

UETCL

Transmitting for Transformation

GRAD CONNECT

UETCL'S NEWSLETTER

Issue 2 | 2025



MISSION

To Buy, Transmit and Sell Reliable and Quality Bulk Power for Sustainable Regional Development.



VISION

To be Eastern Africa's Leading Electricity Transmission Company



CORE VALUES

- Integrity
- Accountability
- Team work
- Respect
- Safety
- Innovation



EDITOR'S NOTE



Welcome to the second edition of *The Grid Connect Magazine*, our bi-annual publication that brings you closer to the people, projects, and progress shaping Uganda Electricity Transmission Company Limited (UETCL). This edition comes at a pivotal moment in our journey, as we continue to strengthen our transmission infrastructure, enhance operational reliability, and uphold our mandate to power Uganda's socio-economic development.

In this issue, we highlight key projects currently underway, including upgrades to critical substations, progress on new transmission lines, and initiatives aimed at reducing losses and improving system efficiency. We also spotlight staff innovations, capacity-building programs, and internal transformations that continue to strengthen our organizational culture.

Importantly, this edition features insights from our leadership on the evolving energy landscape, the strategic direction of UETCL, and our commitment to transparency, accountability, and service excellence. As the sector grows and demand for electricity rises, our role becomes even more crucial and this publication offers a window into how we are preparing for the future.

I extend my sincere appreciation to all contributors, writers, and the communications team for their tireless effort in producing this publication. We look forward to continuing this tradition of sharing stories that inspire, inform, and connect us all.

Enjoy the read!

Muhammad Lubogo

Editor – The Grid Connect Magazine



this edition features insights from our leadership on the evolving energy landscape, the strategic direction of UETCL, and our commitment to transparency, accountability, and service excellence.





CEO'S FOREWORD

It is my pleasure to welcome you to the second edition of *The Grid Connect Magazine*, our bi-annual publication that reflects the strides UETCL continues to make in fulfilling its national mandate. This edition provides an important opportunity to take stock of our progress, reaffirm our priorities, and highlight the work that is strengthening Uganda's energy sector backbone.

In the past months, we have advanced several strategic projects that are central to improving system reliability and expanding grid capacity. From ongoing transmission line developments to substation upgrades and regional interconnection efforts, our progress demonstrates a clear alignment with Uganda's energy and development agenda. These achievements are the result of discipline, teamwork, and the unwavering commitment of our staff and partners.

At the same time, we continue to invest in operational efficiency and digital transformation. Modernising our processes, strengthening system monitoring, and adopting smarter technologies are enabling us to deliver services with greater transparency and responsiveness. As an organisation, we remain intentional about building a culture anchored in professionalism, safety, and accountability—values that guide our daily operations.

This edition captures not only the work we are doing, but also the vision that drives us: to build a resilient, modern, and sustainable transmission network that supports Uganda's long-term growth. I encourage you to engage with the stories and insights shared here; they reflect the ambition and determination with which we approach our mission.

I extend my appreciation to the editorial team and all contributors for their dedication to this publication. Together, we continue to power the nation forward.

Eng. Richard Matsiko

Ag. Chief Executive Officer



This edition captures not only the work we are doing, but also the vision that drives us: to build a resilient, modern, and sustainable transmission network that supports Uganda's long-term growth.



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OWINY EMMA
AG. HEAD FINANCE



Aerial view of the UETCL new head office building under construction, now at 57% as of November 2025.



ISO CERTIFICATION: UETCL'S JOURNEY TO IMPROVING OPERATIONAL EXCELLENCE

By Rogers Lukwago
Standards & Specifications Engineer.



Uganda is on the move to middle income status. The demand for electricity is growing every day, industries are expanding, and homes are connecting to the grid at an unprecedented rate. At the heart of this transformation is Uganda Electricity Transmission Company Limited (UETCL), the company responsible for transmitting high voltage electricity from power stations to where it's needed most.

But here's the question: How can UETCL keep up with this growth while ensuring quality, safety, and sustainability? The answer lies in adopting and implementing internationally recognized standards and UETCL is already making big strides.

Setting the Standard for Quality (ISO 9001)

When the lights go out, the entire nation feels it. That's why reliability is everything in the power sector. In June 2023, UETCL achieved certification in ISO 9001, the standard in quality management.

This means UETCL now operates with standardized processes, improved efficiency, and greater accountability. For customers and partners, it

builds confidence that electricity transmission projects are delivered to world-class standards. With ISO 9001 in place, UETCL is better positioned to ensure reliable power and continuous improvement across its operations.

Keeping People Safe (ISO 45001)

Electricity transmission isn't just about wires and towers, it's about people. Every day, UETCL's engineers and technicians work with high voltage systems and heavy equipment. Recognizing the risks, the company has commenced the development and implementation of ISO 45001, the international standard for occupational health and safety management.

With this standard, UETCL aims to create a culture where safety is more than a checklist, it's a way of life. Fewer accidents, healthier workers, and peace of mind for families. After all, no development is worth it if workers can't return home safely at the end of the day.

Protecting the Environment (ISO 14001)

Uganda's natural beauty is one of its greatest treasures from the Nile to our forests and wildlife. But big infrastructure projects can put pressure on the environment. Looking ahead, UETCL is looking forward to attaining ISO 14001 by 2027, which focuses on environmental management systems.

This standard will guide the company in reducing waste, managing resources wisely, and minimizing the environmental footprint of its projects. In simple terms, UETCL is planning to light up Uganda while preserving its natural heritage for generations to come.

The Power of Integration (IMS)

On their own, these standards are powerful. Together, they're transformational. Quality (ISO 9001) leads to fewer faults, safety (ISO 45001) ensures a protected workforce, and sustainability (ISO 14001) safeguards the environment. When combined, they create an integrated management system that future-proofs UETCL and aligns it with the world's best utilities. Therefore, putting all these standards into perspective, UETCL is looking forward to attaining an Integrated Management system (IMS) by 2028.



UETCL now operates with standardized processes, improved efficiency, and greater accountability. For customers and partners, it builds confidence that electricity transmission projects are delivered to world-class standards.





H.E Yoweri Kaguta Museveni – President of the Republic of Uganda
inspecting the Kabale Substation during the commissioning on
12th February 2025.



INFRASTRUCTURE VANDALISM AND PROTECTION EFFORTS

By Ronald Bogere – Manager Security

Across the globe, vandalism of electrical installations was identified as an impediment to the reliable and safe supply of electrical power. In Uganda, incidents of vandalism of electricity infrastructure have been recorded in both distribution network and transmission grid line. Vandals have targeted electrical installations such as pylons and wooden structures leading to unreliable power supply.

As a mitigating measure parliament enacted the (Electricity Amendment) Act 2022 yet vandalism continued. The Electricity Act 2022 was anchored on the deterrence theory by introducing heavy penalties for anyone convicted of an offence under the Act.

The Act introduced a punishment of **12 years' imprisonment**, or a fine of fifty thousand currency points equivalent to **one billion Uganda Shillings** on conviction for any offence under Section 85A of the Act. It further stated that a subsequent offender will be liable to a fine of one hundred thousand shillings equivalent to **two billion shillings** or imprisonment not exceeding **fifteen years**.

There are several forms of vandalism.

Acquisitive vandalism: Damage committed to obtain property or money; Tactical vandalism, Ideological vandalism for the sake of voicing a social, political or other cause. Vindictive vandalism: damage is done to enact revenge, for example, against a perceived injustice from someone in authority, The theft of the transmission fluid from the step-down transformers and other many others.

An extreme example of this destruction occurred towards the end of 2022 when 22 UETCL steel towers were targeted by vandals which led to their complete collapse. These acts were mainly perpetuated in the areas of Mukono, Lugazi, Jinja (around Kakira sugar plantations), Buikwe, Nakasongola and Luwero districts.

These incidents paralyzed the sector to the core. Investigations discovered these were the actions of an organized group of people whose main goal was to just destroy the infrastructure and arouse anger within the communities.

These actions were consistent with acts of terrorism and it's or the same reason that ODPP preferred charges for which the accused persons are still facing time in prison.

Since the arrest of the above culprits, we have not any major incidents of excessive vandalism. A few minor incidents of vandals who cut off angle parts from the lattice towers mainly for economic survival due to the ready market for such materials provided by the unregulated metal scrap business in the country have been reported.

Following the seriousness of the vandalism effects, measures have been put in place to protect infrastructure of the transmission line and the entire sector to try to eliminate even the petty vandals who salvage the towers by unbolting or cutting off angle members that eventually compromise the integrity of the structure. The efforts include among others, the following.

- a) **The Ministry of Energy and Mineral Development (MEMD)** has been at the forefront in the efforts to prevent vandalism from the strategic level. A Joint Task Committee chaired by the Honourable Minister of Energy was set up at the ministry which brings together all electricity sectors agencies and the security organs.
- b) **Community sensitizations** of masses especially those living within the vicinity of the transmission line, the local leaders including LC1-Lc5, RDCs, GISOs, DPC and all the security organs. This has enabled the local ownership of this infrastructure to protect against any acts of vandalism and several cases reported have been due to communities' vigilance.
- c) **Use of vigilantes.** To further support the local ownership, we run several community groups that help to monitor the transmission lines through daily patrols specifically in the vandalism prone areas along the Eastern route.
- d) **Routine patrols and inspections** along the transmission lines have also been executed to ensure consistency of visibility in the field. This is done with help of security agencies and hired security services.
- e) **Deliberate overt and covert deployments** at black spots. This has been planned and enforced following consistent act of vandalism at specific locations where deployments by the security organs is arranged to deter the vice. Such areas specifically within the sugarcane plantation, forests areas.
- f) **Timely investigations of incidents** where

cases of vandalism have been reported or discovered. The Uganda Police assigned CID officers who work directly with the company to investigate cases of vandalism expeditiously.

- g) **The Standards Utilities and Wildlife Court** at Makindye was designated and given overall jurisdiction over such cases of vandalism. This court has been very instrumental in ensuring speedy trial of culprits brought on such offenses as vandalism of the electricity infrastructure with the completion rate and conviction at almost 99 percent.
- h) **The amendment of the electricity act** was a welcome relief especially in providing more severe punitive measures to person convicted under the Act. The punishments mentioned above have played a key role in suppressing appetite for participating in any acts of vandalism of electricity infrastructure.
- i) **Intelligence-led operations.** This is coordinated by the State Intelligence organs with our collaboration to ensure that any form of organized plans by vandals is acted on in a proactive manner.

The efforts in place to prevent vandalism have been widely successful but it's not been all smooth as there still challenges of limited resources needed to effectively cover the entire grid and the thriving unregulated metal scrap business. There is currently no law regulating or defining the business of metal scrap business. Several of our materials still end up with metal scrap dealers or metal fabricators and processing factories.



The efforts in place to prevent vandalism have been widely successful but it's not been all smooth as there still challenges of limited resources needed to effectively cover the entire grid and the thriving unregulated metal scrap business.



Vandalism is still a threat, but the vice can be eliminated with coordinated efforts by the company and national authorities combined. It is not a very sophisticated crime to deal with and given sufficient resources, there is capacity to eliminate the vice completely as a matter of National Security.



Kawanda Substation



By Kiyengo Lamech Nsubuga
Senior IT Support Officer.

UNDERSTANDING CYBER ATTACKS AND IT/OT TREATMENT

The Uganda Electricity Transmission Company Limited (UETCL) plays a pivotal role in Uganda's power sector, with its digitisation efforts aligning with national objectives outlined in the Digital Uganda Vision and the Digital Transformation Roadmap 2023/2024–2027/2028. One of the roadmap's key focus areas is Cybersecurity and Data Protection, which inspired me to share my knowledge on this critical subject.

As cyber threats grow more sophisticated, end users must become active participants in safeguarding utility firms. This article aims to educate staff on common cyber attacks, the significance of cybersecurity in both Information Technology (IT) and Operational Technology (OT), and practical steps to reduce risks.

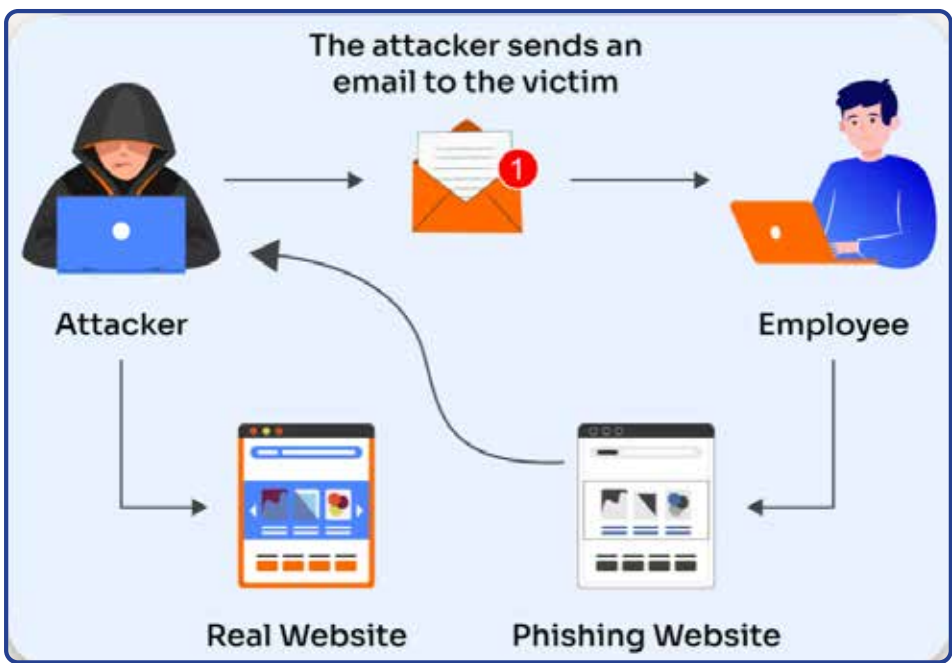
As cyber threats become increasingly sophisticated, end users play a crucial role in safeguarding the security of utility firms. This article aims to inform staff about potential cyber attacks, the importance of cybersecurity in operational technology (OT) and information technology (IT), and best practices for minimizing risks.

Understanding Cyber Attack chain linkage: Phishing attacks:

A phishing attack is a type of cyber-attack where attackers craft fraudulent yet convincing messages to manipulate recipients into performing harmful actions. These actions can include clicking on malicious links, opening infected attachments, providing sensitive information, or transferring money.

How do phishing attacks work?

Phishing attacks are carefully orchestrated to deceive victims into taking harmful actions, such as clicking on malicious links or providing sensitive information. By combining technical deception with psychological tactics, attackers craft fraudulent messages to achieve their objectives. Below is a step-by-step breakdown of how phishing works:



i. Target identification

- The attacker selects individuals or organizations to target.
- Often based on publicly available information (e.g., social media, company websites).

ii. Crafting the bait

- The attacker creates a deceptive message (email, SMS, or website).
- It mimics a trusted source like a bank, employer, or popular service (e.g., PayPal, Microsoft).

iii. Delivery of the message

- The phishing message is sent to the target.
- It may include:
 - a. A malicious attachment (e.g., PDF, Word document).
 - b. A request for sensitive info (e.g., passwords, credit card numbers).

iv. Victim interaction

- The target clicks the link or opens the attachment.
- They may unknowingly enter credentials or download malware.

v. Data harvesting or infection

- Credentials are captured and sent to the attacker.
- Alternatively, malware is installed to steal data or gain access to systems.

vi. Exploitation

- The attacker uses the stolen data to:
- Access accounts.
- Steal money.
- Launch further attacks (e.g., business email compromise, ransomware).

Ransomware: is a type of malicious software (malware) designed to block access to a computer system or data until a ransom is paid. It typically encrypts the victim's files, making them inaccessible, and then demands payment—often in cryptocurrency—in exchange for the decryption key.



IT and OT: Understanding the Landscape

Definitions

- Information Technology (IT): Refers to traditional computer systems and networks used for data processing and communication.
- Operational Technology (OT): Encompasses hardware and software that detects or causes changes through direct monitoring and control of physical devices, processes, and events a good example is SCADA.

The Convergence of IT and OT

As utility firms increasingly integrate IT and OT systems for efficiency and performance, the potential attack surface expands. This convergence can introduce vulnerabilities, making it essential for end users to understand both domains.

Best practices for end users

1. Stay informed and trained
 - Regular training: Participate in cybersecurity training programs to recognize potential threats and learn proper responses
 - Updates on threats: Stay updated on recent cyber incidents in the utility sector to understand evolving threats.
2. Secure practices
 - Password management: Use strong, unique passwords and change them regularly. Consider using a password manager.
 - Multi-Factor Authentication (MFA): Enable MFA for an additional layer of security on accounts.

Multi-Factor Authentication (MFA) is a cybersecurity method that requires users to present two or more distinct forms of verification before gaining access to a system, account, or application. These verification methods fall into different categories:

 - i. Something you know – e.g., a password or PIN.
 - ii. Something you have – e.g., a smartphone, hardware token, or smart card.
 - iii. Something you are – e.g., biometric data like fingerprints or facial recognition.

By combining these factors, MFA significantly strengthens security. Even if one factor (like a password) is

MFA

Multi-Factor Authentication

An authentication method that requires two or more factors of verification.



compromised, unauthorized access is still prevented unless the attacker also has access to the second (or third) factor

That is why of late Our systems Admins are enforcing you to use Microsoft authenticator on our phones or by use of SMS code so that you can gain access to your emails.

3. Data Handling and Sharing

- **Limit data sharing:** Share sensitive information only with authorized personnel through secure channels.
- **Awareness of social engineering:** Be cautious about unsolicited requests for information, even from colleagues.

4. Recognizing Suspicious Activity

- **Identify phishing attempts:** Look for signs such as unexpected emails, unusual requests, or misspellings in communications.
- **Report immediately:** If you suspect a cyber incident, report it to your IT security team without delay.

5. Safe Use of Devices

- **Secure workstations:** Lock computers when not in use and avoid using public Wi-Fi or hotspots for accessing corporate systems.
- **Device security:** Ensure that all devices used for work are equipped with updated antivirus software.

6. Follow IT and OT Protocols

- **Adhere to policies:** Follow established UETCL ICT policy cybersecurity policies for both IT and OT systems.
- **Understand the risks:** Recognize that OT systems may have different security

requirements than IT systems.

7. Backup and Recovery for IT Staff

- **Regular backups:** Ensure that critical data is backed up regularly to secure locations.
- **Know recovery plans:** Be familiar with the organization's incident response and recovery plans.

Cybersecurity is a shared responsibility that requires vigilance and proactive engagement from all end users. By understanding the nature of cyber threats and the importance of IT/OT security, staff can contribute to a safer operational environment at UETCL. Staying informed and adhering to best practices can significantly reduce the risk of cyber attacks, ultimately protecting the integrity and reliability of utility services.



Cybersecurity is a shared responsibility that requires vigilance and proactive engagement from all end users.



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DIVERSITY, EQUALITY, AND INCLUSION: THE POWER BEHIND OUR GROWTH

By Namuddu Denise

Administration Officer & Junior Board Member,



I frequently pause to consider what it truly takes for every employee to feel seen, respected, and motivated to do their best. The solution is not concealed in lengthy paperwork or intricate rules, but by three basic yet powerful principles: diversity, equality, and inclusion.

When these principles become part of our daily activities and fabric at UETCL rather than just words, something spectacular happens when individuals feel more engaged, teams become stronger, and the entire business goes forward with renewed purpose.

Diversity, to me is more than just representation; it is about valuing the diverse backgrounds, experiences, and ideas that everyone brings to the table. Equality guarantees that all people have access to

opportunities and resources, while inclusion binds everything together, creating a culture in which every voice matters and everyone feels like they belong.

These principles are not merely objectives for our organization; they are woven into the very fabric of who we are and how we operate, reflecting the diversity of our cultures and the nation we serve.

In the developing energy sector, our biggest strength is not only our infrastructure, but also our people. Towers and transmission lines may transmit electricity across the country, but human energy, innovation, resilience and collaboration is what drives true change.

That is why our dedication to diversity, equality, and inclusion is more than just a moral decision; it is also a strategic one. A diverse staff encourages creative problem solving, promotes innovation, and develops partnerships with the communities we serve.

This commitment has been demonstrated by several projects that encourage growth and empowerment at all levels. Leadership programs have given women the capabilities they need to flourish in traditionally underrepresented technical and managerial jobs. Platforms such as the Junior Board have empowered young

professionals, regardless of gender, to actively contribute to shaping the organization's future.

The Junior Board has collectively championed initiatives aimed at enhancing staff engagement and wellness—many of which were later adopted by management. These deliberate efforts ensure that leadership remains broad-based and inclusive, laying a strong foundation for a more resilient and representative organization.

Beyond the programs, the true essence of inclusion is reflected in our everyday interactions. During team-building exercises and staff forums, colleagues freely engage across departments, exchange ideas, and support one another in ways that foster trust and unity.

We have had junior colleagues whose suggestions have inspired changes in how projects are approached, which is proof that great ideas can come from anyone when people feel empowered to speak up and be genuinely heard. The spirit of inclusion shines most clearly in these simple, authentic moments.

Diversity, equality, and inclusion are not side projects; they are at the center of our path ahead. They remind us that progress is best made together, as

exemplified by the African proverb: *"If you want to go fast, go alone. If you want to go far, travel together."*

Our collective progress reflects both the energy we transmit throughout the country and the energy we create within ourselves. By empowering one another through justice, opportunity, and togetherness, we continue to build an organization, a corporate culture and a future that genuinely propels us forward.

I encourage everyone at UETCL to promote **Diversity, Equity, and Inclusion** (DEI) in everything they do, for it strengthens collaboration, fosters innovation, and enhances

organizational resilience. Together, we can ensure that UETCL remains a place where every voice matters and every contribution counts as everyone has space and opportunity to exploit their full potential over time.



If you want to go fast, go alone. If you want to go far, travel together.







UETCL JUNIOR BOARD – SHAPING THE FUTURE OF LEADERSHIP AND INNOVATION.

By **Jesse Nuwandinda**
Chairman UETCL Junior Board.

When the Uganda Electricity Transmission Company Limited (UETCL) established its Junior Board (JB) on August 26, 2022, it signified more than just a milestone in organizational governance; it also symbolized the company's commitment to developing future leaders and incorporating innovation into its operations.

The UETCL Board of Directors established the Junior Board as a leadership and innovation think tank to bridge generational gaps, promote employee engagement, and drive forward-thinking solutions that support UETCL's mission of providing dependable electricity transmission for national development.

The Junior Board is comprised of up to 13 members drawn from every department at UETCL, representing a cross-section of the company's young professionals under the age of 35. Their variety of discipline, gender, and technical skill reflects the company's inclusive approach to leadership development. The team follows a defined governance framework and is mentored by the CEO, the Company Secretary (Patron), and the Board of Directors.

The Junior Board acts as an advisory committee, providing Management and the Board with insights, recommendations, and new ideas. Its objective is straightforward: to serve as an internal advisory and leadership development body that fosters innovation, improves organizational performance, and prepares young people for future leadership roles in the energy industry.

Since its inception, the Junior Board has played a significant part in supporting projects that are consistent with UETCL's business strategy and sustainability objectives. Under the slogan *"Transmitting for Transformation,"* the team has achieved demonstrable results via practical innovation, cooperation, and thought leadership. Among its most significant accomplishments are:

- Digital Literacy Initiative - Developed and approved the International Certificate of Digital Literacy (ICDL) idea to improve digital skills within the organization.
- UETCL-CEDAT Collaboration - A breakthrough collaboration with Makerere University's College of Engineering, Design, Art, and Technology (CEDAT)

to promote research and innovation on industry-specific concerns. UETCL employees participated as supervisors and judges for CEDAT's innovative initiatives, several of which garnered national attention.

- Grants Management Policy - Developed and approved a policy framework to mobilize research money outside of traditional tariff-based systems, indicating strategic resource diversification.
- Anti-Vandalism Initiative - Contribute to UETCL's anti-vandalism strategy by presenting proposals at the 2023 Vandalism Baraza.
- Transmission Line Clearance Partnership - A draft Memorandum of Understanding (MoU) has been developed with the Uganda Prisons Service to enhance vegetation control along transmission corridors.
- Research and Development Policy - Collaborated with the Corporate Strategy team to develop a framework for institutional research and academic engagement.

Beyond technical contributions, the Junior Board has become a symbol of collaboration, resilience, and revolutionary leadership. Members have taken part in leadership development programs, mentoring efforts, and experiential learning events such as the Mt. Elgon Summit Expedition (April 2025), which emphasized UETCL's key principles of persistence, resilience and creativity.

The pioneer Junior Board finished its service in June 2025, leaving a solid platform for future generations. Its members proved that when young professionals are given authority and mentored by strong governance, they can become effective change agents. The lessons learned, clarity of mission, the value of cooperation, and the necessity of communication will continue to impact future interactions between the Junior Board and UETCL leadership.

According to the leaving team, "Leadership is not about titles, it's about impact, legacy, and empowering others." This perspective is consistent with UETCL's overall purpose to empower staff, drive operational excellence, and contribute to Uganda's sustainable energy future.

Throughout its term, the Junior Board has proved that when young professionals are empowered and directed by strong governance, they can become change agents. Clear responsibilities, effective communication, and teamwork have enabled the Board to function with focus and impact, helping UETCL achieve operational excellence.

Our journey has reaffirmed that leadership at UETCL is defined by purpose, the ability to innovate, persuade, and inspire people to achieve common corporate goals. As the Junior Board, we are dedicated to advocating initiatives that increase worker involvement, build institutional culture, and are consistent with UETCL's aim of a dependable, efficient, and sustainable electricity transmission network in Uganda.

The Junior Board exemplifies UETCL's commitment to inclusive leadership and continual development. We continue to transform ideas into actual results that support the company's strategic direction by collaborating with management, the board of directors, and external partners.

As we go on with our current activities, we reaffirm our commitment to upholding UETCL's purpose, values, and brand promise, pushing for transformation by encouraging creativity, integrity, and professional excellence throughout the business.



Leadership is not about titles,
it's about impact, legacy,
and empowering others.



THANK YOU! A CELEBRATION TO HONOUR THE OUTGOING UETCL JUNIOR BOARD MEMBERS.





POWERING CONNECTIONS: THE POWER-TELECOM SYNERGY.

By Atuhangaine Doreen
Communication Engineer



Electricity and Communication are the twin lifelines of modern society. One powers industries and infrastructure; the other powers information exchange that keeps economies and communities connected.

Traditionally seen as separate domains, power and telecom converge within UETCL's operations, unlocking new opportunities for both operational excellence and national development. Whereas UETCL's mandate is known as a Transmission System Operator (TSO) in line with the Amended Electricity Act 2022, The company also holds an additional license as a Public Infrastructure Provider

(PIP) under the regulatory framework by Uganda Communications Commission (UCC).

Capacity turned into opportunity: Fiber Optics.

Running parallel to our HV transmission lines is a powerful yet often unseen asset – our optic fiber network. These glass strands, capable of transmitting data at the speed of light, form the digital arteries of UETCL.

While some fiber capacity is dedicated to internal use, supporting grid protection, monitoring, control and VoIP communication systems – many cores remain available giving an opportunity for commercial leasing to private players.

By leasing unused cores or bandwidth capacity to telecom operators, internet providers

and enterprises, we leverage on the idle infrastructure into a suitable revenue stream that could ideally be the company's cash cow in terms of revenue enhancement.

Beyond revenue, leasing fiber capacity contributes to **Uganda's Vision 2040, which identifies ICT development and infrastructure** as a cornerstone for national transformation. Our network enables internet expansion, bridging the digital divide, bringing reliable connectivity to 'underserved regions'.

Driving Synergy Between Power and Telecom.

The integration of power transmission and telecom is not accidental, it's strategic. Our fiber optic infrastructure enhances grid reliability by enabling real-time monitoring, fault detection and secure communication across all substations. At the same time, it offers commercial capacity that stimulates the private sector thus strengthening Uganda's digital backbone.

The dual-purpose approach means every kilometer of power line delivers more than electricity; it Transmits **opportunity for Transformation.** It's the perfect example of resource optimization where one infrastructure investment creates multiple streams of value.



Supporting Uganda's Vision 2040

This Vision 2040 sets out an ambitious pathway to transform the country into the modern and prosperous society. At its core is the development of world-class infrastructure in energy, transport, and ICT.

- ❖ *Energy and Telecom Integration:* UETCL's fiber network embedded in the power grid shows how cross-sector synergies can maximize infrastructure investments.
- ❖ *Digital Inclusion:* By leasing out fiber capacity, we help extend broadband connectivity across Uganda, aligning with Vision 2040's goal of creating a knowledge-based economy.
- ❖ *Revenue Diversification:* Generating income from telecom services strengthens the financial sustainability of our power sector, reducing reliance solely on electricity tariffs.

"This way, our Telecom section is not just serving the company – it's serving the nation".

Looking into the future.

As Uganda continues to modernize, the demand for both digital connectivity and electricity will only grow. If we really harness the synergy between power and telecom, UETCL is uniquely positioned to contribute greatly to both. We aren't just transmitting power; we are powering connections, enabling innovation and driving national development as we continue to Transmit for Transformation.

In decades to come, when electricity and broadband reach even the most remote corners of Uganda, it will be because the foundations we are laying made it possible.





BUILDING A PERFORMANCE-DRIVEN CULTURE TOGETHER.

By **Jamil Kasirivu**
Human Resource Officer.

At UETCL, culture is not simply written in manuals or policies, it is something we live every day. It comes to life in the way we treat one another, in how we deliver on our core mandate of buying, transmitting, and selling quality bulk power, and in how we contribute to sustainable regional development. Our strength as employees is built on the small, consistent choices we make, being reliable, supporting one another, and striving for excellence in all we do.

Each of us has a role to play in driving performance. By taking ownership of our work, we demonstrate to colleagues, stakeholders, and communities that UETCL can be trusted. It is through meeting deadlines, delivering quality, and being open about challenges that we build a reputation for reliability. Performance is not

just a target but part of our identity and culture as a company.

Our achievements are made possible by working together. No single engineer builds a transmission line or keeps the grid running alone. Success comes through teamwork, valuing the contributions of others, and supporting one another. This spirit of collaboration not only enhances productivity but also creates a workplace where people feel respected and motivated.

At the heart of this culture is integrity where we choose to do what is right even when no one is watching. Professionalism and honesty strengthen the trust between UETCL, our partners, and the communities we serve. These values guide us in every decision and action, ensuring

that we remain a credible and dependable institution.

Together, through these core values, we are shaping a culture where performance is not forced or an act of accident but inspired because it comes from within each of us. Let us continue to nurture this performance driven culture.

Chapter 11 of the UETCL Approved Human Resources Manual enlightens our Staff Performance Management Policy, which provides a structured process for managing and evaluating staff performance. This policy ensures that our core values of accountability, teamwork, safety, integrity, and respect translate into measurable results.

The process is carried out in three key phases:



At the start of every financial year or upon attaining a new role, all staff agree on Key Result Areas (KRAs) or Individual Performance Agreements (IPAs) which must align with both departmental and organisational workplans. These agreements set the tone for the year and provide a clear roadmap for expectations.

In January/February 2026, supervisors will meet with their teams to review progress. These conversations are meant to celebrate achievements, identify gaps, and make necessary adjustments. Importantly, a formal record of each discussion will be submitted to the Human Resources and Administration Department to ensure accountability.

At the close of the financial year (June-2026), supervisors will conduct final appraisals to assess performance against agreed Individual Performance Agreements. These appraisals provide the basis for recognition, career development, and other performance-related decisions that help employees and the organization grow together.

A Call to Action

As we move forward to deliver our workplans for the FY 2025/2026, let us continue to embrace this performance management process not as a formality, but as an opportunity to strengthen the culture that will make us proud. When each of us commits to setting clear/realistic goals, giving and receiving feedback, and working with integrity, we make UETCL stronger. Together, we can continue to build a performance-driven culture that delivers lasting impact for Uganda and beyond.

END OF YEAR STAFF PARTY 2025







RISK AND SAFETY: A CALL TO RESPONSIBILITY

By Derrick Beyanga
Enterprise Risk Management Officer

Electricity transmission is inherently a high-risk environment. From high-voltage equipment to elevated and live workspaces, there is no margin for error, as small mistakes could be fatal. That is why every procedure, checklist, risk assessment and safety briefing exists—to protect lives most importantly but also equipment.

However, these measures only work when we take them seriously. Safety is not for one department

alone—it is everyone’s duty. Each staff member must remain proactive, alert, and committed to following the safety protocols in place.

At UETCL, the people are the greatest asset, and that is why safety is one of our core values. Unfortunately, the greatest danger we face is complacency—the belief that *“it won’t happen”* or *“it has never happened.”* Such thinking blinds us to hazards and increases our vulnerability. The reality is that risks are everywhere: in substations, on project sites, along transmission lines, in offices, and even while traveling on duty.

Instead of thinking *“it won’t happen”* or *“it has never happened.”* we should ask ourselves:

“If it happens, am I safe?”

“Have I taken the right precautions?”

“Will I return home whole and safe to my loved ones at the end of this workday?”

As UETCL staff, let us renew our commitment to safety every day by replacing:

- Complacency with responsibility
- Excuses with action
- Assumptions with vigilance

And let us also commit to:

- Reporting hazards
- Following safety procedures
- Wearing protective equipment
- Never taking shortcuts

Every safety incident is one too many. Together, we can build a culture where safety is lived, not just spoken—ensuring we all return home safely at the end of each workday.





PUTTING PEOPLE AT THE HEART OF ORGANIZATIONAL CHANGE

By John Willy Mandela
Strategy and Business Performance officer.

For any organization to remain relevant and competitive, it must continuously position itself to navigate the dynamic and ever-changing business environment. This involves not only responding to change but also proactively seeking and driving it. Today's business world evolves rapidly in organizational structures, technologies, employee perceptions, and production techniques all shift within short periods. As organizations look to digital transformation to optimize their processes and procedures, the need for change management become even more apparent.

“Change efforts rarely fail because the strategy or process is flawed”

Effective change management processes rely on supporting activities and tools. These tools are often developed and managed internally by either the change management team or stakeholders of the change management process. Therefore, change efforts rarely fail because the strategy or process is flawed; they fail because the human side of change the behavioral and emotional journey is often neglected.

This is because, there are psychological and sociological realities inherent in group cultures. Those already involved have established skill sets, knowledge, and experiences. But they also have pecking orders, territory, and corporate customs that need to be addressed. Employees are frequently expected to adopt new ways of thinking and working without sufficient guidance or support. Effective change management understands that knowledge alone is insufficient; it must be transformed into capacity, which is the confidence, ability, and skill to perform effectively in the new context. This transformation requires clear goals, opportunities for practice, and supportive systems that enable rather than hinder adaptation. Also to note is that providing clear and open lines of communication throughout the process is a critical element in all change modalities.

“Successful change begins with clearly defining and communicating why the change is necessary”.

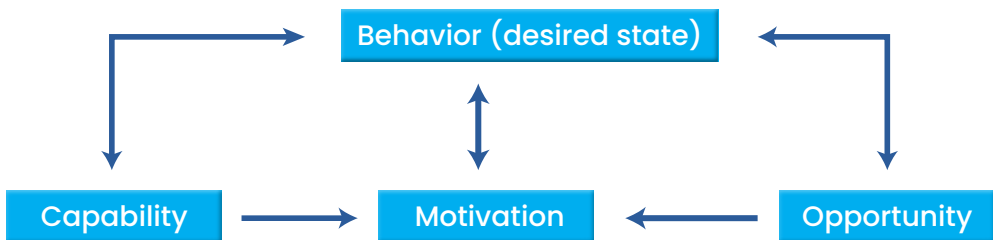
People must understand and connect with the purpose and implications of the change, what it means for them personally, and how it creates motivation and opportunity. Without this clarity,

leadership risks disengagement and resistance, losing not just one “sheep” but potentially many if not all. Once the purpose and expected benefits are well articulated, employees develop desire the internal drive to support and contribute to the change. It's important to recognize the success of teams and individuals involved. This will help in the adoption of both your change management process as well as adoption of the change itself.

There are a number of theories such as the McKinsey's change management framework, John Kotter's change management model, the

Prosci ADKAR process, and the Deming Cycle. However, these models have given little attention to behavioral science models such as the SEM Model and COM-B model. These reinforces that behavior change happens when Organizations understand the situation at the different layers of the organisation and ii) individuals possess the Capability to perform the desired behavior, recognize the Opportunity that enables it, and are sufficiently motivated to sustain it. In essence, organizational transformation succeeds when strategy aligns with people's behavior, capacity, and purpose.

Which change management tools are used?



So, as we introduce new ways of doing things (envisaged behaviors), it is essential to remain aware of on-the-ground realities and ask critical questions: Do people have the

capacity to adopt the change? Are they motivated to do so? Do they perceive real opportunities in the promoted change?

Equally important is ensuring that the change process is adequately resourced and given sufficient time. Too often, change leaders move on prematurely assuming that change has taken root when, in reality, people are still trying to understand, internalize, and adapt to the new way of working. Behavioral change should never be seen as a one-time event but rather as a continuous process of learning, reflection, and adaptation. When leaders grasp this truth, they begin to view resistance not as defiance to be managed, but as valuable feedback—a signal to pause, listen, sense, and engage more deeply with their teams.

“If we want to change behavior, we need to understand it first. Awareness alone doesn’t translate to action.”

Real and lasting change occurs when people understand, know, want, and can continue to do what represents the desired state. This signifies that they have been meaningfully involved in the process and empowered to act as change agents within their own capacities. When individuals feel ownership and support, they naturally champion the transformation, leading to collective momentum. Over time, this sustained engagement turns the envisioned change into an integral part of the organization's culture, which is the shared values, beliefs, norms, and behaviors that shape how people act and interact within the workplace.





THE VITAL ROLE OF STAFF IN CONFIDENTIALITY.

By Ekochu Jonathan
Senior Public Relations Officer

In today's digital age, safeguarding company information is more critical than ever. While advanced security systems and policies are in place, the backbone of information security rests with the employees. Every staff member at UETCL has a vital role and responsibility in maintaining the confidentiality of company data.

Whereas it's important to note that not every employee is an authorized user or consumer of given information at whatever level they may be, it's important to understanding the Importance of Confidentiality. This is the bedrock that determines how the significant stakeholders to UETCL perceive the company hence influencing our stakeholder reputation positively or negatively.

Company information ranging from stakeholder data and financial records to proprietary technology must be protected against unauthorized access and leaks. Breaches can lead to severe financial losses, reputational damage, and legal consequences.

Just like many other companies, UETCL has been through turbulent times in the past and efforts to reverse this trend has highly been successful with the staff championing in playing their roles and responsibilities as much as public relations has been prioritized to a large extent

Through awareness and education, employees must stay informed about confidentiality policies and understand what information is classified as sensitive depending on the impact it may have if consumed by unauthorized parties. In the recent past, UETCL has invested heavily on regular training sessions aimed at keeping the staff updated on best practices and emerging threats globally.

To ensure the integrity of systems and processes in place through secure handling of Information,

UETCL Staff are expected to be professional enough in handling sensitive data with care using strong passwords, encrypting digital files, and avoiding sharing confidential information over unsecured channels. Physical documents should be stored securely and disposed of properly to avoid leakages to the media.



UETCL Staff are expected to be professional enough in handling sensitive data with care using strong passwords, encrypting digital files, and avoiding sharing confidential information over unsecured channels.



Limited access to confidential information should be granted only to employees who need it to perform their duties. Sharing login credentials or unauthorized access should be strictly prohibited. With this in place, we will collectively be able to eliminate the weak links and hence making it easy for the communications team to adequately keep the company's brand, image and reputation high at a strategic level and among sector players in the Electricity Supply Industry (ESI).



POWERING OUR FUTURE: UETCL LAUNCHES GREEN ICT POLICY TO DRIVE SUSTAINABILITY

By Jeremy Mujuni

Information Systems Officer – Hardware.



At Uganda Electricity Transmission Company Limited (UETCL), we're not just transmitting power – we are transmitting for transformation! The UETCL Green ICT Policy marks a significant step in aligning our ICT operations with our commitment to environmental leadership and operational excellence.

This Green ICT policy sets guidelines for creating environmentally sustainable and energy-efficient ICT systems at Uganda Electricity Transmission Company Limited (UETCL), in a way that increases positive environmental benefits and minimizes the negative impact.



Why this matters to UETCL now

Being at the backbone of Uganda's Electricity Supply Industry, UETCL has responsibility to lead by example. Our Green ICT Policy addresses key challenges we've faced – from accumulating outdated equipment and high energy costs to excessive paper usage – while creating new opportunities for efficiency and innovation.

The policy transforms ICT operations from a cost center into a strategic asset, directly supporting our Corporate Strategic Plan 2024-2029 by enhancing operational excellence while strengthening our intentions on environmental sustainability.

The goal of Green Information and Communications Technology (ICT) is all about reducing the use of energy, carbon emissions, waste, materials and space while improving process efficiency and cost savings for the company.

Additionally, implementing green ICT practices enables us as UETCL have a much faster digitalization adoption rate together with much higher utilization numbers of digital technologies from automated and enhanced business operations, resulting in a reduced carbon footprint in UETCL's business activities.

02

National strategic alignment:

The policy demonstrates our commitment to Uganda's development goals by supporting:

- The Uganda Vision 2040 through development of energy-efficient digital infrastructure
- The Digital Uganda Vision 2040 driving

digitalization through implementation of paperless workflow adoption

- The Uganda Digital Transformation Roadmap with sustainable ICT infrastructure
- Climate Change Act 2022 through emission reduction targets

03

Green ICT three Pillars of Action

The policy causes action through:

- Smart acquisition: Changing how we purchase technology.

- Efficient utilization: Optimization existing resources.
- Responsible disposal: Transforming e-waste management.

04

The UETCL Green ICT Journey: What to Expect

The policy focuses on the entire lifecycle of our technology, and here's how it will look in your day-to-day work:

The key insights are as follows:

- 1) Strategic Acquisition:** Optimize Total Cost of Ownership (TCO)

Insight:

Move beyond upfront price to evaluate the full lifecycle cost, including energy consumption, maintenance, and end-of-life disposal.

Key Actions:

- Mandate procurement of *energy-star certified, multi-functional devices* to reduce long-term energy and supply costs.
 - Prioritize *laptops and thin clients* over traditional desktops to cut electricity consumption by up to 50%.
 - Embed *green compliance* and *TCO analysis* into all ICT tender specifications to select vendors aligned with our sustainability goals.
- 2) Operational Utilization:** Drive Efficiency and Reduce Waste

Insight:

Significant cost savings and emission reductions are achievable through optimized usage of existing assets.

Key Actions:

- Enforce power management policies (auto-

sleep, configured BIOS) across the estate to eliminate idle energy waste.

- Accelerate digital transformation by replacing paper-based processes with digital workflows and collaboration tools, reducing operational costs.
- Consolidate infrastructure through server virtualization and shared printing, directly reducing capital expenditure, power, and cooling overhead.

- 3) Responsible End-of-Life/Disposal:** Mitigate environmental risks and enhancing UETCL's Environmental Social and Governance (ESG) Profile

Insight:

Proactive disposal management turns a liability (e-waste, compliance risk) into an asset (cost recovery, positive CSR).

Key Actions:

- Implement a systematic asset lifecycle plan for the refurbishment and redeployment of equipment, extending asset value.
- Form partnerships with certified e-waste recyclers to ensure regulatory compliance and mitigate environmental liability.
- Leverage equipment donation for corporate social responsibility (CSR) benefits and potential tax advantages.



Your role in UETCL's success

Technology enables change however, that can only take us so far. People drive the change we want to see and that's where the real power behind this policy is you.

We are counting on every UETCL staff member to:

- adopt a "**Digital-First**" mindset, choosing digital collaboration over paper in our business operations and demanding for automated business processes making as much shift away paper-based business processes to more digitalized platforms that provide more automation options
- Encouraging each other with **smarter**
- **usage of ICT equipment: Powering down** equipment when not in active use to reduce waste
- Prioritizing **responsible disposal** ensuring that obsolete ICT hardware is handled responsibly, protecting both the environment and UETCL from regulatory risk



Join the Movement

To celebrate our collective success, UETCL green champion recognition programs to reward departments and individuals who lead the way in sustainable practices will be held starting this Financial Year.



2ND ANNUAL UETCL SUPPLIERS FORUM 2025



2ND ANNUAL UETCL SUPPLIERS FORUM 2025





UETCL'S CORPORATE SOCIAL INITIATIVES IN ACTION

By Phiona Bitariho Public Relations Officer



Across the world, companies are redefining what it means to do business responsibly. Corporate Social Responsibility (CSR) has become more than a box to tick but a way for organizations connecting meaningfully with

the communities they serve. From multinational corporations investing in renewable energy to local enterprises sponsoring health and education programs, the global movement towards responsible citizenship continues to grow stronger.

Uganda Electricity Transmission Company Limited (UETCL) stands proudly among the companies lighting the way, not only through power transmission but also through acts of kindness, care, and community service that truly make a difference.

Powering Lives Through Blood Donation

At UETCL, the spirit of giving isn't just encouraged, it's part of who we are. This year, in commemoration of World Blood Donor Day, our staff from across departments came together in partnership with the Uganda Blood Transfusion Service (UBTS) for a blood donation drive.

In a single day of compassion and teamwork, over 65 units of blood were collected with each unit representing renewed hope for patients in hospitals across the country.

"Knowing that my donation could help save a life gives me immense joy and a sense of purpose," shared one of our generous staff members.

Beyond replenishing Uganda's blood banks, this initiative reminded us that even in our daily mission to transmit power, we also transmit hope. Each drop of blood was more than a medical contribution. It was a current of kindness flowing from the heart of UETCL to the people in need.



Knowing that my donation could
help save a life gives me immense
joy and a sense of purpose



A Race More Than Just Running

CSR at UETCL is about showing up for our country, our people, and causes that matter. This year, our staff laced up their running shoes and joined thousands of Ugandans in the 2025 Rotary Cancer Run under the theme **"Many Cancers, One Race."**

For many, it was a day of exercise and community. For others, it was a deeply personal moment of

reflection and solidarity with cancer patients, survivors, and families affected by the disease.

Beyond our annual sponsorship, UETCL's participation symbolizes our unwavering commitment to community health. Every step taken that morning echoed our shared belief that together, we can outrun the challenges that face our nation with one stride at a time.

Our CSR Journey: Lighting the Way

Our CSR footprint today touches multiple areas:



Health:

Blood donation drives, cancer awareness campaigns, and medical support initiatives.



Community Empowerment:

Supporting local livelihoods and backing social initiatives that strengthen communities.

Through these consistent efforts, UETCL has earned a reputation as not just Uganda's transmission backbone, but also a partner in social progress.

Why CSR Matters to UETCL

CSR at UETCL isn't a side activity — it's part of our identity. It reflects our belief that power is more than electricity; it's the ability to uplift lives.

Our social initiatives have:

- **Enhanced UETCL's brand visibility** by showcasing our compassionate side to partners, communities, and the nation.
- **Built stronger trust** with stakeholders and the public.
- **Fostered unity and pride** among staff, giving everyone a sense of purpose beyond the office.
- **Contributed to sustainability**, aligning our operations with long-term national and global goals.

Through these actions, UETCL's brand has come to represent not just reliability in power, but reliability in humanity.

Looking Ahead: Our Next Chapter

As UETCL continues to expand its network and strengthen Uganda's power infrastructure, our CSR story is just getting started. The next chapter will see us:

- Partnering on **green energy and environmental conservation** projects.
- Expanding **health outreach programs** to rural communities.
- Supporting **STEM education** for young innovators.

Because at UETCL, we believe that every volt of electricity we transmit should also illuminate lives, inspire change, and empower communities.



STRENGTHENING CLIENT SUPPORT AND COMMUNICATION

By Jean Lunkuse Agnes
Customer Service Officer.

At Uganda Electricity Transmission Company Limited (UETCL), reliability is not only about ensuring uninterrupted power transmission – it is equally about fostering open, consistent, and meaningful communication with clients and stakeholders. To reinforce this commitment, UETCL has established a Customer Service Desk at both its Headquarters and Lugogo Office Block branch, serving as a central hub for enhancing client engagement, resolving issues, and improving service delivery.

The Customer Service Desk stands as UETCL's first point of contact for all customer interactions. It provides an accessible platform where clients, partners, and stakeholders can channel inquiries, lodge complaints, or seek assistance. Whether it is a technical concern, information request, or general feedback, the desk ensures that every voice is acknowledged, and every issue addressed in a timely and professional manner.

By creating this streamlined avenue of communication, UETCL is strengthening coordination across departments, minimizing response time, and enhancing the efficiency of its service delivery systems. The initiative reflects the company's strategic focus on stakeholder satisfaction, accountability, and operational excellence.

At the heart of the Service Desk is a dedicated team of professionals trained to handle a wide range of customer needs with a human touch. Combining responsiveness, efficiency, and technology, the team

ensures that every inquiry is met with care and every challenge with a practical solution.

The Service Desk is not just about problem-solving, it is about building long-term relationships rooted in trust, respect, ethics, empathy, and transparency. Through regular follow-ups, data-driven insights, and continuous improvement, UETCL is positioning itself as a customer-centric organization but a Centre of excellence that listens and responds effectively to its stakeholders.

Leveraging technology is central to UETCL's customer service transformation. The Service Desk utilizes digital and manual tools to track and monitor client issues, analyze trends, and generate reports that guide decision-making. This approach enables the company to identify recurring challenges, improve communication processes, and strengthen accountability.



The Service Desk is not just about problem-solving, it is about building long-term relationships rooted in trust, respect, ethics, empathy, and transparency.



Moreover, the Service Desk serves as a learning and innovation platform where feedback from customers informs policy adjustments, operational improvements, and service innovations. This ensures that UETCL's commitment to reliability extends beyond infrastructure, it reaches every client interaction.

A Commitment Beyond Power Lines

The Customer Service Desk symbolizes UETCL's belief that strong connections go beyond cables, conductors, substations and towers across the land, lakes and rivers. They thrive in the company's ability to listen, respond, and serve. Every engagement represents an opportunity to demonstrate professionalism, empathy, and dedication to public service.

By embracing innovation, prioritizing communication, and putting people first, UETCL continues to redefine what it means to deliver reliable, customer-centered service. The Customer Service Desk is more than a point of contact, it is a living expression of UETCL's pledge to build trust, strengthen relationships, and power progress through partnership through positive stakeholder engagement as we continue Transmitting for Transformation.



THE POWER OF TEAM BUILDING

By Lillian Olivia Namaweje
Human Resource Officer

Great teams don't just happen they are built. While many organizations invest in team-building initiatives at the departmental level, the true transformative power emerges when these efforts extend across the entire organization. Shifting team building from isolated groups/departments to organization-wide engagement fosters shared purpose, accelerates problem-solving, and builds a culture where people thrive together rather than in silos.

It is against this background that UETCL through the Corporate Strategic Plan (CSP) 2024 – 2025, seeks to enhance collaboration and improve Quality work. By fostering teamwork, open communication, and shared responsibility, employees are being

empowered to deliver innovative solutions in order to achieve the company's strategic goals.

“Team building is about connecting people, discovering strengths, and creating an environment where collaboration thrives.”

Over the Financial Year 2024/2025, UETCL made significant strides in fostering a culture of collaboration and engagement through targeted team-building activities. These exercises, conducted across individual departments, allowed teams to focus on departmental objectives, strengthen internal communication, and enhance problem-solving skills within their specific areas of work.

The Impact of Team building on Organizational Performance

As UETCL continues to expand and modernize the national grid, investing in team-building efforts remains essential for sustaining high performance and achieving long-term strategic goals for the organization and country at large. Therefore, by implementing is intended to shift the mindset from “my team” to “our organization.” It creates meaningful bridges between departments, helping employees understand not only what others do, but why they do it—and how every role contributes to the organization’s overall success. When people across the company come together in purposeful, structured ways, several powerful outcomes emerge, including Shared Vision and Alignment, Stronger Communication and Transparency, Enhanced Innovation and Problem-Solving, Greater Empathy and Collaboration, Stronger Organizational Culture.

A Call to Supervisors

At a micro level Supervisors are key to successful team building. Some of your roles include; Encouraging participation and engagement across departments, modelling collaboration, trust, and open communication, recognizing and celebrating achievements to reinforce unity, as well as providing feedback to shape meaningful activities. Always remember that a connected and motivated team is your most powerful driver of organizational success.

At macro level, when organizations move from isolated team events to company-wide engagement, they unlock new levels of innovation, alignment, and resilience. The result is a workplace where people feel connected, supported, and motivated, not just within their own teams, but across the entire organization. When teams unite with trust, purpose, and energy, greatness follows naturally. We are a family discovering, growing, and winning together.

We are very grateful for what we have achieved together this year, and I wish you even more success in 2026.

Happy New Year to you all!!



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

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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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