing strategy are you currently using and how has it propelled UPPC forward?**

We have looked at client segmentation which has helped us identify clients' needs. For instance, if it's an elite class we look at the products that match their standards, and of course as a government printer we put emphasis on what we need to put before our main market; which is government.

**Q How has the marketing department of UPPC evolved over the years?**

At the moment, we have the head of sales and marketing, supervisor, client relations person who also supervises the sales executives. And the numbers increase every year because we keep on adding one or two marketers to our team.

The current arrangement is different from years ago because there used not to be a fully-fledged marketing department hence marketing wasn't very functional. Today, the marketing department is well-populated because the management recognizes its contribution to the sustainability of the corporation.

For instance, there are those of us who sit at the Head Office in Entebbe while others sit in Kampala and that's why you see business is more organized and comes in better and professional ways unlike before when you had to wait for a client at the gate and you fight for that person. Now, we know who goes where and who does what.

**Q How do you break the bias among the public that UPPC only deals with government businesses?**

As marketing officers, we are trying to reach out to clients by educating them about our products and how they can access them. Whenever we travel upcountry, we meet people and educate them. For instance, someone might be ignorant of the Coffee Act but when we explain to them this product they end up picking up interest not only in the Coffee Act but also other important documents.

**Q Technological evolution seems to be one of the major challenges affecting the printing business. How are you coping with its pressures and threats to your printing business?**

First of all, I have to admit that the technological changes are equally affecting us at UPPC, especially us in the marketing department. However, I also want to point out that we appreciate the challenge and therefore know that we need to keep innovating so as to remain in business — and in a profitable position. In that regard therefore, we have a couple of coping mechanisms. We are for instance soon launching the e-gazette where everyone can subscribe online and access our products; then we have also got soft copies of the gazette.

And since we haven't launched the e-gazette, we have a tentative format where our clients abroad can read it. For instance, if you're in the UK and subscribe to the gazette, you can read and print it, but you can't edit it.

**Q They say behind every challenge is an invisible opportunity. Now, talking about technology, we are aware that UPPC has fully embraced the latest versions of printing technology to improve operations. From a marketing perspective, what opportunities has the new technology given you?**

One of them is expansion. We are expanding our client base because one is now sure of getting UPPC services even if they are in the UK. Secondly, we recently acquired a new digital machine HP Indigo and I think it's the latest in East Africa.

That machine has helped us retain our clients in terms of turn-around time, having small quantities, and can now be able to customize products for our clients.

**Q** From Nasser Road operators to more established printing houses like New Vision, the printing industry seems to be highly subscribed. How have you managed to keep afloat amidst the growing competition from other printing businesses?

Firstly, our products as UPPC are unique and some of them are only exclusive to us, especially the Uganda Gazette. Then, we are the only security printing company in Uganda which is very safe and secure. When I talk of security printing, I mean those sensitive documents like certificates and academic transcripts.

**Q** What is that one outstanding marketing strategy that you have used to turn around UPPC's fortunes?

Normally when we give discounts we pull it off very well. We recently gave discounts to churches. Churches fall under the Marriage Act and we wanted them to come on board and gazette all the churches and out of the estimated 7,000, we equipped 5,000 and I think we pulled it off.

The 2,000 churches weren't equipped because they belong to the small categories and some of them are not yet fully registered. So, some of the strategies we use include giving discounts, going out for campaigns to talk about products among others.

**Q** What challenges do you face as UPPC's Marketing Manager?

**T**he market is very competitive and much as we pride in our quality work, the mandate is only the gazette under the publishing arm. But what about the printing arm? This means that we have to fight for businesses.

Another challenge we meet is that Ministries, Departments and Agencies (MDAs) delay to pay. When you look at our in-house credit policy you could say 180 days but most MDAs take long to clear. Then the budget cuts are also affecting us and we have to fight for this little budget for MDAs with private printing businesses like those at Nasser Road.

However, there is a presidential directive where all MDAs are supposed to give printing business to UPPC— although this doesn't come on a silver platter because we have to compete.

**Q** What's your long-term strategy as the marketing department to keep on top of the game?

**W**e have to maintain the quality and authenticity of the products and our work. We want to be the leading security printers in East Africa and for us to achieve this goal we have to print authentic products.

**Q** What do you want to change in the marketing department in terms of service delivery?

I would like to increase UPPC's sales. I would also want UPPC to be the one stop Centre in terms of printing where MDAs and other clients will not hesitate to give us business. Imagine if we had our printing school here; we would train our own directors, engineers, writers and editors among others so that if you want to write a book it will be worked on by UPPC since we shall be having all departments.

For me what I am looking at as a long term plan is to be able to pull the government and all our well-wishers who have come to celebrate with us to kindly come and support us so that we can have our own printing school because it's not only going to train printers but it will also generate revenue to the government.

## NEW PRESIDENTIAL PORTRAIT



Get the **ORIGINAL** New Portrait of **H.E. President Yoweri Kaguta Museveni** now.

**Place your order** with Uganda Printing and Publishing Corporation (UPPC), the only authorized entity to produce the portrait.

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# UGANDA SECURITY PRINTING COMPANY LTD (USPC)

*A Story of Excellence in Service Delivery;  
By Ugandans for Ugandans.*

Uganda Security Printing Company Limited (USPC) is a State-owned entity that was formed in October 2018 as a result of a Joint Venture Agreement (JVA) between the Government of Uganda represented by the Office of the President, Ministry of Finance, Planning and Economic Development and UPPC and the German Consortium of Veridos GmbH and Giesecke Devrient GmbH. The overall goal of the JV is to build and enhance local capacity to undertake all security printing for the Government of Uganda by supplying all documents, their corresponding support systems and hardware. Partnering with Veridos the leading name in ID solutions, USPC hopes to leverage this technology and great customer service to become the top security document service provider in the region.



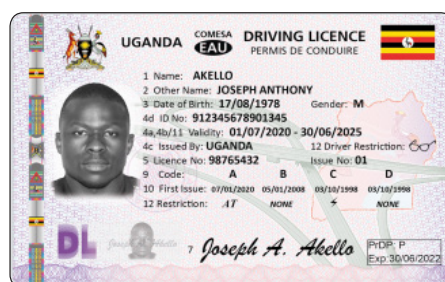
*Artistic impression of the Security Printing Factory to be constructed in Entebbe. Ground-breaking was 18<sup>th</sup> May 2022 and construction is expected to last 18 months.*

USPC has successfully undertaken a number of projects since its inception and is still looking to grow. Below is a list of the current project USPC is undertaking to support the Government development programs and goals.

- The e-passport; USPC currently handles and supplies the e-Passport System to the Directorate of Citizenship and Immigration Control (DCIC). Under this project, USPC has established an interim personalization centre, delivered e-Passport blank booklets, and refurbished 3 regional offices in Mbale, Gulu and Mbarara. In order to serve the growing Diaspora population, USPC is also working with DCIC to roll out the e-Passport services in seven foreign missions.
- The Driver license; USPC has consistently engaged in strategic service delivery partnerships. In October 2020 the company entered into a contract with the Ministry of Works and Transport (MoWT) to implement an effective Uganda Driver Licensing System (UDLS). USPC has ensured timely service delivery through constant improvement on the processes as well as offering a document that meets the ISO/IEC 18013 accreditation for Driving Licenses. With the UDLS project that commenced operations in 2021, USPC has distinguished itself as a leader in service delivery, evidence of this is the growing list of highly positive reviews received from the general public.
- BDAR project under the Ministry of Health, USPC prints the Death, Birth and Adoption certificates and other medical permits.



*The USPC management team at the Ground-breaking ceremony for the new Security Printing Factory on 18<sup>TH</sup> May 2022 in Entebbe*



*The Uganda Driver Licence with enhanced Security and ISO accredited features. Accepted in the EAC, COMESA and TTFP countries.*



*A client in an enrolment booth in the Mbale UDLS office.*

- The Security Printing Factory in Entebbe; On 18 May 2022, USPC with its partners broke ground for the construction of the Security Printing Factory. After its completion, the facility will offer critical services to all Ugandans. It shall print all government security-related documents such as Passports, Driver Licences and National ID



cards. Financially, the factory will greatly save our nation money that was being spent on payment of such services in foreign countries. The factory will also provide jobs to young people with the relevant qualifications, especially in IT and other engineering fields. It will be a major revenue earner for the country through the taxes and sale of security documents. Strategically located as we are, the factory could be contracted to provide printing services to neighbouring countries, thus earning Uganda much needed forex.

- With these projects, USPC has positioned itself as an efficient and cost-effective service provider for Security printing and we believe that as we continue to innovate and build on the culture of excellence USPC's client portfolio will continue to grow.







# UPPC's New Home





# Archbishop Kazimba Blesses UPPC's New Premises

**M**arch 26, 2021 will be etched in the memory of the management and staff of Uganda Printing and Publishing Corporation (UPPC) as they hosted the Archbishop of the Church of Uganda, Rt. Rev. Dr. Stephen Samuel Kazimba Mugalu at their new premises. Accompanied by a team of clergymen from different churches of Uganda, Archbishop Kazimba was

first taken on a tour of the different sections of the Printing & Publishing Department including typesetting, machinery, graphics and bindery where he was lectured about the different printing techniques. In a special ceremony, the Archbishop evoked God's blessing on 'the new UPPC headquarters' and also implored staff to uphold professional ethics and integrity while







executing their duties. “UPPC is the first corporation that I have visited since I inaugurated as the ninth Archbishop of the Church of Uganda in early 2020. I acknowledge the role of printing towards preserving and disseminating the word of God. If it had not been because of printing, we would not have the Bible,” he said. Drawing his sermon from the book of Acts 10:1-10, he urged staff to be appreciative of the jobs that God has given them. UPPC contributed Ugx10m towards reducing the debt incurred during the construction of the Church House and offered other gifts including the updated Constitution of the Republic of Uganda, the latest autographed Presidential Portrait and bags of rice among other items. UPPC has so far gazetted 700 churches which gives them(churches) the legal mandate of conducting marriages in the country as required by the Law.







# Voice Pops !!!

From just one question

## Life and Work

Decades of Service: UPPC's long serving employees highlight personal and work achievements

By Blanshe Musinguzi

### Dorothy Nyanzi Josephine- Book Binder

I joined UPPC in 1993 as a book binder and this has been my source of livelihood to date. I underwent training on how to use a folding machine, numbering machine and many others. I have manned these machines for more than a decade now and I can produce top quality work because of the experience and expertise I have gained over the years. During my



stay at UPPC, I have been able to buy land, build a house and educate all my five children. My eldest child is at Kyambogo University pursuing a Bachelor's Degree in Civil Engineering while I also have two candidates-one doing S.6 and another S.4 this year. I also laud the management of UPPC because whenever I ask for assistance, they always come in handy.

### Gertrude Babirye: Graphics

I came to UPPC in 1991. I just wrote an application to get this job. I started as a compositor. At first it wasn't easy because when you have just come out of school, everything seems new but with time you learn. I have stayed here for a long time because I am resilient and hardworking. For the years I have worked at UPPC, my family has never lacked as I am able to provide for it. My eldest child is a doctor and I am thankful to God that I am able to educate my children



### Stephen Kisembo Supervisor - Graphics

I joined UPPC in 1989 when it was still a printing department under the President's Office and I'm happy that I have managed to come this far. My greatest achievement was receiving training as a fresh recruit in all the printing processes/sections within the production department. At the time I joined, my dream was to go for a printing course but there was no institution in Uganda offering it. Luckily, I found an in-service training school. We would study for three years and then do the practical work, after which one would be given a certificate. In 1995, UPPC College of Printing was established and I was among the tutors. I was in charge of Desktop Publishing as a subject, an opportunity I would not have got elsewhere. Secondly, UPPC has offered me an enabling environment to go for further studies. Having joined as an 'O' level 'graduate', I have been able to go for further studies up to a Master's degree. I'm happy that I have acquired tonnes of printing-related skills, which I have also passed on to other workers and interns. For over 3 decades, UPPC has been my home away from home.



## Leticia Namutebi Kizito- Editorial Assistant

Seeing the transition from a Government Printer to Uganda Printing and Publishing Corporation (UPPC) was a dream come true. I have worked at UPPC since it was born (1993 having joined in October 1989 and worked as a compositor where we used metals and composing sticks. A few months later, I enrolled in the UPPC school of printing and trained for three years. I have enjoyed every hour of my stay here. I joined as a typesetter and after a couple of years, I was taken to the Graphics section where I worked as

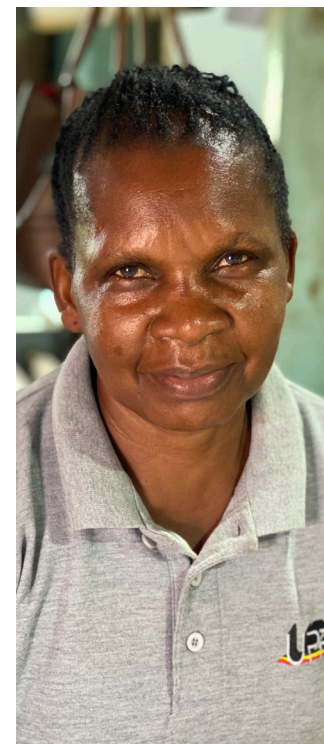


a Graphics Artist. Later, I rejoined the typesetting section as an Editorial Assistant, a job I have held to date. Then, UPPC had a Rotational System of work whereby a staff who had interest in learning a new skill in a different section

was given an opportunity to acquire it. Since I had acquired vast printing skills at the UPPC College of Printing, I wanted to practice all that I had learnt. That significantly explains why I have worked in almost all sections at UPPC. One unique aspect of working at UPPC is that we work as a family and for that I am grateful to the management and fellow staff who have incessantly cultivated this virtue. And to the new staff, I appeal to them to embrace team work, love their work and execute it on time whilst respecting one another.

## Josephine Christine Ndagire – Senior Book Binder (joined in 1987)

I have vast experience in book binding and I can literally do everything in the section. This has been part of my life.



## Diphasi Wangwe – Book binder



When I joined in 1987, there were so many administrative issues, the old staffs would not allow us to touch machines because most of them has personalized the machines. When it became a Corporation in 1993, there were changes that enabled all of us to learn how to use the machines in the same period I was demoted from a senior book binder to junior binder.

## Annet Namazzi - supervisor Binding Section

I have a great team of committed binders. This has enabled us to accomplish our tasks within specified time. Here every one knows exactly what they are supposed to do and this makes my work enjoyable.



## Maiku Azoru Zachary- Senior Book Binder

I am a senior book binder and I joined UPPC on March 21, 1990. As a new recruit, I was first trained for 3 years after which I was awarded a certificate in Graphics Design, book binding and project writing. I have stayed here for long because the job is satisfying and I like it because it is technical.

At the time when UPPC was still printing the National Budget Speech, we would spend nights here until it was read. We would be guarded by police. I also learnt that the ballot papers of 1986 were printed here; still under tight security monitoring by the police."







# Congratulatory Message on UPPC's 120<sup>th</sup> Anniversary



*Members of the Electoral Commission: From left to right: Mr. Mulekwah Leonard (Secretary/EC), Comm. Justine Ahabwe Mugabi, Comm. Hajji Sebagala M. Kigozi, Hajjat Aisha B. Lubega - Deputy Chairperson, Justice Byabakama Mugenyi Simon – Chairperson, Comm. Emorut James Peter, Comm. Nathaline Etomaru, and Comm. Hon. Tashobya Stephen.*

**T**he members of the Commission, Management and all Staff of the Electoral Commission congratulate the Board of Governors, Management and Staff of Uganda Printing and Publishing Corporation on the occasion of celebration of 120 years of dedicated service in printing and publishing.

The Electoral Commission has, over the years, partnered with UPPC to publish legal notices, declarations, supplements and official information related to elections and electoral processes.

**Some of the areas where it is statutory for the Electoral Commission to publish the above information in the Uganda Gazette include the following:**

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Notice of Appointed Returning Officer and Assistant Returning Officer;</li> <li>2. Notice of Removal of Returning Officer or Assistant Returning Officer;</li> <li>3. Notice of Appointed Returning Officer and Assistant Returning Officer;</li> <li>4. Publication on Voter Education Guidelines;</li> <li>5. Notice of demarcated Constituencies;</li> <li>6. Notice of places where Register is to be Displayed;</li> <li>7. Notice of all polling stations for elections and/or referenda;</li> <li>8. Notice of Printed Voters Register to be used on polling day;</li> <li>9. Notice of appointed period for Display of the National Voters Register;</li> <li>10. Notice of Places where the Register is to be displayed;</li> <li>11. Notice indicating place, time and duration of nomination of candidates;</li> <li>12. Notice of Nominated Candidates;</li> <li>13. Notice of Withdrawal of Candidate;</li> <li>14. Notice of Manner and Time of Campaign Period;</li> <li>15. Notice of Polling Day and Tallying Places &amp; respective times;</li> </ol> | <ol style="list-style-type: none"> <li>16. Notice of Elected and Declared winners;</li> <li>17. Notice of Winner as Declared by Court;</li> <li>18. Notice of Application to register a political party or organisation;</li> <li>19. Notice of Inspection of Declaration of Assets &amp; Liabilities of a registered party;</li> <li>20. Notice of intended change or alteration by a political party or organisation;</li> <li>21. Notice of approval of change or alteration by a political party or organisation;</li> <li>22. Notice of change or alteration by a political party or organisation;</li> <li>23. Notice of Referendum Results;</li> <li>24. Notice of invitation of public to scrutinize petition for referendum;</li> <li>25. Notice of submission of referendum petitions in compliance with the law;</li> <li>26. Notice of objection to referendum petition;</li> <li>27. Notice of Parliamentary resolution in support of a referendum;</li> <li>28. Notice on status of ratified Bills; and,</li> <li>29. Public scrutiny and lodging of objections to the petition challenging referendum results.</li> </ol> |
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**UPPCs quality and professional services have enabled the Commission to comply with relevant legal publishing requirements, in a timely and convenient manner.**

**The Commission, therefore considers and highly treasures UPPC as a key stakeholder and critical player in strengthening electoral democracy and good governance in Uganda.**

**The Electoral Commission**

Plot 55 Jinja Road, P.O. Box 22678, Kampala, Uganda

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*For regular free and fair elections and referenda*





OFFICE OF THE PRESIDENT  
The Directorate for Ethics and Integrity



## Providing leadership in rebuilding ethics and integrity in the Ugandan Society



*H.E Yoweri Kaguta the  
President of Uganda*



*Hon. Akello Rose Lilly  
Minister of State for  
Ethics and Integrity*



*Mr. Alex Bwangamoi  
Okello Permanent  
Secretary*

### CELEBRATING 120 YEARS OF UGANDA PRINTING AND PUBLISHING CORPORATION

**T**he Minister of State for Ethics and Integrity, Hon. Akello Rose Lilly, together with the Management and Staff of The Directorate for Ethics and Integrity (DEI), wish to join Uganda Printing and Publishing Corporation (UPPC) in celebrating 120 years of great service to the Ugandan Community.

As the responsible institution for the drafting of Anti-Corruption Laws, Policies and Strategies, the Directorate for Ethics and Integrity remains committed to a solid partnership and support towards the Uganda Printing and Publishing Corporation's quality service that aims at enhancing the culture, welfare and unity of Uganda.

The Directorate for Ethics and Integrity envisions **"a well governed and prosperous society that cherishes moral values and principles"**. The Uganda Printing and Publishing Corporation is well positioned as a key stakeholder in the production of tools that support the inculcation of values among Ugandans. We therefore look forward to more decades of collaboration in effort to achieve this vision.

***Happy Anniversary UPPC!***

***Our Country, Our Values, Our Identity!***

# UPPC- URSB partnership easing client access to services

By Nicholas Mwesigwa

**D**riven by the desire to ease clients' access to a broader range of services, Uganda Registration Services Bureau (URSB) signed a Memorandum of Understanding with Uganda Printing and Publishing Corporation (UPPC) on March 14, 2019.

Mercy Kainobwiso, the Registrar General of URSB says the partnership between URSB and UPPC arose out of the realization of the need for the two entities to create and build synergies aimed at improving business with the ultimate goal of easing accessibility and reducing the cost of their services.

"The mutual benefit arising out of this partnership is the reduction in the cost of placing advertisements by URSB in the Uganda Gazette (a publication by UPPC) and the resulting increase in the number of Gazette applications received by UPPC from URSB clients. The current issues being addressed by the two government institutions include reducing the cost for publication in the Uganda Gazette, improving accessibility to the UPPC publishing services and UPPC joining the Uganda Business Facilitation Centre (One Stop Shop) at URSB among others," Kainobwiso said. Kainobwiso notes that URSB ensures effective



UPPC AG MD Kenneth G. Oluka (2nd Left) and URSB Registrar General Mercy Kainobwiso (3rd Left) flanked by officials from UPPC & URSB

and robust advertisement with the Uganda Gazette as a way of boosting business for the two institutions. According to the partnership, URSB provides working space for the designated UPPC staff at its (URSB) business facilitation centre, who also participate in performance review meetings and implementation of the MOU. As UPPC celebrates 120 years of excellence in printing and publishing, Kainobwiso says they are proud to be associated with one of the oldest corporations in Uganda. "URSB appreciates the business that UPPC does with us. Thank you for being part of our success over the years. We greatly value your hard work and success and we hope to continue with this great working relationship," she said.

The Acting Managing Director UPPC, Mr. Kenneth Oluka says the corporation is leveraging on its printing

and publishing capabilities and strategic partnerships to bolster its business. "You don't reach 120 years in business without facing challenges and uncertainty at one time or another. Throughout our history, we have confronted difficult times, including the Covid19 pandemic and each time we have come out stronger. Our primary objective remains providing quality and timely printing and publishing services to our clients every day.

URSB is a semi-autonomous statutory body that was established by Chapter 210 of the Laws of Uganda to register businesses, marriages, Intellectual Property and also act as an official receiver in insolvency-related matters among other functions. UPPC on the other hand is a corporate body established by the UPPC Act 1992, Cap.30 as a leading Government printer mandated to provide printing and publishing service to government Ministries, Departments, Agencies, private companies and individuals

URSB Registrar  
General Mercy  
Kainobwiso



# The Uganda Gazette

## Understanding UPPC's flagship product

By Amos Ngowoya

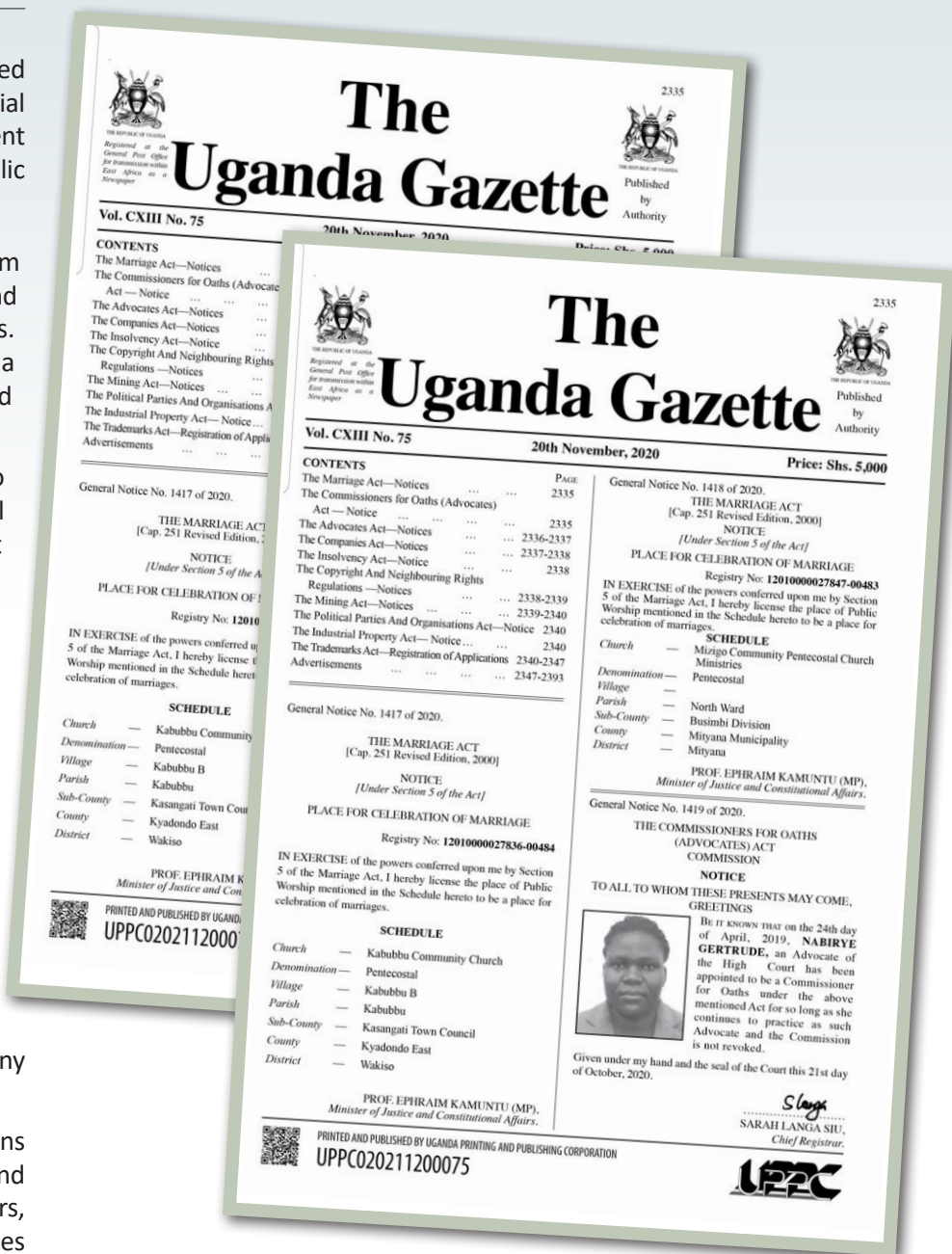
The Government Gazette, also referred to as *The Uganda Gazette*, is the official journal or newspaper of Government that publishes laws, bills, legal and public notices.

The Public Notices are generated from Government Ministries, Departments and Agencies, professional bodies and individuals. The laws and bills as published in the Uganda Gazette are the only official publications and authoritative version of the particular laws.

Governments publish Gazettes to communicate messages of national importance to the general public and as part of the legalizing process being undertaken; for instance, all activities related to general elections are normally gazetted. Therefore, where a law makes a requirement for gazetting a particular item or information, the relevant transaction is not legally compliant if such a requirement is not made and may be challenged in the courts of law.

*The Uganda Gazette*, derives authority and name from Article 257 of the Constitution of the Republic of Uganda and Section 2(ff) of the Interpretation Act Cap. 3, which state that the Gazette means *The Uganda Gazette* and includes any supplement of that Gazette.

In that regard, *The Uganda Gazette* contains notices, Government declarations and supplements of bills, acts, regulations, orders, statutes, statutory instruments, ordinances



and legal notices. It also carries general notices. This means that *The Uganda Gazette* is the legal notice board of the country, which publishes the new laws, other matters of legal nature and general public notices.

The mandate to publish laws is derived from Article 91(8) of the Constitution and section 13 of the Acts of Parliament Act, Cap.2 which require all Bills and Acts of Parliament to be published in the Gazette respectively. All notices in the Uganda Gazette are published by the authority of law.

The Uganda Gazette is published weekly, specifically every Friday, except on public holidays and in that case the issue is published the preceding Thursday. It also includes Extra-ordinary Gazettes, which are published on any day other than Friday when important and urgent issues arise. The Extraordinary Gazette is published on request by the relevant Ministry, Department or Agency showing justification for the need to Gazette a particular notice urgently.

Legally, *The Uganda Gazette* is the official Government notice board and all important Government communications to the public about laws and legal matters are usually

“  
THE UGANDA  
GAZETTE IS THE  
OFFICIAL AND  
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CONTAINED  
THEREIN

effected by publishing in the Gazette.

*The Uganda Gazette* is the official and authentic legal public information to the extent that if anything is published in the Gazette, it can be taken that the public is duly informed about the matter contained therein. According to UPPC Acting Managing Director, Mr. Kenneth Oluka, UPPC, as the authorized Government publisher, is mandated to print all the Laws of the Republic of Uganda. Therefore, the authentic copies of laws as published in *The Uganda Gazette*, are only obtainable from UPPC and its countrywide distribution points.”

He further said that if there is a requirement for a matter to be published in the Gazette under any enactment and the requirement is not complied with, it means the action under the requirement is not fully performed. “For example, if a notice is not published in the Gazette as by the law, then such a notice cannot be enforced in any legal transaction. It will therefore not have the intended legal effect,” he said.

Other important documents and legal notices published in the Gazette include; applications for trademarks, Deed Polls, licensing of places of celebration of

**OVER 120 YRS**

**UPPC** UGANDA PRINTING AND PUBLISHING CORPORATION  
“Since 1902”

**The Uganda Gazette**  
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marriages, applications for special certificates of titles, notices for change of names by companies and insolvency, applications for certificate of eligibility for advocates, appointment of commissioners of oaths and notary publics, copyright applications, mining applications and grants of licenses, registration of private security firms, and industrial designs and many other notices as provided for under the laws of Uganda. Other public notices published in the Gazette are from professional bodies, such as: Uganda Law Council, Institute of Certified Public Accountants of Uganda, Uganda National Medical and Dental Practitioners Council and Institute of Professional Engineers and Surveyors of Uganda among others.

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Much as the Gazette notices are not conclusive evidence of the events and dates they notify, as stated by The Uganda Public Service Standing Orders, 2010 (Section P-f), it provides a permanent, official public record of important statutory and non-statutory notices that can be used to support legal and other processes. As the official public record, the Gazette is often cited in legislation and is considered by the courts and other legal organizations to be the most authentic source of legal information.

The Gazette has been recognized as a central archive or

database for very valuable information for Governments across the world.

According to UPPC, the annual subscription fee for the Gazette is Shs1, 400,000 only. This fee entitles one to receive a weekly copy of the Uganda Gazette and all supplements published therein.

UPPC’s Sales and Marketing Manager, Victoria Namulondo says that a Gazette is like the government’s newspaper or notebook which contains all the public announcements made by the government.

Ms Namulondo adds that the Gazette’s unique role is what makes it different from the traditional newspapers because it can be presented in Courts of Law which isn’t the case with the traditional newspapers.

## Procedure

Namulondo says that a Gazette contains different aspects which are categorized differently including normal adverts, Statutory Instruments, Bills and Regulations among others. For instance, Namulondo says that Deed Polls fall under the adverts section.

She says that for a woman who wants to drop her second name and take on husband’s after getting married, she will be required to go to the National Identification and Registration Authority (NIRA) which is in charge of the Registration of the Persons Act under the Ministry of Internal Affairs.

After NIRA, she says, the person will be sent to the Uganda Registration Service Bureau (URSB) and register for change of name which is then put in the system.

However, Ms Namulondo says that for the name to be fully gazetted, one will need to first swear an affidavit in court with the help of a Lawyer and once this is done, the name will then be sent to UPPC.

The gazetting process takes only one week but one can also get an Express Gazette at an extra charge since it is acceptable by law.

Namulondo notes that a number of government agencies are involved in the verification process so as to tighten the noose on cases of forgery.

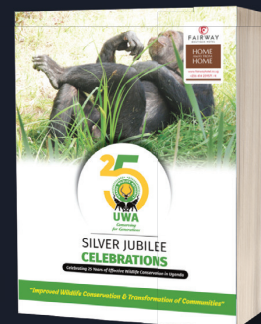
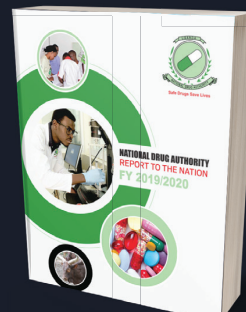
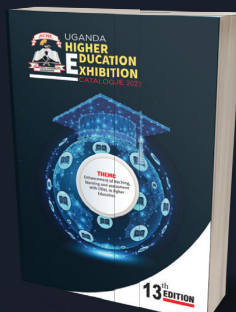
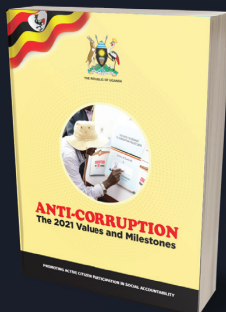
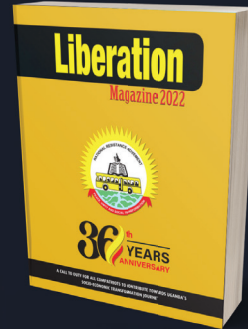
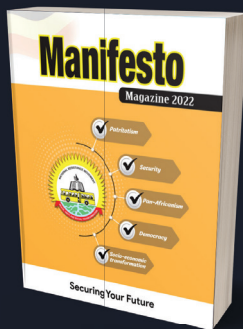
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# Why UPPC plans to revive the Printing and Publishing School

By Blansho Musinguzi

**E**ducation is the tool that arms professionals with the necessary knowledge and skills to execute their duties, but experience is the icing on the cake which is needed to foster excellence on the job.

This is the culture championed at Uganda Printing & Publishing Corporation (UPPC), Uganda's oldest printing house.

This year the corporation celebrates 120 years of perpetual existence, a feat many entities world over simply dream about. According to UPPC Managing

Director, Kenneth Oluka, this longevity cannot be taken for granted even when the entity is a government-owned corporation.

"We have seen very many parastatals established by the government crumble or wrap up operations after a short time. So, it is not entirely a given that being a government entity guarantees an establishment such longevity like UPPC has enjoyed for 120 years now," Oluka says.

According to Oluka, UPPC has managed to stand the test of time majorly due to being consistent with its culture of putting excellence and customer satisfaction at the forefront of its operations.



Mr Stephen Kisembo takes KIU students through plate making steps

“Satisfying a customer is an elaborate process which starts with instilling the right culture and capacity among employees to enable them to produce quality work which meets the customer’s business needs,” Oluka says.

At UPPC, this has been achieved over the years through identification of competent and talented workers who are then trained exhaustively on the job to acquire the polishing that the corporation requires of them. Once this is achieved, the next step is ensuring that these workers are retained on the job for as long as possible so that the corporation can tap into their experience for the best results.

On a recent visit to UPPC’s headquarters in Entebbe, this writer was taken on a guided tour of the printing processes. However, what strikes any visitor at UPPC is the evidence of how the corporation has been able to stack up both experience and excellence and entrench it within the corporation’s operations.

For instance, one quickly notices that in every department of the printing value chain, different generations of machines are operated by highly experienced workers who have equally been at the corporation for decades on now.

Most of these staff are the corporation’s longest serving employees who joined in the late 1980s and early 1990s. For them, the meticulousness required to produce the much-needed quality work is eased by decades of experience as they have been doing the same thing over and over again every single day for very many years. Imagine stitching hundreds of books a day or cutting a decimal point of a centimetre from thousands of copies of a book? The result is total perfection which they employ in their duties today.

And most importantly, most of these have been around long enough to be part of the transition from different printing technology to the other. They therefore have the necessary institutional memory to identify how the different generations of printing technology tie into the others. Many of the machines at UPPC, this writer was told, have been in operation from the 1960s and 1970s. Among them is the perfect binding machine which has been in operation since the early 1990s. Other machines include the folding machine, stitching machine, cutting machine, halley numbering machine, sewing machine, among others.

## Training School is secret

But for all their excellent skills, these workers attribute their success at work to the strong foundation which was given to them through UPPC’s in-house training school.

Stephen Kisembo, who joined UPPC in 1987 and went through the training school, says the school equipped fresh recruits with skills to run the machines and it is from it that many of the employees still running the machines got the skills they use today. Unfortunately, the school was closed in late 1990s but the skills gap its closure left has not been bridged to date.

“The school gave us skills which were so relevant and practical that they could not be got anywhere else in the entire country,” Kisembo says. To paint a clearer picture, Kisembo reveals that for instance when the UPPC School was closed, Kyambogo University tried to put up a small printing technology certificate course but the course was stopped after three years.

“I think because the course is very practical, they could teach people all the theory but they didn’t have all the machines for practicals. Therefore by the time they sent out the students to go for industrial training, they knew nothing,” he says.

“The students would come here for industrial training and whatever they could see, they were seeing it for the first time. I think that was the challenge,” he adds.

## Modern skills training needed

One of the cardinal laws of management is that you never change the winning formula. For UPPC, the winning formula has been its ability to pass on the exact skills needed to execute perfect work to its employees. Previously this was done through the institution’s in-house training school.

However, since its closure, new workers have had to feed off the skills from the long serving employees who graduated from the now defunct school. However, this poses a great threat since many of the senior employees are nearing their exit door to retirement. It is for this reason that plans are in high gear to revive the printing school which acted as a skills conveyor belt for UPPC.

The Managing Director Kenneth Oluka also admits that the printing industry has become more complex and more competitive because of technological advancement. This means printing entities have to take their skills to the next desired level so as to keep up with the pace. Oluka says



these skills will be offered to employees in the new training school.

“When we talk about a training school, we are going to train people to be professional and ethical,” he says. Oluka adds that the skills will be holistic in nature so as to tie in with the country’s development goals, especially jobs creation and reduction of unemployment.

“This, we think, is one way we can contribute as a corporation to skilling of young Ugandans; giving them skills they can use even if they are not employed by another person,” he adds.

Oluka also boasts that once revived, UPPC’s will be the only printing school in the country and will save new recruits and other trainees the challenges of entirely learning the trade on the job.

“To do mass printing production, people don’t have to learn from the job. A key aspect of the training will be security printing, which is production of documents features that can’t be forged. And such highly specialised printing requires professionalism,” he says. The long serving employees who

are essentially alumni of the printing school have welcomed news of its revival, saying its s long overdue.

Kisembo Steven says the school when revived will be vital because it is important for people to take training courses. “In most cases people who have trained on the job are very good practically but they miss out on that theory part which is also vital. So, when someone blends that theory and the practical, they become better professionals,” he says. Kisembo adds that with the corporation boasting of a rich catalogue of both old and new technology machines on its assets inventory catalogue, it is best suited to run the most impactful training school.

Naturinda Andrew, another long serving UPPC staff who joined in 1989 and has been part of the team training new entrants, says it is good that UPPC has plans of reopening a training school because people need to learn. “We want people to be on the ground and learn all the skills professionally. You need to know all the stages of what happens here at UPPC,” he says.



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# UPPC deserves credit for Innovations, Longevity

By Alex Baita

Scores of business entities world over fold before their 10th anniversary. According to a recent study by McKinsey Global Institute, the average lifespan of large companies and/or corporations is 18 years. The 2016 study attributed this 'mortality rate' majorly to technological revolution and urbanization. Although many companies are hit by financial constraints, others fail to adjust to the changing market/client demands which are partly occasioned by new technology. In Uganda, the Uganda Printing and Publishing Corporation (UPPC) has proved to be among the resilient companies that have stood the test of time and defied the odds to live on to attain centenarian status. This, New Vision CEO, Don Wanyama, believes is no mean feat for which UPPC deserves lots of plaudits. This is especially given the fact that the national printer operates in an industry where businesses naturally have a short lifespan. Speaking to our writer, Alex Baita ahead of the 120 anniversary celebrations, Mr. Wanyama said

**Don Wanyama**  
New Vision  
CEO

UPPC has lived to the billing not only as the forerunner of the printing and publishing industry in Uganda but also as one of the oldest institutions in the country.

"I would love to congratulate Uganda Printing and Publishing Corporation (UPPC) on reaching this milestone. Marking 120 years is a huge milestone and UPPC deserves credit for longevity and innovations that have led to the positive transition," Wanyama said.

Mr. Wanyama also appealed to government Ministries, Departments and Agencies (MDAs) to give business to government owned printing and publishing enterprises in a bid to bolster their operations and also proliferate their contribution towards the growth and development of the country.

"We have acquired advanced printing technologies. Work that used to be done in China and Dubai can now be done here. MDAs should have no excuse not to give







*(L-R) UPPC Ag MD Kenneth G. Oluka, FPC's Miriam Namutebi, New Vision CEO Don Wanyama and Secretary Office of the President Hajji Yunus Kakande at the launch of UPPC's 120 years celebrations.*

business to government-owned corporations like Vision Group and UPPC," he said.

In September 2021, President Yoweri Museveni through the Office of the Prime Minister, Hon. Robinah Nabbanja directed that printing and publishing work for MDAs should be given to the government-owned printing and publishing houses, UPPC and Vision Group. "To support these entities is to support the growth of the country. The government-leaning printers' contribution to the national coffers will greatly improve," the President noted.

Mr. Dennis Semukasa, the Printing Manager at Vision Group, likened the relationship between UPPC and New Vision to that of brothers as evidenced by the benchmarking visits.

"We enjoy a cordial relationship. We are like brothers. On the commercial aspect of the business, I believe we (Vision Group) are a bit more advanced. When we benchmark, it is to the advantage of both institutions," Semukasa says.

Mr. Semukasa says that by both entities measuring their successes against each other, it has helped to discover the performance gaps and how they can be improved.

"This has helped both Vision Group and UPPC to gain strategic advantages over competitors and grow industry

averages and also focus on continuous improvement. We envisage continuous improvement by both corporations as we have been able to immensely improve certain elements of our respective businesses," he reveals.

He attributes the tremendous growth of Uganda's printing and publishing industry to massive investment in the sector.

UPPC started out as a Government Printer in 1902 under the British Colonial Government. In 1962, the department remained under the Office of the President. During that time, it was funded using public funds allocated under the Government Printer Vote and its role was to provide printing and publishing facilities to all Government Ministries and Departments and supply stationery.

In 1992, UPPC was established by the Uganda Printing and Publishing Corporation Act, 1992, Cap. 330, Laws of the Republic of Uganda. Since then, it has provided printing and publishing services to Government ministries, departments, parastatals and to private individuals and organizations.

The corporation is also mandated to print and publish all Government legislation and documents, publish books, booklets or other publications which enhance the culture, welfare and unity of Uganda.



# Highlight of UPPC's partnership with Veridos and the birth of USPC

By Alex Baita

For quite some time, there has been a general misconception that Uganda Printing and Publishing Corporation (UPPC) could be closing its doors soon following the birth of Uganda Security Printing Company (USPC). To demystify these claims, we highlight what led to the establishment of USPC.

USPC is a product of a 15-year Joint Venture Agreement (JVA) or partnership signed in 2018 between Veridos GmbH, a multinational World-leading identity solutions provider, headquartered in Germany and the Government of the Republic of Uganda represented by UPPC. USPC was thus birthed to provide Ugandans with all relevant security documents and supply associated systems and services.







*Ground breaking ceremony of USPC Office construction in Entebbe*



*USPC master plan artistic impression*

The partnership covers the establishment of a modern security printing factory capable of producing all security documents, including ePassports and polycarbonate ID cards, and supplying all related services. Speaking during the launch of celebratory activities to mark UPPC's 120-year journey at Golf Couse Hotel, Kampala on July

22,2022, the Acting Managing Director, Mr. Kenneth Geoffrey Oluka said that Government entered into a partnership with Veridos to build the capacity of USPC which is owned by UPPC. USPC, in which Veridos owns 49% shares and UPPC 51% shares, will have the capacity to print Ugandan currency after Veridos' exit. "USPC was created as a special purpose

vehicle to revamp UPPC. The process of constructing the security printing factory is underway. USPC will handle a number of security printing jobs including passports, driving permits, National IDs and other security printing materials. We are hopeful that we shall be able to print currency notes at USPC because the factory will be built on international standards of security printing. So after 15 years of partnership, it is planned that Veridos will have recouped their capital investments and will hand over the USPC factory to UPPC which will hold it on behalf of government," Oluka said.

He explained that the partnership will help the country to modernise its security printing infrastructure which will then turn Uganda into a printing destination in Eastern and Southern Africa with one of the best world class printing factories.

"As UPPC, we are optimistic about the joint venture agreement. It will enable us to focus more on commercial printing and publishing while USPC takes on the security printing work. This will translate into jobs for Ugandans and a more cost effective way of supplying security documents all over Uganda," Oluka added.

According to the URA data as of 2019, Government spent UGX161bn on security printing contracts awarded to foreign firms due to lack of the required technology and infrastructure.



By Nancy Anek Obita

**H**e came, worked diligently and left a legacy that will live on for more than the 40 years he served at Uganda Printing and Publishing Corporation (UPPC). Mr. Joseph Mubuya Kaggwa was one of the longest serving employees having joined the Entebbe based printing firm in 1972. Speaking passionately about his tenure at UPPC, Mr. Mubuya, who stands at 6ft, reminisces serving under seven Presidents and five Managing Directors. “I started working as a volunteer in the type setting section around 1972. By then, it was known as the Government Printer,” Mr. Mubuya narrates.

Because of his hard work coupled with dedication, resilience, team work and confidence, his name was submitted to the Public Service, a body then responsible for recruiting staff on behalf of UPPC when it was still under full stewardship of the Office of the President. As luck would have it, he secured a permanent job in the Type-setting Department. This became a springboard for the light-skinned sexagenarian to easily rise through the ranks, earning a Supervisor role in the same department a few years later. As the Roman philosopher Seneca said; “Luck is what happens when preparation meets opportunity, Mr. Mubuya was in the 1980s awarded a government scholarship to further his studies at London College of Printing in the United Kingdom. On his return, he was promoted to the Assistant Press Superintendent.

One thing that is etched in his memory is how fallen President, Idi Amin Dada would unceremoniously visit the



*Mr Joseph Mubuya*

## A retrospect of Mr. Mubuya's 40 years of service at UPPC

Government Printer to monitor how the government printing works were being executed. “Amin was over demanding and hard to please. He would give us unrealistic deadlines forgetting the snail paced technology that we were using. The only way one would survive his wrath was to work extra hard

even during odd hours because it was not uncommon for him to storm the premises unannounced,” Mr. Mubuya reminisces. At the time of his retirement in 2016, Mr Mubuya was serving as the Printing and Production Manager (PPM), a position he held for four years.



“

One thing that is etched in his memory is how fallen President, Idi Amin Dada would unceremoniously visit the printer to monitor how the government printing works were being executed. “Amin was over demanding and hard to please

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To Mr. Mubuya, UPPC means a lot, besides serving it for almost all his working years, It was also the place where he found his soulmate, Agnes Mubuya, who was also a staff at UPPC, with whom he has been married for more than three decades.

The couple recently had its retirement vacation in the USA and are now resting at their home in Nakiwogo, Entebbe.

To dominate the printing business in Uganda and the entire East African region, Mr. Mubuya advises the Management of UPPC to invest heavily in modern printing technology which will enable it maximise its potential in all printing activities, train all managers to ensure that they all have basic printing skills and also sponsor some staff to study abroad in printing schools. He also appeals to the Management to give an ear to their subordinates especially when they are airing out pertinent issues affecting the productivity of the corporation.





# Understanding Security Printing

According to Iskren S. Kosta S. Tatyana B (2018) of University of Chemical Technology and Metallurgy, Department of Printing Arts, Pulp and Paper, Sofia, Bulgaria, Security Printing is defined as a field of the industry that deals with the production of items such as banknotes, cheques, passports, tamper-evident labels, product authentication, stock certificates, postage stamps, identity cards and office stationery. Some other experts refer to Security Printing as a process of instilling trust between the institutions and the users of particular documents, systems or products.

The main goal of Security Printing is to prevent forgery, tampering, or counterfeiting. The utility of a document of value lies in society's confidence that the document has been correctly and legally issued to the person or body entitled to its use, that the document itself is an authentic item, and the information contained within or displayed thereon is correct and has not been subject to unauthorized and non-discernible addition, deletion or alteration. The integrity of a document of value is important in the context of the national and human security perspective. Documents that are not secure hold more risk for use and abuse by criminal and terrorist elements

With reference to research published by Joseph Prostko (2020) of Computer Science Department, University of Wisconsin – Parkside, security printing has served as the world's oldest medium to secure information technology for the past millennium. Today, security paper continues to be innovated to match the needs of modern security printing and ease of use. Machine learning is being used to allow computers to scan deep into the patterns embedded within the security paper to improve security and authentication. However, many people who are not computer literate rely on security printing to make transactions.

One of the most important goals of a computer scientist in our organizations is to secure all information technology from counterfeit, fraudulent and malicious attacks on our servers, hard drives or cloud storage devices. Likewise, this also applies to Security Printers who have to secure simple pieces of paper. Issues such as document forgery and counterfeit banknotes have been a nuisance to the information technology community long before the invention of the light bulb. And in this digital era, new methods to ensure that documents and paper currency are not forged continue to be improved. The same threats apply to our personal smart phones hence the need to resist the temptation to open each file before vetting its sender's intention.

It is unclear exactly when the first historic occurrence of security paper was used, but most experts agree that paper banknotes were first used in China during the reign of Emperor Chen Tsung between the years 998 AD and 1022 AD. Consequently, archaeologists have discovered Chinese paper money produced between 1165 and 1175 in a cave and were amazed at the sophistication of the printing.

Today, security paper continues to be a relevant technology. Security paper remains in high demand for uses such as the recreation of legal documents, visas, passports, and production of paper currency.

According to the Dublin Globe Newswire of 20<sup>th</sup> May, 2021, the world Security Printing market is forecasted to grow from USD 31.319 billion in 2019 to USD 45.027 billion in 2026, representing a 5.32% annual growth rate.

An older release by Dublin Globe Newswire of 7<sup>th</sup> March, 2019 reported that the Security Printing industry for East Africa, recorded an economic growth rate of 5.9% in 2017, making it the fastest growing on the African Continent and one of the world's most rapidly expanding markets.

A comparison of 2019 figures showed that the world security printing industry constituted 7.8% of the printing market that was valued at USD 400.46 billion then. In Uganda, URA sourced data 2019 estimated the Printing industry to be worth over 1 trillion shillings. The Security Printing market was estimated to be worth 150 billion shillings annually, with the exception of 200 billion shillings our government spends on ballot paper printing every 5 years (Daily Monitor, October 5, 2018).

This implies that the security printing market constitutes 15% of the Uganda printing industry's total value and of which 10% is outsourced to outside countries. The primary factor driving this market growth is the need to counter increasingly sophisticated tampering, forgery, and counterfeiting-related crimes, especially counterfeiting of currency that severely affects the economy.

According to Globe newswire, it should not be surprising that governments around the world are adopting new measures to reduce on counterfeit documents and eventually secure government systems. This has in turn resulted in increased collaboration and partnerships



between technological solution providers for a better and more secure environment. For instance, in October 2018, the Government of Uganda signed a joint venture agreement with Veridos to establish a local printing factory as a measure to provide citizens with secure documents. The same firm also entered into an agreement with the European Investment Bank in November 2018, to providing security printing of new ID cards and passports for the citizens of Greece. Furthermore, the Governments of Nepal and France have collaborated to establish a state-of-the-art facility for security printing of government materials, currency, passports and other documents.

According to Heinz Artmaan of SID Consult GMBH, Germany, while planning for high-security production



plants, it is important to appreciate that security printing is classified into 3 levels. These include **High-level security** for Bank notes, Passports and identity documents, **Medium-level security** for Drivers licenses, Ballot papers, Certificates and Cheques and **Low-level security** for Vouchers, Receipts, Invoices, Event tickets, Lottery tickets, Examinations, Brand protection for labeling and packaging etc.

Depending on the security problem any given customer wants to solve, it is important to identify with the product specifications at the outset then plan for the production requirements with respect to Prepress, Processing, Printing technology and Laboratory.

Today, chemical methods have mostly been abandoned in preference of new methods that rely on patterns within security paper. Common methods of furthering security paper are watermarks, engravings, ultraviolet printing, and holographs. One simple example of a holograph could be the indicative strip, which appears vertically across a US 100 dollar bill, when held up to a light source to verify its authenticity.

Iskren S., Kosta S. and Tatyana B (2018) describe security paper innovation as a constant competition to stay ahead of those who may want to forge documents or paper currency. And in order to do so, governments, banks, and any other agency handling the printing of security paper must constantly find novel ways to improve security.

## Commonly asked Questions on Security Printing;

### 1. How do we improve the security of the documentation within an organization?

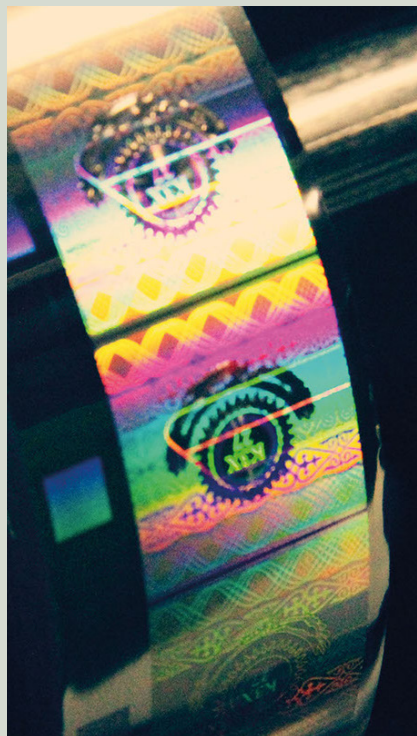
Below I share three options

#### A. Use of security paper

Security paper is a good way to preserve the integrity of the printed document. We need to know that when the document changes hand it is genuine and it serves exactly the purpose for which it is intended. We have to secure the document from attack by counterfeiters who will seek to alter or reproduce the document for their own gain. The objective is to make it very expensive for the forgers and counterfeiters to reproduce.

#### B. Nature of risk being faced

Managing document security is a process in itself. The first thing you have to do is identify the documents that are most likely to come under attack. The cost of securing the document should be in line with the potential risk of having the document's integrity compromised.



For instance, if we have a shopping voucher with face value of Shs20,000, we don't want to spend Shs4,000 securing it. On the other hand, it's important to think of a potential damage that a forged land title could cause if it is fraudulently entered into the system. This could lead to losses worth millions of

shillings. It would definitely be worth it to spend several tens of thousands more to secure such a document or system.

#### C. Nature of the potential attack;

Having identified the documents that are under threat, it is then prudent to identify the nature of the potential attack. Examine the threat and identify what is compromising your document's security

1. Are people altering the document to increase its value?
2. Are they stealing actual documents?
3. Are they stealing used documents and re-introducing them into the system? Once documents have been used they should always be cancelled.
4. Are they stealing partly or fully printed documents out of the printing works?
5. Are they photocopying original documents?
6. Are they stealing genuine paper and using it to print their own counterfeit documents, etc.

# 120 years of Records keeping

By Vivian Suzan Eton

**F**or the past 120 years UPPC has keenly archived all its records in a systematic organized way for easy referencing, accountability and litigation avoidance, the digital revolution has provided us prolific grounds for improving and integrating our records keeping system, this has enabled us to build an easy monitored and cost-effective record keeping system. The digital revolution has also enabled us to create an easy connection with our clientele through a one to one instant messaging on our various social media platforms which include WhatsApp, Facebook, and emails, this enables to respond to our clients inquiries, complaints and complements this helps us in conducting an evaluation and improve our services.

The digital revolution has also enabled us to create an easy connection with our clientele through a one to one instant messaging on our various social media platforms



# BK Trading Company: tracing the 30-year partnership with UPPC

By Nicholas Mwesigwa

**F**rom inception, Uganda Printing and Publishing Corporation (UPPC) has partnered with various companies and individuals to deliver on its mandate whilst maintaining its core values of professionalism, integrity and quality work.

In the span of the 120 years of UPPC's evolutionary existence, many suppliers have come and gone but one Bonny Kibirige Salongo has defied odds and sustained a smooth business relationship with the corporation spanning almost three decades.

Kibirige, through his privately owned BK Trading Company has been supplying UPPC with printing materials since 1994.

A teacher by profession (taught at Nkumba Primary School), Salongo Kibirige changed course that would have been determined by his teaching career and established BK Trading Company in 1993.

He reminisces his first days at the then government printer where he first interfaced with printing machines as a child.

"My relationship with UPPC began before my first contract with the Corporation in 1994. I used to accompany my uncle Phinehas Nuni Mugambe who was employed with UPPC then called the Government Printer.

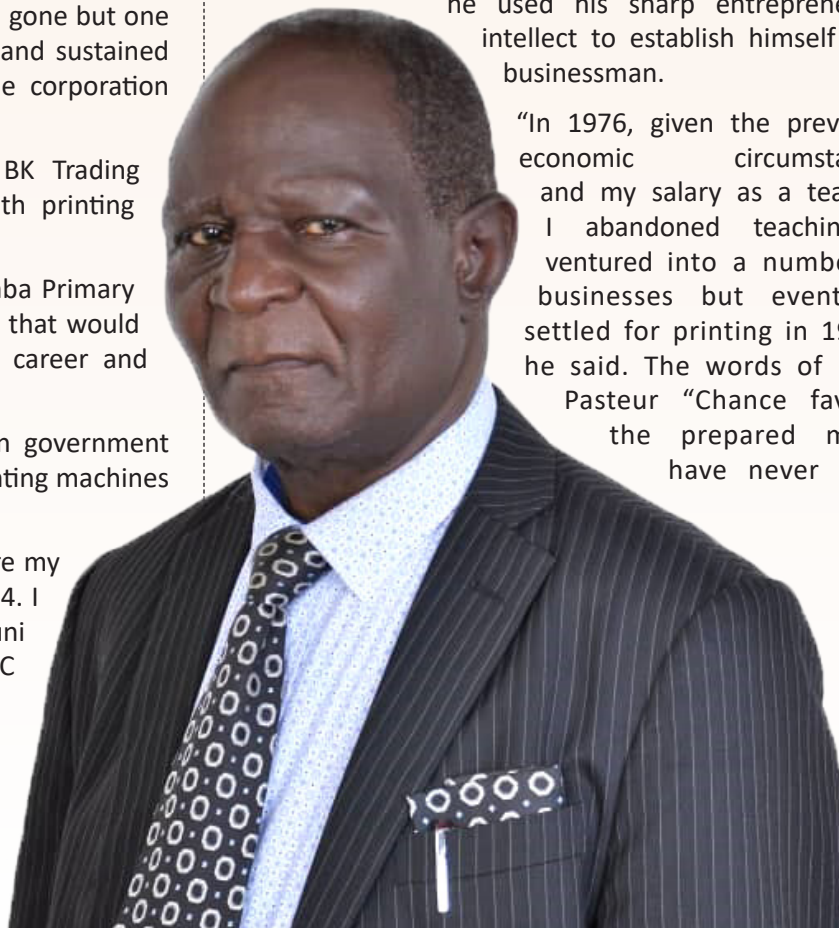
"I must admit that my uncle inspired me as a child to pick interest in Printing work. His lifestyle really fascinated me; he used to drive a Mercedes Benz and was always

clad in a pristine suit. I dreamt of being like him when I grew up as I owed his entire demeanor to the nature of his work," Kibirige said.

This exposure left a lasting impression on Kibirige's mind that would later manifest when he acquired the very machine his uncle used for work at The Government Printer.

Determined to rise above his financial challenges, he used his sharp entrepreneurial intellect to establish himself as a businessman.

"In 1976, given the prevailing economic circumstances and my salary as a teacher, I abandoned teaching. I ventured into a number of businesses but eventually settled for printing in 1994," he said. The words of Louis Pasteur "Chance favours the prepared mind" have never been



truer than when it came to Kibirige's fate. It appeared he had all his ducks in a row when the opportunity knocked on his door.

In 1994, following the transformation of the government printer to a corporation, the then Managing Director announced an overhaul of the entire entity including disposing of all the printing equipment.

Among the machines that were being disposed of was the Monotype Casting Machine that he had seen his uncle Mugambe working with. He stressed he had basic knowledge of the application of the machine.

"Luckily, I knew one of the engineers, one Wateeya who used to service and repair printing machines at the Government Printer. I inquired about the availability and working condition of The di Cutter and the Guillotine too but he discouraged me from buying the machines, saying they were faulty," he said.

As an astute young businessman, Kibirige disregarded Wateeya's advice and submitted his application for the machines which turned out successful. He says he invested in the repair of the machines, confident of their good performance once fixed.

His industriousness and knowledge of stationery and printing, coupled with the newly acquired equipment

deservingly won him the first tender with UPPC to supply envelopes in 1994, marking the beginning of a long business relationship he shares with the corporation to date. As a seasoned businessman, he has always navigated his dealings with great wisdom.

**I am  
delighted to  
associate with UPPC  
and its management  
that has made BK  
Trading to be one of  
the longest suppliers  
of UPPC**

The 30-year business journey between UPPC and BK Trading Company has not been devoid of challenges. "The Supplies that challenged me were during CHOGM of 2007 when Uganda hosted the Queen of England and other Common Wealth Heads of State. The pressure to deliver tonnes of items to the corporation was overwhelming," Kibirige recalls. He adds, "there are incidents of abrupt cancellation of approved orders when I have already made commitments with my suppliers."

He notes that UPPC has always conducted business with his company based on trust which has made him relevant towards the operations and sustainability of the corporation. "I am delighted to associate with UPPC and its management that has made BK Trading to be one of the longest suppliers of UPPC. I can count about ten Managing Directors of UPPC that I have worked with from the first one called Brian Birtle to the now Ag. MD, Mr. Kenneth Oluka. I have learnt to position myself and my company amidst the changing faces of UPPC Managers so as to continue getting business," he adds.

## CONGRATULATORY MESSAGE

**BK Trading Company gladly congratulates the Board and Management of UPPC for making 120 years of active operation. We are glad to associate with the Corporation and dearly pledge to always do our best in our service delivery towards better performance to make the entity a market Leader in Security Printing and Publishing in Uganda.**



# How to succeed at **work,** **home as a man**

By Derrick Kasule)

**W**ork-life balance can be an elusive goal especially for working husbands and fathers. It is daunting to make time for family, friends, spirituality, personal growth, self-care and other personal activities in addition to the demands of the workplace. Challenging as it may seem, it is possible to excel both at home and at the workplace.

As a man, you need to learn to live a balanced life; coordinating your life in such a way that you will be a good husband, a wonderful father and a successful professional. You can't afford to fail in any of these areas.

So, a balanced life is non-negotiable. You must not live a lopsided life like most men do. Most successful executives, actors, business tycoon, politicians, CEOs are failures in their homes because they don't live balanced lives. If your desire is to balance your marriage and career, arm yourself with the following;

## 1. **Set your priorities right**

Put your God first, family second, then love your career. If you put your career first, you will destroy your relationship with God and your family which will later affect your career and destroy you later in life. The biblical concept of wisdom helps us to put our priorities in the right way so that we excel at home and at work.

## 2. **Learn to sneak out of your schedule**

Don't be too busy to show your love to your family. You can even request for casual leave at times, so as to be with your family.

## 3. **Make good use of your week-end and vacations**

Most men prefer hanging out with their friends at weekends. Many collect money in lieu of vacations. This is totally wrong. Week-ends and vacation periods are time to rest and allow your family to enjoy your presence.



## 4. **Go home after office hour**

Avoid night clubs and parties. Rather, go home after the closing hour to be with your family.

## 5. **Play with your family**

You will agree with me that we all have hobbies. Why not engage in your children's hobbies or your partner's? it is pertinent that fathers create good memories with their children

## 6. **Get involved in the life of your children**

Help them with their homework, attend their Parent Teacher's Association (P.T.A) meetings, end of the year party in school. Never fail to visit your children who are in boarding schools on 'visiting days', be totally involved in



the lives of these children that is the only thing they will remember about you in future.

## 7. **Create time to be with your wife**

Create time to be with your wife. Alone and away from your children. Time and communication are the currencies of relationship.

Avoid any transfer that will take you away from your family. Reject a 'better job' that will consume your time, taking away 'family time', involving Saturdays, Sundays and public holidays, the job may put more money into your pocket, but it will take you out of your loved ones.

## 8. **Never carry the office stress home**

When you get home, forget the office. Lighten up, be a good husband and a great father to your family. "1 Peter 3:7: In the same way, you husbands must give honor to your wives. Treat your wife with understanding as you live together."

“

a balanced life is non-negotiable. You must not live a lopsided life like most men do. Most successful executives, actors, business tycoon, politicians, CEOs are failures in their homes because they don't live balanced lives.



By Sande Kimbowa

ICT Officer

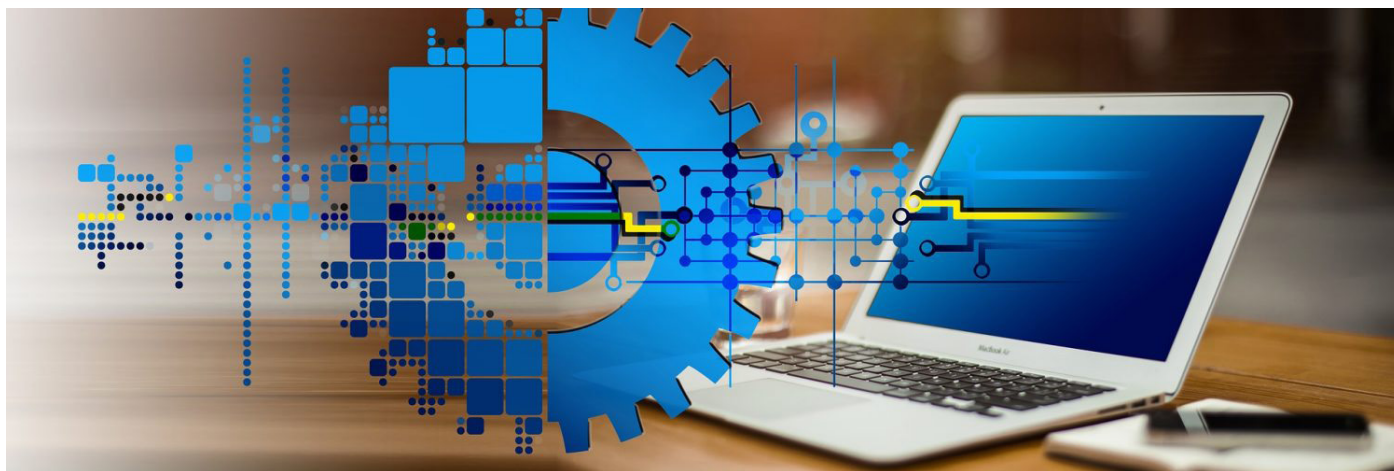


# UPPC's ICT strategy is insync with **Uganda Vision 2040**

Information and Communication Technologies (ICT) such as computers, smart phones, social media, as well as other tools and aspects of the digital era, have transformed not only the way we communicate but also how businesses are conducted globally. Gone are the days when ICT was viewed as alien- it's now part of our daily life, within our families and keeps evolving by the day. Speaking at The Huawei ICT Congress 2022 at Sheraton Hotel, Kampala early this year, ICT and National Guidance Minister, Dr. Chris Baryomunsi said that ICT is Uganda's fastest growing sector and a major driver to Uganda's Socio-economic transformation and the resultant Middle-income status. "We need to look to the future of digital and start implementing the necessary digital infrastructure so that we are not left behind. In building robust ultra-high speed, pervasive, intelligent and trusted high speed ICT infrastructure all over the country, the government has diligently worked towards expanding the nation's digitalization in a number of fields, in order to unleash the multiplier effect of ICT," Dr. Baryomunsi said.

As a state enterprise mindful of the Government Vision 2040 which aims at having "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years" and the role of ICT in realizing this vision, UPPC has adopted different ICT technologies under the "e-publishing project" with the sole aim of improving customer service delivery. "Under this project, we are looking towards providing timely, efficient, faster and secure services through ICT innovations," Kimbowa said.

Our footprint in the digital space is growing progressively through different web technologies and platforms. We are able to reach and receive feedback from our clients through the Corporation Website, Email, SMS, Social Media handles (Facebook, Twitter, WhatsApp). The Network is also being extended to support the computerization and digitalization of the corporation. Some services have been centralized for real-time processing.



During the Covid-19 pandemic, UPPC rolled out different platforms which were used to receive payment, adverts and notices. These were channeled through Banks, Mobile Money, Email, and WhatsApp.

### The e-Publishing Project

Under this project, improving turn-around time and service delivery through ICT is UPPC's main objective. "We are looking forward to providing most of our services electronically in a self-service manner. Through the "Think-Tank Team", we are working towards achieving this milestone in a couple of months," Kimbowa added.

As the "Home to Security Printing and Publishing", UPPC is advancing the security of The Uganda Gazette through automated online verification of the documents from partner MDAs, Organizations and individual clients. This project is divided into different phases.

### Digitalization

With this, more than 30% of the documents which have been archived since 1902 have been digitalized to ease accessibility. We are working towards incorporating other ICT systems.

The public will be in position to upload all required documents, access all of our services both archived and current records by a click of a button and at a small fee. Our main target is to serve all our clients right from wherever they are and to reduce on direct human to human interaction, promoting system interaction thus improving our client's experience, reducing turn-around time and the cost of accessing our services.

Currently, we are in the final stages of launching the "e-Gazette". This is an electronic version of The Uganda



MORE THAN



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Gazette which will be accessible to the general public on a subscription basis. This initiative will make it possible for the public to access The Uganda Gazette online.

Other phases will be adopted to model and provide a framework for technical and non-technical activities in order to deliver a quality system which meets business and stakeholders' expectations.

When the system is completed, users will also be in position to verify the authenticity of the Gazette and other related documents by a click of a button. User / researchers will also be in position to access all archived records since year 1902.





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# Chancery

# THE PRESIDENTIAL AWARDS DEPARTMENT

Pursuant to the Presidential Awards Act, 2001 the Office of the President, through the Government of Uganda has a system of recognizing and rewarding outstanding acts and achievements of its citizen, such recognition puts on record public appreciation for the contribution of persons who have distinguished themselves in service to the Nation.

The Awards are in the form of Orders, Medals and Decorations. Ministries, Departments and Agencies of Government, Corporate Organizations, Non-Governmental Organizations and individuals submit proposals for Honour and awards in the fields of; Civil, Military, Academia, Culture, Media, Religion, Industry, and Sports among others, to the Chancery which is the permanent custodian and administrator of Uganda's National Honours.

The Chancery/Presidential Awards Committee is, therefore, responsible for vetting and forwarding nominated persons to H.E the President for approval and conferment of Honours.

The National Honours and Awards Act 2001, provides for a Presidential Awards Committee (PAC), consisting of the Chairperson, and Eight (8) Committee Members, all of whom are appointed by the President from among Persons of high moral character and proper integrity. The Members of the Committee hold office for Five years and are eligible for re-appointment.

The Presidential Awards Committee is currently Chaired by Honourable Dr Beatrice Wabudeya and has eight (8) Committee Members viz;

The chancellor is the Secretary to the Presidential Awards Committee and also Heads the Chancery, which is mandated to carry out a variety of functions, which among others include; Procurement and provision of safe custody to National Honours and Awards; Facilitating meetings of the Presidential Awards Committee to review names of persons and assess other outstanding contributions & services to the development of this Nation; Organising Investiture/ Award Ceremonies during National functions; Maintenance of Archives for National Honours; Preparation and Publishing the National Honours list for medalists Identification and conducting Research on Nominees for Honours and Awards; Sensitising and raising Awareness on the National Honours and Awards among others.

**The Chancery** contributes to the NDP III Program 15 on Mindset Change and Community Mobilisation. Over the period the Chancery has been able to among others;

Conduct Investiture Ceremonies on the 26<sup>th</sup> of January, Victory Day; 6<sup>th</sup> February, Tarehe Sita (Armed Forces Day); 8<sup>th</sup> March, Women's Day; 1<sup>st</sup> May, Labour Day; 9<sup>th</sup> June, Heroes Day, and 9<sup>th</sup> October, Independence Day and other days that as directed by H.E the President in line with the National honours and awards Act 2001,

Launch of Hall of Fame. A mini-Hall of Fame was established and is domiciled at the Office of the President, old parliamentary building on the 3<sup>rd</sup> floor. The Hall of Fame has a display of Photographs, Profiles, Memorabilia and Information on the outstanding contributions of achievements of National Heroes who are Medalists

A Simplified framework for identifying exemplary achievers was developed and disseminated to enable the Public to appreciate the process and criteria for nominating deserving exemplary achievers.

The website page on the Office of the President website portal for the Chancery was developed and it is functional for information about the Chancery

A database for all Medalists has been developed from the time when medals started to be issued to date.

Procurement of New Medals. The Chancery stores have been replenished and among the New Medals is the 60<sup>th</sup> Diamond Jubilee Medal.

In order for the Committee to satisfy itself that the Person nominated is deserving, the Chancery conducts research on the proposed nominees to the Presidential Awards Committee for final assessment before submitting them to H.E the President for approval.

Sensitised and educated the public on the importance of National Halls of Fame through National Media engagements.

Gazetted the medalists in the National Gazette.

## The future plan of the chancery is to;

Expanding the Hall of Fame to a bigger and more accessible area; Collaborating with District local Governments to name Public roads and amenities after the Medalist; Collaborating with Local Governments to introduce walls of Fame at District Headquarters; Closely working with the Ministry for Tourism to erect and name monuments after medalists up to Local government level; Review the policies on the National Honours and Awards; Recruitment of Staff to fill the gaps in the Chancery structure; Organising Memorial Public exhibitions & lectures of Exemplary persons in the Hall of Fame.

**Titles of Honour** include Civilian Decorations and Medals, Military Decorations and Medals, Uganda Police Decorations and Medals, Second Schedule Section 3 (2) Titles of Honour and Incidents of the National Honours and Awards Act, 2001.

## 1. Civilian Decorations and Medals

The Most Excellent Order of the Pearl of Africa (Grand Master) –

The Excellent Order of the Pearl of Africa (the Grand Commander) –

## THE PRESIDENTIAL AWARDS COMMITTEE (PAC) MEMBERS



Dr. Beatrice Wabudeya Chairperson PAC



Mr. Lino Musana  
Member



Prof. David Justin Bakibinga  
Member



Hajat Nambalirwa Kasenene  
Member



Mr. John W. Karazarwe  
Member



Gen. Caleb Akandwanaho  
Member



Mr. David Gabindadde  
Musoke Member



Mr. George Inyensiko  
Member



Mr. John Otekat Emily  
Member



Hajat Zaminah Malole  
Chancellor/Secretary PAC

The Distinguished Order of the Nile  
(Classes I-V)

The Distinguished Order of the Crested  
Crane (Classes I-V)

The National Independence Medal

The Nalubale Medal.

### 2. Military Decorations and Medals

The Order of Katonga

The Kabalega Star

The Rwenzori Star

The Masaba Star

The Damu Medal

The Luwero Triangle Medal

The Kagera Medal

The Order of Lukaya.

The Kyoga Medal

### 3. Uganda Police Medals

Police decorations and medals are categorised into 11 categories as specified in the National Honours and Awards (Amendment of Second Schedule) Instrument, 2014

The Order of the Commander-in-Chief  
Exemplary Service Order – First Class  
Exemplary Service Order – Second Class  
Gallantry Order Star  
Distinguished Service Medal  
Meritorious Service Medal  
Special Service Medal  
Personal Sacrifice Medal  
Long Service with Good Conduct  
Centenary Medal  
Honorary Service Medal





## When UPPC launched celebrations to mark 120 years

By Amos Ngwomoya

**O**n July 22, 2022, Uganda Printing and Publishing Corporation (UPPC) launched celebratory activities to mark the landmark 120<sup>th</sup> anniversary of dedicated and excellent service. Held at the upscale Golf Course Hotel, Kampala, the glamorous event attracted dignitaries from all walks of life. The hotel's lush green lawns were exquisitely decorated with colorful fabrics as the cool breeze from the swaying trees pierced through the windows which prominently overlook the Golf Course grounds. It was indeed a spectacle to behold! Speaking during the ceremony, UPPC acting Managing Director, Mr. Kenneth Geoffrey Oluka said the corporation is committed to journey with the clients, expand its network and introduce the state-of-the art machines that will offer world class services. Clad in a

long sleeved White African print shirt atop a pair of black trousers, Mr. Oluka revealed that UPPC had acquired powerful and versatile equipment in form of the 4-colour printing machine and plans are underway to procure a 5-colour printing machine.

"UPPC acquired a state-of-the-art HP Indigo Color press and we are in the process of procuring more pre-press, press and post press equipment. The acquisition of these new machines will place UPPC among the top printing and publishing entities in the region," Mr. Oluka said. In a speech punctuated with wit and humor, the MD noted that the anniversary activities are aimed at celebrating both the innovations of the past and ongoing transformation at UPPC. "The events will also centre on celebrating our partners, workers (both past and present) and clients who have immensely contributed to this great milestone," he said.

*The Secretary Office of the President, Hajji Yunus Kakande addressing guests*

The Secretary Office of the President, Hajj Yunus Kakande who represented the Minister for Presidency, Babirye Milly Babalanda lauded UPPC for the launch saying that the celebrations will remind the world that the famous government printer still exists. Kakande noted that the celebrations are a turning point for UPPC to showcase they products and how they are structured to offer the best printing and publishing services.

“The celebrations are timely, coming at the time when UPPC has just acquired a very powerful and versatile equipment in the form of the 4-colour printing machine and with plans to acquire the 5-colour machine. Other old machines have been repaired. For this, I commend the current leadership at UPPC for solving most of the challenges,” he said.

Hajj Kakande revealed that the new equipment at UPPC has propelled the entity into a world-class printer capable of handling mass volume of work.

However, he explained that though UPPC has brought itself to the highest standard possible in the printing industry, its potential clientele has been slow to respond to the presidential directive that requires all the MDAs to surrender all their printing jobs to it and the New Vision.

“I appeal to the managers of the MDAs and the Private Sector to consider partnering with UPPC because we it can now offer a standard, quick and competitive output unmatched in the industry,” he said.

He noted that supporting UPPC will bolster the country’s development and curtail the hemorrhage of foreign exchange through external printing by individuals and local companies.

The Communications Officer Uganda Bureau of Statistics (UBOS) Didacus Okoth said that they are committed to supporting UPPC as per the presidential directive.

“UPPC has made great steps in acquiring modern equipment and we are ready to support them because we are one family,” Okoth said.

The Manager Partnerships and Public Relations Inspectorate of Government, Ali Munira said the inspectorate will support UPPC to enable it achieve its vision and mission.

“We work together as government agencies and the presidential directive is spot on. We only ask UPPC to do quality work so as to beat its competitors, especially from the private sector,” Munira said.



*Guests following proceedings of the Launch*





UPPC @







# 120 walk through the lens





# University students get a feel of UPPC's **printing excellence**

As part of the Corporation's Corporate Social Responsibility to the nation, UPPC is committed to continue engaging in initiatives that add value to the young generation. As such, it has invited students from several engineering schools across the country to visit its head office and see the printing process. On Tuesday August 16, 2022, Civil Engineering students from Kampala International University, Ishaka Campus, visited UPPC premises and were given a tour and a brief lecture of the printing process. They saw decades-old printing machines and learnt how the printing industry has changed. The Corporation continues to offer practical learning opportunities to other institutions who will be benchmarking on its experience in the printing and publishing industry.

*Below is how the Kampala International University students narrated their experiences at UPPC*



**Eric Mwebaza**



**Bbosa Peter**



**Kazibwe Abukaker**

"I am very happy to come to Uganda Printing and Publishing Corporation. I have learnt a lot of things including seeing some of the machines that were here, especially from 1902, 1966, 1992. I got a chance to see all those machines and the way they operate. I even got some knowledge about how books are published, the gazette and all the things that UPPC can do."

"I am inspired and happy to be here. We have been privileged and honoured to have this opportunity to come, inspect and learn new things. I have seen very many things; the historical printing machines that have been operating before we were born. I have appreciated, I have learnt some stuff like how you can handle machines and what I say for our country is, it's going forward if the printing industry is invested in."

"First of all I came with the mentality that printing is all about graphics and mechanical work, but I have been mentally changed. I have learnt that printing involves many departments such as civil engineering, electrical engineering and computer science. I have also learnt that to do awesome work, you need teamwork because I have seen many people working."



Wani Emmanuel

"I have learnt a lot about printing and publishing, both automatic and manual ways of printing books, printing laws and many other things. But mainly, I found how this process is connected to my engineering course. I do electrical engineering; we can wire those machines."



Bulabek Kwaja

"Today was my first time to be in a printing company like this. It has really been a good to learn about the printing process."



Namuyingo Hajarah

"I have learnt a lot, I have interacted with experts, I have seen different machines that I have not seen before such as the latest models of printers. I have also learnt about all the stages of publishing. It has been a great day for learning. Thanks for inviting us."



Kusingura Tyson

"I have seen new machines in printing and those old ones which were used long time ago. What especially amazed me is how they do graphic printing; transferring something from a paper to a metal. And again, I tried to learn how to operate some machines. It has been nice being here."

Ayesigamukama  
Onesmus

"I am really happy for the visit today. I am really grateful for having visited Uganda Publishing and Printing Corporation. I have learnt much as far as practical things are concerned like printing and publishing the government gazette and very many other things. I appreciate your hospitality."



Namuli Rebecca

"Today has been my first time to come to UPPC and it has been a great day. We have learnt very many things. We have learnt the printing process; we have learnt from the first process of printing like a textbook to the last process. And another thing, we have also learnt the digital and analogue printing processes and how transformation from the former to the latter happened."



Kamede Winnie

"It has been nice being here. I have learnt how the company operates. I have learnt how they carry out their printing and publishing work. I have learnt about their products."



# TOP MANAGEMENT



**Kenneth G. Oluka**  
*Ag. Managing Director*



**Betty Ajambo**  
*Human Resource &  
Administration Manager*



**John Baptist Ahimbisibwe**  
*Ag. Finance Manager*



**Henry Katende**  
*Ag. Internal Auditor*



**Connie Aryada**  
*Corporation Secretary*



**Rebecca Nyakairu**  
*Public and Corporation  
Affairs Manager*



**Alex Odwong**  
*Senior Procurement  
Manager*



**Victoria Namulondo**  
*Ag. Sales & Marketing  
Manager*



**Nancy Anek Obita**  
*Ag. Printing & Production  
Manager*

## Press



*Magombe Godfrey*



*Sulayiti Bbira*



*Wliam Ediu*



*Solomon Katumba Eria*



*Innocent Lambert Mugerwa*



*Samuel Ojok*



*Simon Tumwine*

## Editorial



*Charles Kateete*



*Stephen Kisembo*



*Leticia Namutebi*



*Alice Nazziwa*



*Irene Birungi*



*Ronny Kahuma*



*Elijah Atwijukire*



*Derrick Ssekabuza*



## Administration



Evelyn Nabaweesi



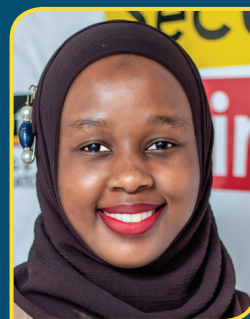
Juma Zabasajja



Suzan Eton Vivian



Sande Kimbowa



Nurian Kakaire



FLavia Nambasa



Sarah Nabirye



Ayub Basingule



Jane Ariganyira



Kellen Tukwasibwe

## Engineering



Benson Ogwang



Juliet Nalubega



Charles Rugango



Demiane Muramuzi



Ackline Akeitasya

## Legal

## Marketing



Robbinah Niwenshaba



Haawa Nkoobe



Phillip Esule



Alex Wambi



Paul Oyee



Ruth Lubowa



## Book Binding



Annet Namazzi.



Saul Wanduyi



Maiku Zachary Azoru



Hope Harimwamani



Godwin Isingoma



Umar Ssemakula



Abdakarim Kyeyune



Esther Nakanjako



Nshemereirwe Peace



Nyanzi Dorothy



Harriet Nabitaka



Justine Ndagire



Jesca Kaija



Mary Kizito



Diphas Wangwe



Robert Werishe



Gertrude Babirye



Joshua Kabeera



## Accounts & Audit



*Daniel Okonyo*



*Andrew Natunga*



*Fahad Kuteesa*



*Chrispus Mawa*



*Roy C Kanyike*



*Ayebare Cathy*



*Bashira*



*Pamela Nabbanja*



*Nantege Harriet*

## Procurement



*Sheila Nabafu*

## STORES



*Lazarus Bubuuza*



*Norman Abaho*



*Abdallah Adam*



*Ali Isabirye*



*Ismael Masaaka*



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