

## **Strategic Plan.**

### **Strategic Objectives and Interventions- Priority Interventions, Development Priorities and Strategies**

#### **1. Expected Outcome**

*Increased Returns on Investment, Asset base growth and Customer satisfaction by 2024*

#### **2. Strategic Objectives**

The Company's Strategic Objectives are to:

- i. To Grow its Asset Base by 30%.
- ii. To Improve Return on Investment by 5%.
- iii. To Retain 95% of Customers by 2024.
- iv. To Strengthen Institutional Capacity of the Entity.
- v. To Enhance Visibility and Image of the Enterprise.
- vi. To Integrate Cross Cutting Issues in all the Company's Activities

#### **2.1 Strategic Objective 1: To Grow the Asset Value by 30% by 2024**

##### ***Priority Interventions***

- a) Construct Warehouses/ Industrial Complex in Tororo Municipality.
- b) Development of the Newly Acquired Land at Mbaraki.
- c) Enhance Property Market Value by Renovations, Developments and Maintenance to be Computed by Revaluation.
- d) Acquire Parcels of Land.

##### **2.1.1 Strategies for construction of warehouse complex in Tororo**

- a) Break Down the Project into Four Phases.
- b) Each Phase to be Implemented in One Year starting 2019/20.
- c) Budget for Funds for each Phase for each Financial year.
- d) Undertake Procurement in Acceptable Time Limits.
- e) Launching of the Project.
- f) Supervise the Project.

##### **2.1.2 Strategies for Development of the Empty Land at Mbaraki-Mombasa.**

- a) The Land to be Developed into a Storage Yard in the Year 2019/20.
- b) Budget for Funds in Advance.
- c) Undertake Procurement in Acceptable Time Limits.
- d) Launching of the Project.
- e) Supervise the Project.

### **2.1.3 Strategies for Maintenance of Properties.**

- a) Break down the Project into Four Phases.
- b) Each Phase to be Implemented in One Year starting 2019/20.
- c) Budget for Funds for each Phase for each Financial Year.
- d) Undertake Procurement in Acceptable Time Limits.
- e) Develop an Entertainment Park at 560 Nyali.
- f) Refurbishment of Farmers House.
- g) Replacement of Asbestos with Aluminium Sheets in Tororo Warehouses.
- h) Launching of the Project.
- i) Supervise the Project.

### **2.1.4 Strategies for acquiring land.**

- a) Estimate the Quantity of Land to be Acquired and its Location over the Five Years.
- b) Estimate the Quantity of Land to be acquired and its location for each Year.
- c) Budget for Funds.
- d) Undertake Procurement in Acceptable Time Limits.

## **2.2 Strategic Objective 2: To Improve Return on Investment by 5%.**

### **Priority interventions**

- a) Grow revenue by 10% per Year from the average of 9bn per year.
- b) Control Re-current Expenditure Growth to 5% from current 6.5 bn per year.

#### **2.2.1 Milestones to grow revenue.**

- a) Review Rental Agreements to ensure that Rent Payable is at Market Rate.
- b) Transform Redundant Assets to Create Rentable Space.
- c) Identify and Create Non Rent Income through diversification.

#### **2.2.2 Milestones for controlling re-current expenditure.**

- a) Budget Preparation, Implementation and Evaluation. Expenditure Should be within Budget Provisions.
- b) Sensitization of Staff over Wastage and Nugatory Expenditures.

## **2.3 Strategic Objective 3: To retain 95% of customers by 2021**

- a) Regular Maintenance of the Properties to ensure that they are at a Level that will Attract, Retain and Delight the Customer.
- b) Develop an efficient Customer Communication Channel.
- c) Quick response to customers issues within minimum time period. Feedback should be through the acceptable communication channels.
- d) Regular interactions with the customers so as to understand the challenges they face and how they feel about our services.
- e) Customer service training for front staff.
- f) Develop a client charter.

### **2.3.1 Milestones for management of rental agreements:**

- a) Timely provision of notices.
- b) Regular reviews of agreements.

### **2.3.2 Milestones for retaining Customers:**

- a) Well maintained properties.
- b) Fix appropriate rent.
- c) Attend to customer inquiries and give feedback within minimum time period.
- d) Create customer appreciation activities.

### **2.3.3 Milestones for minimizing customer default to 1%:**

- a) Timely invoicing (by 5th of the following month).
- b) Timely reminders (By 15th of the following month, second remainder after 30 days).
- c) Timely engagement of auctioneers where necessary (after 60 days).
- d) Evaluation of clients before signing of leases.
- e) Regular review of debtors' policy.
- f) Deposits for clients whose rent is below 3m Ugx or 100,000 Kshs.

## **2.4 Strategic Objective 4: To strengthen institutional capacity of the entity.**

### Priority Interventions

- i. Establish an optimal human resources structure with competent staff.
- ii. Develop efficient and effective Systems.

#### **2.4.1 Milestones for having optimal human resources.**

- a) Annual assessment of organizational man power requirement.
- b) Develop an optimal organizational structure.
- c) Fill human resource gaps if any.
- d) Continuous training of staff.
- e) Rigorous performance management system.
- f) Regular and effective performance evaluations.
- g) Competitive reward system.

#### **2.4.2 Milestones for efficient and effective systems.**

- a) Develop necessary policies that guide different aspects of company operations.
- b) Regular evaluation of policies for effectiveness.
- c) Efficient and effective running of management Information System.
- d) Continuous audit of company systems .
- e) Bench marking of systems.
- f) Create think tank for new opportunities.

### **2.5 Strategic Objective 5: To enhance visibility and image of the enterprise.**

#### ***Priority Interventions.***

- i. Well maintained and attractive properties.
- ii. Good working relations with other Government institutions.
- iii. Increase visibility of the company to the public.

#### **2.5.1 Milestones having attractive properties.**

- a) Budget and provide funding.
- b) Implement the maintenance plan.

#### **2.5.2 Milestones for good relations with Other Government bodies.**

- a) Compliance with statutory requirements and other requirements from supervising bodies.
- b) Maintenance of contact persons in the major Government bodies.
- c) Timely and regular reporting

### **2.5.3 Milestones visibility.**

- a) Regular printing of promotional materials.
- b) Rebranding.
- c) Interactive and active website.
- d) Regular media appearances.

## **2.6 Strategic Objective 6: To integrate cross cutting issues in all the company's activities.**

### **2.6.1 Gender and equity**

The Government of Uganda is committed to promoting gender responsive development. This is reflected in the National Gender Policy which was developed in 1997 and revised in 2007. The policy is intended to ensure that all Government policies and programs in all areas and at all levels are consistent with the long-term goal of eliminating gender inequalities.

#### ***Priority intervention***

- Ensure equal access to all buildings and other infrastructure
- Build the capacity of its staff in gender analysis, Planning and budgeting
- Monitor and evaluate UPHL programs for their impact and gender inequality

### **2.6.2 Milestones for gender and equality**

Build ramps on buildings to ensure that all people including persons with disabilities can access the buildings.

- Liaise with Equal opportunities Commission to build capacity on gender based budgeting
- Carry out regular monitoring and ex ante evaluation on gender based initiatives

### **2.6.3 Environment**

To promote environmental issues, this Plan will address the following:

#### ***Priority interventions***

- Secure appropriate technologies for supporting the environment
- Ensure that projects proposed for funding include Environmental Impact Assessment verified by the National Environment Management Authority or foreign Environmental Authorities

- Provide better waste management and disposal point at all facilities

**Strategies**

- Use less toxic gas/ noise emitting machines during construction and renovations
- Develop an environmental impact assessment report for further submission and approval.
- Provide equipment for garbage disposal or recycling