



# CLIENT CHARTER

JANUARY, 2024





# CLIENT CHARTER

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## MESSAGE FROM THE MINISTER FOR PRESIDENCY

It gives me great pleasure to present to you this Client Charter that has been developed by Uganda Security Printing Company Ltd (USPC). It is a set of standards that the company commits itself to uphold when offering its services to the public.

I believe that this charter will greatly help USPC to focus its efforts on the customers' needs, transparently and efficiently. It will also empower clients to hold the Board, Management and the staff of USPC accountable for their actions or inactions.

Furthermore, this Client Charter will go a long way in empowering the citizens, create awareness of the need for thorough accountability among public servants, and cultural change towards a more

customer-focused approach that will lead to improvement in the quality of public services.

My appeal is that this Charter should be made part of the regular monitoring, evaluation, and learning structure of USPC to have a significant impact in helping to raise standards of services and expectations of stakeholders and raise awareness of the need for accountability.

It is my conviction that it will be used as a tool to drive cultural change towards a more customer-focused approach throughout the respective organization leading to enhanced customer satisfaction.

Hon. Babirye Milly Babalanda  
Minister for the Presidency





## MESSAGE FROM THE SECRETARY, OFFICE OF THE PRESIDENT

Uganda Security Printing Company (USPC) is an autonomous institution of Government, responsible for handling all forms of security printing for the Government of Uganda.

The purpose of the Client Charter is to improve service delivery by the organization. The Charter spells out the mandate, functions, and general powers of the USPC. It also explains the key results areas, and service standards and identifies USPC's Clients and the mechanisms for accessing the services of the organization, handling of the complaints and the feedback.

The major services offered by USPC are in support of handling all government security documents and their attendant IT support systems.

The Charter has been developed through a consultative process within the organization and with different stakeholders.

I thank all our clients, stakeholders, and staff for their commitment to the process.

Haji Yunus Kakande  
Secretary, Office of the President



# Foreword

This Client Charter is a social contract between USPC as service provider and our esteemed clients as service recipients. It has been developed through a consultative process and it will be used to enhance transparency and accountability in the delivery of our services, report performance, and provide feedback to our clients to achieve our most desired goals.

As a Board, we will continue to monitor and evaluate the delivery of our services against the commitments we have laid out in this Client Charter to ensure that our performance improves.

We are committed to ensuring that we consistently offer quality services to our clients which is possible with a committed workforce and clientele with high civic competency.

I now call upon the staff of USPC and our esteemed clients to read, internalize, and apply provisions of this charter for the benefit of both the organization and service beneficiaries.

It is my sincere hope that this Client Charter will go a long way in enhancing our commitment to supporting USPC activities as we strive to handle all the country's Security Documents

A handwritten signature in black ink, appearing to read 'Prof. Muhammed Ngoma'. The signature is stylized and written in a cursive-like font.

Prof. Muhammed Ngoma, PhD  
CHAIRMAN,  
Board of Directors

Uganda Security Printing Company (USPC) operations are guided by the Joint Venture Agreement (JVA) signed between the Government of Uganda (GoU) and the German Consortium (Veridos GmbH and Giesecke + Devrient GmbH). The JVA was signed on 4th October 2018. The mandate of this JVA is to revamp UPPC.

Overall, USPC was formulated to fulfill the policy objectives of the GOU as laid out in Section 2(iv) of the PERD Act; specifically; the rehabilitation and restructuring of public enterprises.

In line with the National Development Framework specifically Vision 2040, the Third National Development Plan (NDP111), USPC is relevant to fulfill several strategic objectives spelled out in NDP III.

The Board has developed a Client Charter as a tool to drive changes in USPC towards a more focused client institution.



**U**ganda Security Printing Company (USPC) is a Joint Venture company owned by Uganda Printing and Publishing Corporation (UPPC) and the German Consortium of Veridos GmbH and G+D GmbH. Through UPPC the Government of Uganda owns 51% while the German Consortium owns 49%, making the Uganda Government a majority shareholder in the company.

The core mandate of USPC is to revamp UPPC and produce all government of Uganda security documents and their attendant IT support systems. Currently, USPC is serving Government MDAs such as the Ministry of Works and Transport (MOWT), National Identification and Registration Authority (NIRA), Directorate of Citizenship and Immigration Control (DCIC), Uganda Nurses and Midwives Council.

The operations of USPC are guided by the following core values i.e. Security Consciousness, Accountability, Foresightedness, Economical, and Responsiveness (SAFER).

To achieve our objectives we require a clear demonstration of our core values and a concerted effort from both the internal and external stakeholders.

Therefore, I have the pleasure of presenting to you the USPC Client Charter which

*Preamble*

spells out the Company's Mandate, Vision, Mission, Strategic Objectives, Core values, Key Result Areas, and commitments to our esteemed clients, the roles and obligations, complaint and feedback mechanism among others over the next five years.

I am very optimistic that this Client Charter will facilitate the creation of awareness among the internal and external stakeholders about the services we offer.

We encourage our stakeholders especially our esteemed clients to make use of this Client Charter for a better Uganda.


FOR GOD AND MY COUNTRY

A handwritten signature in black ink, appearing to read 'Mugerwa George', with a stylized flourish at the end. The signature is written over a horizontal line.

**Mugerwa George**  
**Managing Director-USPC**



# INTRODUCTION

			
<b>Security Printing</b>	<b>Passport Printing</b>	<b>Driving License</b>	<b>Supply of Soft and Hardware</b>
We Print High Classified Documents for Government	Printing of Passports on behalf of the Government of Uganda	Printing of driving License on behalf of the Government of Uganda	install and maintain all supporting hardware and software systems

## INTRODUCTION:

### Who is UPPC, USPC, Veridos GmbH and Giesecke+Devrient GmbH?

UPPC is a public enterprise that is fully owned by Government. It was established in 1992 by the UPPC Act, Cap 330. Section 2(2) of the UPPC Act.

Uganda Security Printing Company (USPC) Ltd is a Special Purpose Vehicle established to deliver the Joint Venture Agreement (JVA) between the Government of Uganda represented by the Office of the President, Ministry of Finance, Planning and Economic Development, and Uganda Printing and Publishing Corporation- UPPC and the German Consortium of Veridos GmbH and G&D GmbH.

Through UPPC the Government of Uganda owns 51% and Veridos GmbH owns 49%, making the Uganda Government a majority shareholder in the company.

The core mandate of USPC is to provide security printing to the Government of Uganda and its Agencies.

The Joint Venture is projected to last for 15 years and the primary clients are Government entities such as the Ministry of Works and Transport (MOWT), National Identification and Registration Authority (NIRA), Directorate of Citizenship and Immigration Control (DCIC), District Local Governments among others.





## OUR VISION

A CLIENTELE ENJOYING HI-TECH SECURITY PRINTING SOLUTIONS



## OUR MISSION

TO PROVIDE ECONOMICALLY EFFICIENT HI-TECH SECURITY PRINTING SERVICES AND SUPPLIES AFFORDABLE TO OUR CLIENTS IN UGANDA AND BEYOND



## OUR VALUES

At USPC we are "SAFER"

VALUE	DESCRIPTION
<b>Security Consciousness</b>	We strive to promote utmost security of the documents that make our business and observe high level of confidentiality.
<b>Accountability</b>	We are accountable for what we plan to do and commit ourselves to uphold the quality of the products that we supply which makes us outstanding in whatever we do.
<b>Foresightedness</b>	We aim to continuously improve through technological innovations with due consideration of the volatile environment we operate in.
<b>Economical</b>	We aim at optimizing production costs so as to provide affordable products to our customers.
<b>Responsiveness</b>	We strive to respond to the welfare of our workforce, our clientele, the safety of the environment and to the community we serve.

## Our Value Proposition

USPC is espoused as exclusive supplier of Security Documents to GoU, inimitable quality products, under strong partnership with world best suppliers of security documents with globally unmatched state of the art technologies.



## Our Business Model

Our Key Partners	Key Activities we shall undertake	Customer Relationships focus	Customer Segments to value	Channels to deliver
<ul style="list-style-type: none"> <li>• Our shareholders: Government of Uganda and Veridos GmbH and Giesecke + Devrient GmbH</li> <li>• Ministry of the Presidency</li> <li>• Ministry of Finance, Planning and Economic Development</li> <li>• Ministry of Works and Transport</li> <li>• Ministry of Internal Affairs</li> <li>• Ministry of Lands, Housing and Urban Development</li> <li>• Our classified IT providers</li> </ul>	<ul style="list-style-type: none"> <li>-Print Security Documents</li> <li>-Supply diligently our products to our clientele</li> <li>- Public relations engagements</li> <li>-Constant conversations on product expectations</li> <li>- Research and development</li> <li>-Security of systems</li> <li>- Market research</li> <li>-Capacity building</li> <li>-Advising government on security printing</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure quality service</li> <li>• Observe timelines</li> <li>• Requisite and timely communication</li> <li>• Internal engagement to resolve discrepancies of expectation</li> <li>• Customized client support</li> <li>• Public relations programs</li> <li>• Corporate social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Current and future MDAs being supplied</li> <li>• Potential market</li> <li>• Private sector</li> <li>• External market in East Africa</li> </ul>	<ul style="list-style-type: none"> <li>• IT Electronic Platforms</li> <li>• Security delivery systems</li> <li>• Physical service points countrywide</li> </ul>
<ul style="list-style-type: none"> <li>• Our financiers</li> <li>• Other esteemed customers</li> <li>• Other esteemed partners in business (suppliers)</li> </ul>	<p><b>Cost Structure we anticipate</b></p> <ul style="list-style-type: none"> <li>• Costs of Supplies of input materials</li> <li>• Business operation costs</li> <li>• Tax obligations and statutory obligations</li> <li>• Costs of market entry and visibility</li> </ul>	<p><b>Costs of capital</b></p> <ul style="list-style-type: none"> <li>• Debt financing options</li> <li>• Research and Development</li> <li>• Interest on borrowed capital</li> </ul>		





<b>Key Resources we shall strive to have always</b>	<b>Value Proposition</b>	<b>Our Revenue Streams</b>
<ul style="list-style-type: none"><li>• Technology innovations</li><li>• Infrastructure</li><li>• Human capital</li><li>• Data and information</li><li>• Work culture</li><li>• Networks with key players</li><li>• Finances</li></ul>	<p>Our value proposition is that uniqueness of USPC espoused in exclusive supplier of Security Documents to GoU, the inimitable quality products we offer and strong partnership with world's best suppliers of security documents. This will be realized by;</p> <ul style="list-style-type: none"><li>• <i>Revamping UPPC and construct modern Security printing facility in Uganda</i></li><li>• <i>Setting up diverse state of the art printing lines conforming to Security Documents</i></li><li>• <i>Using hi-tech systems for Security Documents</i></li><li>• <i>Establishing efficient delivery systems of security documents</i></li><li>• <i>Maintaining clean public engagement and relations</i></li><li>• <i>Continuous business innovations and internationalization</i></li><li>• <i>Efficient governance and management systems</i></li><li>• <i>Employment opportunities and career path through knowledge enhancement</i></li><li>• <i>Maintaining a self-sustaining and profitable business venture</i></li></ul>	<ul style="list-style-type: none"><li>- Product Sales from MDAs supplied with products</li><li>- Software maintenance</li><li>- License fees</li><li>- Consultancy Services</li><li>- Shareholders equity contribution</li></ul>

## OUR COMMITMENT

We at USPC, commit to the Government of Uganda as our initial and primary client and to all our future targeted clientele along our esteemed growth curve, that we shall offer quality and cost-efficient services. To all users of government security documents, we bind ourselves to our espoused values.

### **Our Social contract service recipients**

- We commit to offering a variety of affordable Services on the shelf with high regard to Stakeholder value maximization. Furthermore, we shall at all times promote the utmost security of documents. We shall also be fully accountable to our clients and commit to upholding the quality of our products/ services.

### **Our standards for the delivery of services**

- We commit to offering effective delivery of Security Documents through an efficient and appropriate IT infrastructure and equipment. We commit to establish a well-enriched value chain for all our products and services

### **Focus on feedback and complaint handling**

- We commit to operationalizing an effective complaint management strategy, where ideas, and complaints will be gathered from clients, assessed, appropriately handled, and timely

feedback given to the clients

### **Explicit identification of our business**

- We dedicate ourselves to regularly reviewing our business to ensure that our operations are commensurate with the expectations, values, and needs of our clientele.

### **Our channels of communication and points of contact.**

- We commit to a customer-centric communication strategy where customer ideas/complaints will be effectively captured, handled, and tracked for progress
- Recognizing customer rights and responsibilities. We shall uphold and preserve customer values, needs, and expectations throughout our value chain.

### **Holding staff accountable.**

- Our staff are engaged to serve our clients seamlessly and at all times professionally; they will continually be technically empowered to be fully accountable to our clients within a changing business ecosystem.

### **Our response to environmental contingencies**

We shall keep a strategic eye on developments in our business environment and undertake continuous strategies for proper fit and alignment.





Our activities will be run flexibly to integrate changes in the environment. We shall undertake periodical industry feedback-seeking activities as a proactive mechanism to ensure that our business model remains ideal for our mission. We shall work to ensure that our activities are in line with National and Global conventions on Environment, Social, and Governance principles (ESG). The Sustainable Development Goals (SDGs) as espoused and embedded in the National Development Goals (NDP3 principles) are and will remain on our business radar. We are obliged to keep an eye on the standards, action areas, risks, and expected outputs and make periodic interventions to ensure quality service is offered to our clients.

### **Our Performance Monitoring**

- Data and Information on our service targets is gathered in real-time. These will timely be updated regularly on our electronic and non-electronic platforms. Our client will exercise the freedom to continuously compare our service quality and the level of client satisfaction. We are certain that we shall remain top-ranked. Therefore, we shall respectfully publish client satisfaction survey outcomes on our electronic platforms.

### **Business continuity**

Our business model canvas summarizes our pillars for internal and external service modeling. With all systems as set in place and internal mechanisms for renewal and improvement, we are set for unhindered business continuity.

## **2. SPECIFIC COMMITMENTS BY THE BOARD:**

We commit to deliver on the following under our different departments and units:

### **a) OPERATIONS DEPARTMENT**

We shall:

- (i) First track the construction of state-of-the-art factory installed with high-tech systems.
- (ii) Ensure all operations are carried out in an appropriate, cost-effective manner.
- (iii) Improve operational management systems, processes, and best practices of the Company.
- (iv) Help the company's processes remain legally compliant
- (v) Strengthen the technical skills of employees.
- (vi) Carry out market surveys annually for the company.
- (vii) Conduct market surveys to identify latest technologies needed for the smooth running of the company.
- (viii) Install the required machinery for the security printing factory
- (ix) Increase sensitization and community awareness about the activities of the company.
- (x) Promote public/private partnerships at all levels.
- (xi) Provide clients or their authorized agents with timely and relevant information.
- (xii) Provide technical advice to the clients on their specific requirements.

## **b) PROJECTS DEPARTMENT**

We shall;

- i. Participate in the mobilization of resources for research to guide USPC and other related institutions on strengthening research in the organization.
- ii. Develop and diversify the portfolio by exploring/researching and adding new trendy concepts.
- iii. Promote the use of new technologies in the organization
- iv. Evaluate potential new opportunities and identify new relevant partners.
- v. Manage the research and benchmark strategy and present analysis for the Board to act and guide accordingly.
- vi. Initiate and complete proposals and presentations for new opportunities and send recommendations to management.
- vii. Manage consultants and project deliverables related to Business Development projects.
- viii. Follow up on research project implementations to ensure proper execution as per timelines.
- ix. Maintain an excellent research partner relationship with existing and potential partners
- x. Establish a routine link with all the relevant stakeholders to handle USPC's research/studies agenda.

## **c) PROCUREMENT AND DISPOSAL UNIT.**

We shall coordinate and conduct all Procurement and Disposal activities of the company within the timelines and procedures set by the Public Procurement and Disposal of Assets and the JVA regulations. Specifically, we shall;

- i. Prepare and submit annual procurement plans to the Board by the 31st of August.
- ii. Undertake a pre-qualification exercise at least once in three years.
- iii. Respond to bidders' inquiries and concerns within five (5) working days upon receipt.
- iv. Issue notices of the best-evaluated bidder within seven (7) working days.
- v. Display all procurement notices on the procurement Notice Board and other platforms.
- vi. Prepare and submit monthly procurement and disposal reports to relevant authorities by the 15th day of the successive month.
- vii. Manage assigned contracts through benchmarking, quality assurance, and service levels by initiating corrective actions.

## **d) QUALITY ASSURANCE AND COMPLIANCE DEPARTMENT**

We shall ensure that all printed documents meet strict quality standards and comply with relevant regulations and industry guidelines. This department conducts audits, inspections, and testing to verify the integrity and authenticity of printed materials





**e) DESIGN AND ARTWORK DEPARTMENT**

We shall be responsible for designing secure documents, including currency, passports, identity cards and security labels. This department collaborates closely with clients to customised designs and incorporates advanced security features to prevent counterfeiting.

**f) RESEARCH AND DEVELOPMENT (R&D) DEPARTMENT**

We shall focus on innovation, product development, and technology research to enhance the company's capabilities and stay ahead of emerging trends in security printing. This department may include scientists, engineers and technology specialists.

**g) FINANCE AND ACCOUNTING DEPARTMENT**

We shall:

- i. Ensure service providers and suppliers are paid within 30 days after submission of their Tax invoice.
- ii. Submit reports on commitments, appropriations, budget performance reports, revenues, accounts receivable, and payable biannually to the Management Board within 30 days.
- iii. Review and authorize the processing of payments within seven working days from receipt of payment request.
- iv. Provide guidance on financial management responsibilities and tender advice within seven (7) working

days from the date of receipt of the request.

- v. Coordinate compilation of responses to audit reports as follows:
  - Internal Auditor General
  - Auditor General
  - Internal Audit – Quarterly.
  - Prepare a report on actions taken on implementation of audit recommendation by 31st December.

**h) INTERNAL AUDIT UNIT**

We shall:

- i. Ensure financial and other management information is reliable and can serve as a basis for decision-making;
- ii. Ensure Assets under the stewardship of management are safeguarded from losses of all kinds;
- iii. Complies with all related laws, policies, and procedures.
- iv. Ensure that 80% of internal audits are completed to the satisfaction of the client.
- v. Ensure that the annual internal Audit plan is drafted and completed by 15th March.
- vi. Ensure that pre-audits are handled within three (03) working days of receipt.

## **i) HUMAN RESOURCE AND ADMINISTRATION DEPARTMENT**

We shall;

- i. Disseminate the USPC's Client Charter to stakeholders by 2024
- ii. Ensure that staff salaries are paid by the 25th of every Month and maintain only valid records on the payroll
- iii. Conduct recruitment and access new staff on the payroll within one month of reporting for duty.
- iv. Induct new staff within the first three months.
- v. Make a response to letters within five working days from the date of receipt.
- vi. Ensure servicing and maintenance of office equipment and tools within a week after reporting.
- vii. Ensure that staff's performance is assessed every after six months.
- viii. Maintain good office hygiene for the staff and any other visitors
- ix. Maintain the protocols for office access and office property use.
- x. Avail tools of work to the staff to enhance their performance
- xi. Establish a robust and functional human resource performance management system.

## **j). LEGAL DEPARTMENT**

We shall,

- (i) Review, interpret, and translate legal requirements and effectively communicate these to the business and external stakeholders.
- (ii) Provide legal support and advice to upper management on relevant legal issues.
- (iii) Ensure compliance with the internal controls, statutory regulations, and other formalities.
- (iv) Calculate and handle risks in business processes and decision-making
- (v) Draft legal documents such as contracts, statements, agreements, etc. according to the provisions of the law.
- (vi) Execute procedures for protecting patents, trademarks, and industrial designs and compliance with the governing laws.
- (vii) Handle litigation involving USPC as a company.
- (viii) Keeping up with current changes in all relevant areas of laws and contributing to the enhancement of the knowledge base of the company's legal function

## **k). INFORMATION TECHNOLOGY (IT) DEPARTMENT**

It manages the company's technology infrastructures, cybersecurity measures and digital security solutions. This department ensures the secure transmission and storage of sensitive data, as well as the intergration of digital security





features into printed documents.

We shall,

- (a) Install hi-tech printing software for the company to guarantee cyber security
- (b) Put in place IT infrastructure in terms of hardware, storage services, software licenses, and special printers.
- (c) Acquire supporting operational software for human resource management, finance and accounting, engineering, procurement
- (d) Carry out routine security and surveillance activities
- (e) Establish a robust security document handling/ management system.
- (f) Ensure computer and network security
- (g) Network modeling
- (h) Ensure the company has high-performance computing systems
- (i) Organize online video meetings

### **I. BUSINESS DEVELOPMENT, SALES AND MARKETING DEPARTMENT**

We shall,

- (a) Develop strategies for portfolio growth and market share expansion
- (b) Provide and support the organization with relevant, effective, and targeted advertising and promotional ideas for the brands and services that are offered.
- (c) We shall conduct research that supports the marketing activities being implemented.
- (d) We shall plan and coordinate marketing activities, such as identifying potential customers and

developing marketing campaigns that promote the image of the organization.

- (e) Promote the company's business model.
- (f) Undertake visibility campaigns for the organization.
- (g) Engage in Corporate events to promote visibility
- (h) Engage in Corporate Social Responsibilities to support the less privileged persons/ communities.

### **3. CLIENTS EXPECTATIONS AND RIGHTS**

Our clients have rights to:

- (a) Quality service delivery
- (b) Customer care
- (c) Access to Public Information in line with the law
- (d) Equity and Transparency in accessing services
- (e) Appeal in accordance with the established procedure
- (f) Increase sensitization and public awareness.
- (g) Promotion of public/private partnerships at all levels.
- (h) Provide the organisations or their authorized agents with timely information.
- (i) Provide technical advice to the clients on their specific requirements.



## 4. CLIENTS' OBLIGATIONS AND RESPONSIBILITIES

USPC expects its clients to fulfill the following obligations.

- i. Give timely feedback.
- ii. Providing us with timely, necessary, and accurate information.
- iii. Help in the establishment of a reasonable time for our responses.
- iv. Treating our employees with courtesy and respect.
- v. Attending to appointments and meetings punctually whenever invited.
- vi. Complying with the requirements of the relevant legislation and regulations.
- vii. Avoid offering gifts, favors or inducements to our staff with the intention to compromise integrity.

through telephone, letters, or physical appearance at the office.

- ii) The Client shall be availed with a suggestion box to provide feedback on the USPC Services.
- iii) Our Offices shall remain open on working days between 8:00 am -5:00 pm Monday to Friday except public holidays to receive and act promptly on all matters raised by our clients. Clients should receive feedback on action being taken not more than five days from the time of raising their issues.

Feedback may be provided through our Address below.

**Website:** <https://www.uspc.go.ug/>

**Email Address:** [info@uspc.go.ug](mailto:info@uspc.go.ug).

**WhatsApp:** @USPC\_LTD

**Contact:** 256-417-900-000.

**Physical Address:** 3<sup>rd</sup> Floor, Trust Towers, Plot 4 Kyadondo Road, P.O. Box 33335, Kampala- Uganda.

## 5. FEEDBACK AND COMPLAINTS

We value and appreciate both positive and negative feedback and use it to monitor and improve our performance.

For complaint and feedback management procedures, clients shall make inquiries at all USPC offices and shall be entitled to an expeditious response.

- i) Clients may present their feedback

## 6. APPEAL MECHANISM

- i) If you are not satisfied with the response from the actions of the officer attending to you or with the way your complaint is handled, you may refer to the Head of Department.
- ii) If you are not satisfied with the response given by the Head of Department, then you may refer to the Managing Director





or Finance Director.

iii) If you are still not satisfied, you may appeal to the Board Chairperson USPC.

iv) If you are still not satisfied, you may appeal to the Minister for the Presidency.

We commit to investigating the circumstances leading to complaints and take necessary steps to ensure that similar problems are avoided.

## **7. MONITORING AND REVIEWING THE CHARTER**

This charter shall be monitored during the implementation, reviewed and updated every after three years for it to remain relevant to all the stakeholders.

# CLIENT CHARTER

C L I E N T C H A R T E R



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