

UETCL CORPORATE STRATEGIC PLAN

2025/26 – 2029/30

9,000km Circuit Length and 11,000 GWh by 2030



Transmitting for Transformation

Abridged Version



UETCL Vision: To be Eastern Africa's Leading Electricity Transmission Company



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CHAPTER ONE: INTRODUCTION

1.1 Background

In line with the Corporate Governance practices as enshrined in the approved Board Charter, the Board is required to periodically review and develop Corporate Strategic Plans for the company. The Corporate Strategic Plan under consideration has been prepared in light of the fact that the 5-year period for implementation of the 2019 – 2024 Corporate Business Plan was soon coming to an end. The Corporate Strategic Plan for the period 2025 – 2030 has therefore been prepared in fulfillment of the Board's obligation and the delivery of the mandate of UETCL.

1.2 Brief on UETCL






Uganda Electricity Transmission Co. Limited (UETCL) was incorporated as a limited liability company on the 26th March 2001 in accordance with the provisions of the Companies Act as amended and the Public Enterprise Reform and Divestiture Act and The Electricity Act 1999 which has since been amended as The Electricity (Amendment) Act 2022.

UETCL is wholly owned by the Government of Uganda. The shares in the company are held by the Minister responsible for Energy and Mineral Development and the Minister responsible for Finance, Planning and Economic Development on behalf of the Government of Uganda.

1.3 Mandate of the company

UETCL's mandate is broadly divided into Single Buyer Business (SB) and the Transmission System Operator. UETCL conducts system operations including the dispatch and control of operation of electricity generation plants and other facilities necessary for system stability, security, reliability, safety and efficient operations.

The company's mandate is derived from the following licences;

-  Licence for System Operator
-  Licence for Operation of High Voltage Transmission Grid
-  Licence for Bulk Power Supply
-  Licence for Power Export and Import
-  Public Infrastructure Provider (PIP) Licence

1.4 Transmission grid network statistics

Table 1: Transmission grid network statistics

Line Voltage (kV)	Circuit Length – June 2019	Circuit Length – July 2024
66	35.20 km	35.2 km
132	1,784.1 km	3,319.5 km
132kV underground cable	0.9 km	0.9 km
220	1,002.0 km	1,002 km
400	0 km	606 km
Total	2,822.2 km	4,962.2 km
Transformer Capacity		
400/220kV	0 MVA	1,302 MVA
400/132kV	0 MVA	630 MVA
220/132kV	500 MVA	2,120 MVA
132/33kV	812.5 MVA	2,555.5 MVA
132/11kV	220 MVA	220 MVA
66/11kV	28 MVA	28 MVA
Mobile substation 132/33/11kV	0 MVA	50 MVA
Total	1,560.5 MVA	6,905.5 MVA
No. of Substations	19	43

1.5 Alignment to NDPIV and the 10-fold growth strategy

Together with the National Planning Authority, the UETCL Corporate Strategic Plan for the period 2025 – 2030 has been aligned to the Fourth National Development Plan (NDP IV) and the 10-fold growth strategy. In the NDP IV, the contribution of UETCL is linked to objective (iv), of building and maintaining strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT and NDPIV programme 10: Sustainable Energy Development.

The goal of the Sustainable Energy Development programme is increased access to and consumption of reliable, affordable, clean, and modern energy services. UETCL overarching goal under the Sustainable Energy Development programme is to evacuate power from all current and future generation facilities, extend the transmission grid to planned load centres and regional interconnectors for socio-economic transformation.

CHAPTER THREE: THE COMPANY STRATEGY



VISION

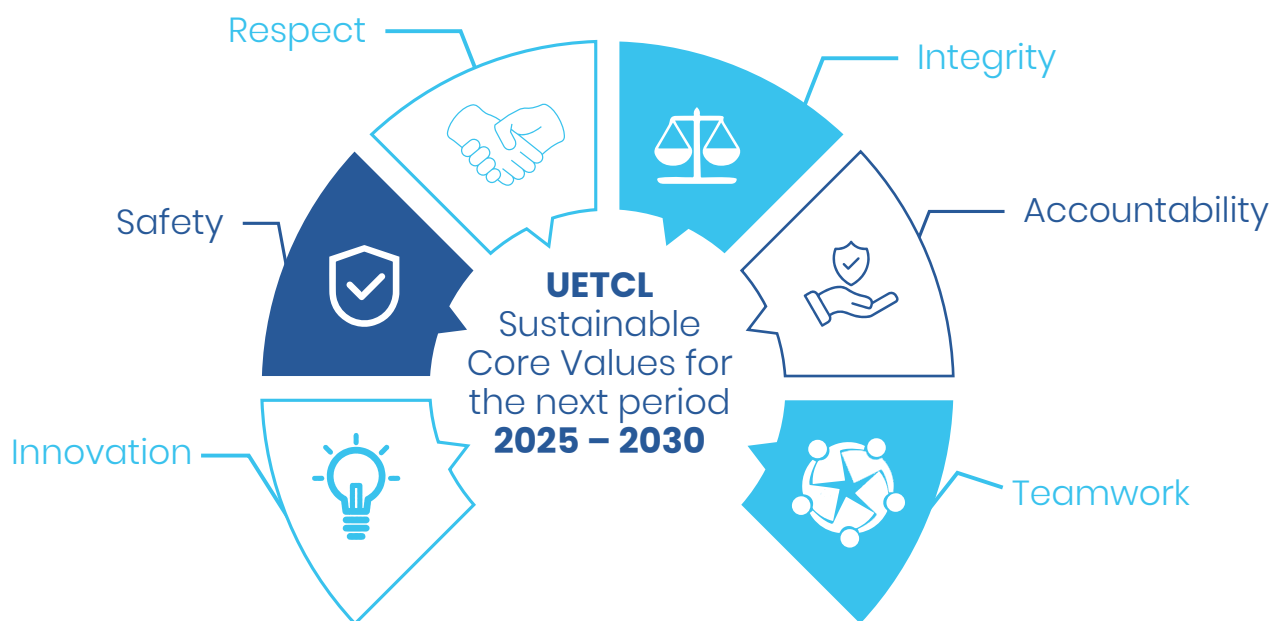
The company's vision for the period 2025 – 2030 has been recast: "To be Eastern Africa's Leading Electricity Transmission Company"



MISSION STATEMENT

The company's Mission Statement is: "To Buy, Transmit and Sell Reliable and Quality Bulk Power for Sustainable Regional Development" to support the realization of the Vision and the transformation journey of UETCL.

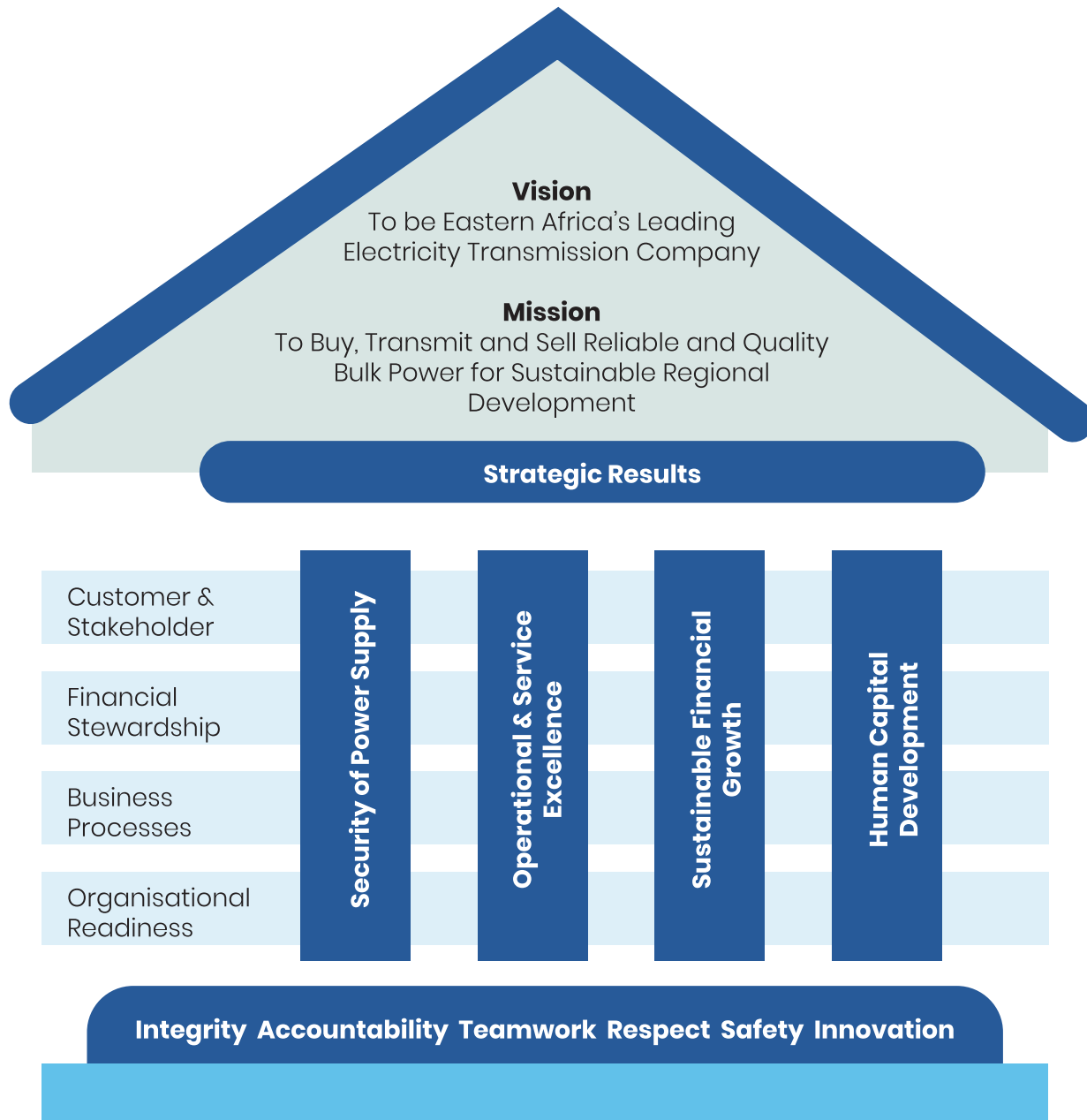
SUSTAINABLE CORE VALUES



Tagline

"Transmitting for Transformation".

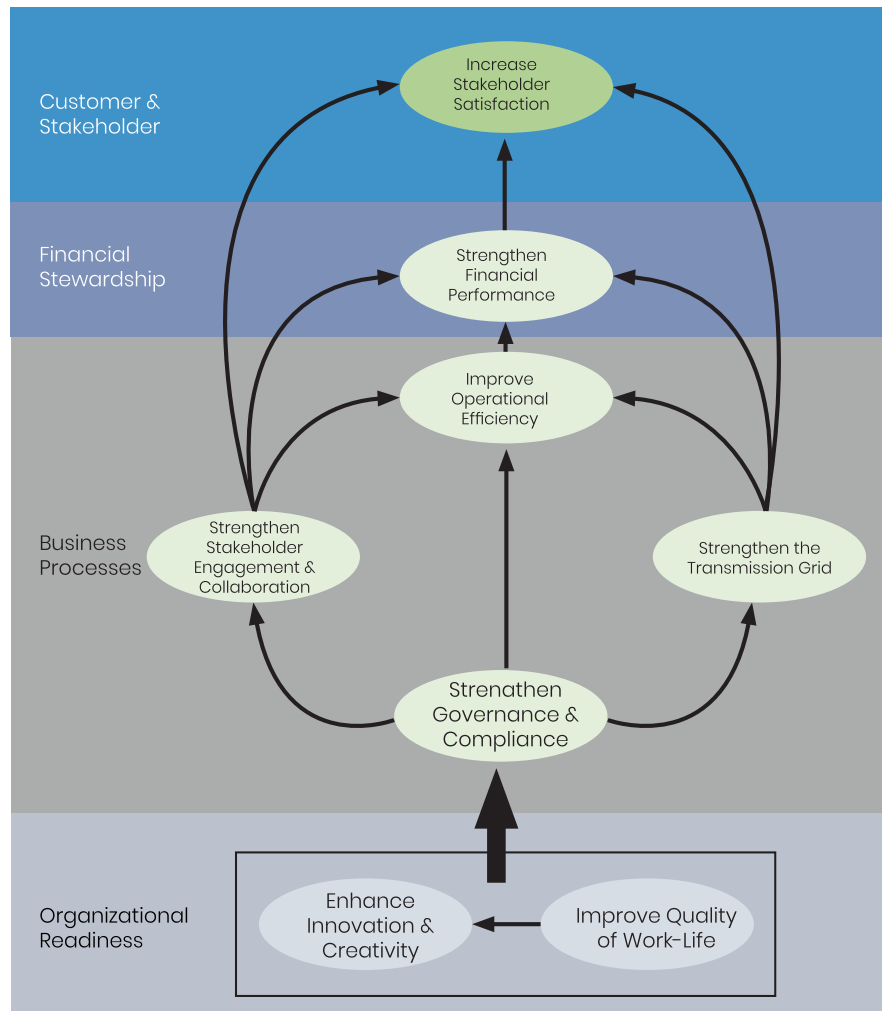
2.5 Schematic of the UETCL Corporate Strategic Plan 2025 – 2030



2.6 UETCL corporate strategy map

The UETCL Corporate Strategic Plan 2025 – 2030 has got Eight (8) Strategic Objectives. These are presented in the UETCL Corporate Strategy Map illustrating how the company will create value for consumers and other stakeholders and the figure 3 below shows the UETCL Corporate Strategy Map.

Figure 3: UETCL Corporate Strategy Map



UETCL has further modified its strategic objectives into Four strategic objectives aligned to NDP IV strategic objectives under the Sustainable Energy Development Programme (SEDP) that the company contributes to. The four strategic objectives are.

1. Improve Stakeholder Engagement and Collaboration
2. Strengthen Financial Performance
3. Strengthen the Transmission Grid
4. Enhance Institutional Capacity (Governance, Compliance, Innovation and Work Life).

2.7 Key Performance Indicators

UETCL developed performance measures that will be monitored closely to provide objective evidence of the degree to which the performance results are occurring and the strategic objectives being realized over the next five years. Table 3 shows the performance measures for the 2025 – 2030 UETCL Corporate Strategic Plan.

Table 3: UETCL Key Performance Indicators, Baselines and Targets

#	Strategic Objectives	#	Key outcome(s)	#	Key Performance Indicators	Baseline 2024/25	Target 2029/30
Customer and Stakeholder							
1	Improve stakeholder engagement and collaboration	1.1	We meet more of our key stakeholder needs and expectations	1.1.1	Stakeholder Satisfaction Index	70.4%	90%
		1.2	More stakeholder grievances get resolved faster	1.2.1	Compensation Score	TBD	80%
				1.2.2	Grievances Resolution Score	11%	80%
		1.3	We get more strategic value (financial, skills, approvals, tools) from working well with our stakeholders	1.3.1	Grand Funding Secured	TBD	USD 1 M
Financial Stewardship							
2	Strengthen Financial Performance	2.1	We earn more money from energy sales and non-grid related sources	2.1.1	Energy Sales Revenue Growth	11.8%	9%
				2.1.2	Non-Energy Revenue Growth	3.5%	39.6%
		2.2	We meet all our financial obligations (O&M, Expansion, Re-Investment, Creditors, Loan Repayments,)	2.2.2	Capital Budget Approval Score	38%	90%



#	Strategic Objectives	#	Key outcome(s)	#	Key Performance Indicators	Baseline 2024/25	Target 2029/30
				2.2.1	Budget Utilization Score	96%	92%
		2.3	We record less debt on our Balance Sheet	2.3.1	Operating Profit Margin	(20.5%)	6.4%
				2.3.2	Gearing Ratio	56%	<57%
Business Processes							
3	Strengthen Transmission Grid	3.1	We record less disruptions in our processes (network operations, optic fiber system, payment, etc.)	3.1.1	Grid Availability	98.6%	98%
				3.1.2	ICT System Availability	92.6%	99.5%
		3.2	More energy from Generation Plants is sold to customers (distribution and power export)	3.2.1	Energy Sales Growth	11.8%	7.4%
				3.2.2	Net Exported Energy Sales Growth	8.1%	18%
				3.2.3	Technical Loss Reduction	4.46%	4%
		3.3	Power supply meets demand	3.3.1	System Reserve Margin	12.83%	>10%
		3.4	More transmission and transformation capacity	3.4.1	Candidate Project Score	20.8%	100%
				3.4.2	Transformation Capacity (MVA)	7,170.5	17,045
				3.4.3	Switching/Sub-Stations	42	68
		3.5	More transmission coverage	3.5.1	HV-TL Grid Length	5,287.2	9,456.5

#	Strategic Objectives	#	Key outcome(s)	#	Key Performance Indicators	Baseline 2024/25	Target 2029/30
Organisational Readiness							
4	Enhance institutional capacity (governance, compliance, innovation and work life).	4.1	We record no statutory breaches	4.1.1	Compliance Rating	67%	100%
		4.2	We register less non-conformities	4.2.1	Closure Rate of Non-Conformities	57.5%	90%
		4.3	More key milestones and tasks completed in time	4.3.1	Task Handling Score	83%	90%
				4.3.2	Competence Score	TBD	80%
		4.4	Staff are safe at work	4.4.1	Incident Score	6	0
		4.5	Staff are committed to the organization	4.5.1	Workforce Engagement Index	69.5%	80%
				4.5.2	Workforce Diversity Score	27%	45%
		4.6	New approaches to addressing company challenges	4.6.1	Published Research Papers	-	7
				4.6.2	Research & Innovation Funding	TBD	USD 100K

2.8 Strategic Initiatives

The table below shows the strategic initiatives that the company is to implement to achieve the strategic objectives for the period 2025 – 2030.

Table 4: UETCL Corporate Strategic Initiatives

Strategic Objective(s)	Strategic Initiative(s)
Increase Stakeholder Satisfaction	Develop and implement a stakeholder engagement and management strategy
Strengthen Financial Performance	Develop and implement finance resource mobilisation, management and utilization plan
Improve Operational Efficiency	Develop and implement Transmission Asset Management Plan
	Develop and implement Demand - Supply forecast
	Develop and operationalize back-up SCADA and ICT Data Centre sites
	Develop and Implement ICT Strategy
	Develop and implement a fleet optimization strategy
	Develop and operationalize a scalable GIS system
	Develop and implement an engineering data management strategy
	Develop A central repository of Standards & Specifications
Strengthen Transmission Grid	Develop and implement a Grid Development, Expansion and Re-enforcement Plan
Strengthen Stakeholder Engagement & Collaboration	Develop and implement a stakeholder engagement and management strategy
Strengthen Governance & Compliance	Develop and implement an organisational architectural design program
	Review and enter into new PPAs with IPPs and Power Import
	Implement Enterprise Risk Management Framework
	Implement a risk-based compliance management and audit program

Strategic Objective(s)	Strategic Initiative(s)
	Develop and implement an Environment, Social and Governance (ESG) Framework
	Develop and implement an information security framework
	Develop and implement an ICT governance framework
Improve Quality of Work-Life	Develop and implement a Human Capital Development Program
	Develop and implement safety systems of work
	Acquire new UETCL home
Enhance Innovation & Creativity	Develop and Implement a Research and Innovation Policy



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CERTIFICATE OF COMPLIANCE



INTERNATIONAL CERTIFICATION SERVICES PVT. LTD.

This is to certify that the
QUALITY MANAGEMENT SYSTEM of

UGANDA ELECTRICITY TRANSMISSION COMPANY LIMITED

Head Office : Plot No. 10, Hannington Road, P.O.Box 7625, Kampala, Uganda.

has been assessed and registered as complying with the requirements of the following International Standard:

ISO 9001:2015

The Quality Management System applicable to:

Scope:

- Buying, Transmitting And Selling Quality Bulk Power.
- Development, Operation, Maintenance of High Voltage Transmission Grid and Power System Operation.
- Public Infrastructure Provision (Optic Fiber).

Registration No.	: RQ256/11520
Registered Date	: 30 th June, 2023
Issue Date	: 07 th July, 2023
Expiry Date	: 29 th June, 2026



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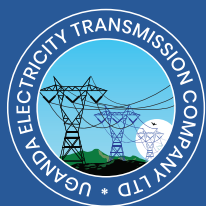
Managing Director

International Certification Services Pvt. Ltd.

Accredited by Joint Accreditation System of Australia and New Zealand

Validity of this certificate is based on periodic audits of the management system defined by the above scope and is contingent upon prompt, written notification of significant changes to the management system and/or its components thereof shall be immediately communicated to ICS.

Further clarifications regarding the scope of this certificate and the applicability of ISO 9001:2015 requirements may be obtained at www.icsasian.com/ www.icspl.org



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