

UETCL

Transmitting for Transformation

GR^D CONNECT

UETCL'S NEWSLETTER

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MINISTER OF ENERGY AND MINERAL
DEVELOPMENT



EDITOR'S NOTE



Welcome to the **third edition of The Grid Connect Magazine.**

This edition comes at a significant milestone in the journey of Uganda Electricity Transmission Company Limited (UETCL) as we celebrate **25 years of transmitting power and supporting Uganda's socio-economic transformation.** It offers an opportunity to reflect on our progress, celebrate our achievements, and share the vision guiding our future.

In this issue, we bring you stories that showcase the people, projects, and initiatives driving our mandate forward. From strengthening grid reliability through strategic infrastructure developments to advancing safety, innovation, sustainability, and operational excellence, these stories demonstrate the commitment that continues to define UETCL.

Beyond the transmission lines and substations, this edition highlights the people and partnerships that make our work possible. We share insights into our safety culture, lessons learned in project delivery, stakeholder engagement, and the continuous efforts to build a stronger, more resilient organization.

As Uganda's energy sector continues to evolve, UETCL remains committed to delivering a reliable and secure transmission network that supports national development. Through collaboration, innovation, and a shared commitment to excellence, we will continue **Transmitting for Transformation.**

I extend my appreciation to all contributors, writers, and the communications team for their dedication in bringing this edition to life. Thank you for joining us on this journey.

Enjoy the read!

Muhammad Lubogo

Editor – The Grid Connect Magazine

Beyond the transmission lines and substations, this edition highlights the people and partnerships that make our work possible.



CEO'S FOREWORD

It gives me great pleasure to welcome you to the **third edition of The Grid Connect Magazine**, a special edition as we celebrate **25 years of Uganda Electricity Transmission Company Limited (UETCL)** and our contribution to Uganda's energy transformation journey.

This milestone comes at a critical moment as Uganda advances towards the aspirations of Vision 2040, where reliable, affordable, and sustainable energy remains a cornerstone for industrial growth, economic development, and national competitiveness.

As the developer and operator of Uganda's High Voltage Transmission Grid, UETCL continues to play a pivotal role in delivering the infrastructure required to support this vision. Guided by our **Corporate Strategic Plan 2025–2030**, we are focused on expanding and modernizing the grid, enhancing reliability, strengthening operational excellence, and embracing innovation to meet the country's evolving energy needs.

This edition highlights some of the initiatives shaping our journey, including our commitment to safety through the Vision Zero philosophy, stronger partnerships, sustainability practices, and stakeholder engagement efforts that continue to build trust in our operations.

As we mark 25 years of progress, we recognize that our greatest achievement is not only the infrastructure we have built, but the lasting impact our work creates for communities, businesses, and the nation.

I extend my sincere appreciation to our Board, staff, partners, contractors, suppliers, and stakeholders whose dedication continues to drive UETCL's success. Together, we will continue building a transmission network that powers Uganda's transformation.

I invite you to explore this edition and celebrate the stories of innovation, commitment, and progress that define our journey.

Happy 25th Anniversary to UETCL, and enjoy the read!

Eng. Richard Matsiko

Chief Executive Officer

Uganda Electricity Transmission Company Limited

UETCL continues to play a pivotal role in delivering the infrastructure required to support this vision





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BOARD OF DIRECTORS



MR. KWAME EJALU EJUKU
CHAIRMAN



**ENG. CECILIA
NAKIRANDA MENYA**
MEMBER



**ENG. INNOCENT OBOKO
YOTKUM**
MEMBER



**MR. JULIUS MUKHOLI
WAMUKOTA**
MEMBER



**MS. SYLVIA MUWEBWA
NABATANZI**
MEMBER



**MS. SHARON ACHIRO
LOKA**
MEMBER



MANAGEMENT TEAM



ENG. RICHARD MATSIKO
CHIEF EXECUTIVE OFFICER



MS. HALIMA NAMATOVU
HEAD HUMAN RESOURCES &
ADMINISTRATION



ENG. DANIEL KISIRA
HEAD PROJECTS
IMPLEMENTATION



**MR. PETER SSEBABENGA
MULINDWA**
HEAD FINANCE



**ENG. DANIEL OKELLO
EMMANUEL**
HEAD GRID DEVELOPMENT
AND PLANNING



**MS. STELLA LADONA
WATTANGA**
COMPANY SECRETARY



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COMMUNICATION
TECHNOLOGY



MS. SPECIOZA MUKAZI
HEAD CORPORATE
SERVICES



ENG. DENNIS OKOT
HEAD NETWORK OPERATIONS
& MAINTENANCE



MR. VINCENT OKURUT
HEAD PROCUREMENT &
DISPOSAL



MR. EDWARD MUGANYIZI
HEAD INTERNAL AUDIT



Aerial view of the UETCL new head office building under construction.



BUILDING STRONG AND STRATEGIC SUPPLIER RELATIONSHIPS



By: **Fiona Kiiza** – PA to Head
Procurement & Disposal

In today's dynamic energy sector, effective procurement is not only about acquiring goods and services but also about developing strong and sustainable relationships with suppliers.

Supplier relationships at Uganda Electricity Transmission Company are guided by transparency, professionalism and mutual collaboration. Rather than focusing solely on transactional purchasing, the Procurement Department emphasizes long-term

partnerships with suppliers who demonstrate reliability, technical competence and compliance with regulatory standards as guided by PPDA.

These partnerships are particularly important in large-scale infrastructure projects such as transmission lines and constructions, Substation development. Through new innovative concepts such as early engagement with suppliers, This allows the procurement team to align technical requirements, manage project

timelines and reduce potential delays and cost variations.

In conclusion, as Uganda continues to expand its electricity transmission grid network, strategic collaboration with suppliers will remain vital in supporting the reliability, stability of the national grid and the broader development of the country's energy sector there by propelling socio economic transformation across the country.



By **Eng. Rogers Lukwago**
Standards & Specifications
Engineer

VISION



DRIVING UETCL TOWARDS ZERO HARM IN GRID OPERATIONS

to eliminate workplace fatalities, serious injuries, and occupational illnesses.

What is Vision Zero?

Vision Zero is a global campaign by the International Social Security Association (ISSA) that promotes the belief that all accidents, diseases, and harm at work are preventable. Its framework is built around the 7 Golden Rules, which UETCL can adopt to transform workplace safety and organizational culture.

Vision Zero is built on three key pillars:



Safety

Preventing injuries and accidents



Health

Protecting workers from occupational diseases



Wellbeing

Promoting a healthy and productive workforce

It emphasizes that human life and health should never be compromised for operational or economic gains.

The Applicability of Seven (7) Golden Rules of Vision Zero to UETCL

A practical framework for implementation is based on internationally recognized Seven Golden Rules and these are:

INTRODUCTION

Electricity is the backbone of modern life. From factories and hospitals to schools and homes, Uganda's development depends on the reliable flow of power. At the center of this flow is Uganda Electricity Transmission Company Limited (UETCL) ensuring that electricity generated reaches distributors and large consumers across the country. But behind the wires, towers, and substations are people: engineers climbing pylons, technicians inspecting equipment, and workers navigating high voltage risks daily. For UETCL, safety is not an afterthought it is a core value. That's why Vision Zero comes in.

As Uganda Electricity Transmission Company Limited (UETCL) continues to expand and modernize the national grid, there is a growing need to adopt a proactive, world-class safety philosophy. One such philosophy is Vision Zero, a transformative approach to safety that aims



1. Take Leadership – Demonstrate Commitment

Safety begins at the top. When UETCL's leaders visibly prioritize safety, it sends a clear message: protecting lives comes before deadlines and budgets. A committed leadership culture inspires the entire workforce to take safety seriously.

2. Identify Hazards – Control Risks

Transmission work involves dangerous heights, live lines, and complex machinery. By systematically identifying risks from electrocution to falls and putting strong control measures in place, UETCL can drastically reduce accidents.

3. Define Targets – Develop Programs

Targets make safety measurable. UETCL can set clear goals, like "zero fatal accidents" or "reduce near-miss incidents by 50% in one year," supported by training programs and investment in protective equipment.

4. Ensure a Safe and Healthy System – Be Well-Organized

Safety doesn't happen by chance; it requires structure. Implementing proper safety management systems, clear reporting lines, and efficient emergency response plans will keep UETCL organized and ready to act when risks arise.

5. Ensure Safety and Health in Machines, Equipment, and Workplaces

Transmission lines and substations must not only function efficiently but also protect the people working on them. Regular inspections, maintenance, and upgrades ensure equipment is safe and workplaces are free of hidden dangers.

6. Improve Qualifications – Develop Competence

Technology is advancing fast in the power sector. Continuous training equips UETCL staff with the knowledge and skills to work safely, whether handling new digital monitoring systems or repairing traditional high-voltage equipment.

7. Invest in People – Motivate by Participation

When workers feel valued and involved, they become safety champions. UETCL can motivate

staff by involving them in decision-making, rewarding safe behavior, and building a culture where everyone looks out for one another.

Key Principles of Vision Zero

Vision Zero is not just a slogan, it is a culture and management system. Its key principles include:

1. Life is Non-Negotiable. No task is so urgent or important that it justifies risking life.
2. All Accidents Are Preventable: Workplace incidents have causes and those causes can be controlled or eliminated.
3. People Make Mistakes: Systems must be designed to anticipate human error and prevent it from leading to harm.
4. Shared Responsibility: Safety is a collective responsibility—from top management to field technicians.
5. Proactive Risk Management: Focus shifts from reacting to incidents to preventing hazards.



Why Vision Zero Matters for UETCL

UETCL operates critical infrastructure including:

- High Voltage substations
- Transmission lines (66kV, 132kV, 220kV, 400kV)
- SCADA and telecommunication systems

These environments present risks such as:

- Electric shock and arc flash
- Falls from heights
- Equipment failure and switching errors
- Exposure during maintenance and fault response

Vision Zero is particularly relevant because it challenges the traditional mindset that accidents are inevitable. Instead, it promotes a preventive, systems-based approach where risks are identified and eliminated before incidents occur.



Benefits of Vision Zero to UETCL

Adopting Vision Zero can deliver measurable benefits:

- Reduction in workplace accidents and fatalities
- Improved operational reliability of the grid
- Enhanced staff morale and productivity
- Reduced costs from incidents and downtime
- Stronger compliance with ISO 45001 OH&S standards

Additionally, studies show that investment in safety yields positive economic returns, reinforcing that safety is both a moral and business imperative.

Vision Zero represents a bold but necessary shift for UETCL from managing incidents to eliminating them entirely. While achieving zero harm may seem ambitious, it establishes a clear direction, accountability, and culture of excellence in safety.

As UETCL continues to power Uganda’s future, embracing Vision Zero will ensure that this progress is achieved without compromising the lives and wellbeing of its people.

Every employee, contractor, and stakeholder has a role to play:

“Safety starts with me—Zero harm is possible.”



Groundbreaking ceremony for the Amari Project at Mbarara South Substation



MANAGING BACK PAIN IN THE WORKPLACE:

A SHARED RESPONSIBILITY AT UGANDA ELECTRICITY TRANSMISSION COMPANY LIMITED



By **Phionah Bitariho**
Public Relations Officer.

In today's fast paced work environment, back pain has quietly become one of the most common workplace health challenges. Whether working long hours at a desk, driving to project sites, standing during inspections, or handling equipment in the field, many employees experience some form of back discomfort during their careers.

At UETCL, where employees work tirelessly to ensure reliable power transmission across the country, maintaining good back health is essential not only for personal wellbeing but also for productivity and safety on the job.

Poor posture, prolonged sitting, improper lifting techniques, and limited movement during the

workday are some of the leading causes of back strain. What often starts as mild discomfort can gradually affect concentration, mobility, and overall performance if ignored.

Simple daily habits, however, can make a significant difference. Adjusting office chairs to support proper posture, taking short movement breaks, stretching regularly, and using correct lifting techniques while in the field can greatly reduce the risk of injury. Even a brief walk or

standing stretch between tasks can help relieve pressure on the spine.

Creating awareness about workplace ergonomics is equally important. A healthy workforce is a productive workforce, and encouraging employees to prioritize their physical wellness contributes to a safer and more efficient working environment.

As Uganda Electricity Transmission Company Limited continues powering Uganda's development, employees are reminded that caring for their backs is not just about comfort, it is about sustaining the energy, strength, and resilience needed to keep the nation connected.





Newly installed transformers at Maya Substation under the Greater Kampala Metropolitan Transmission Improvement Project



ENHANCING ROAD SAFETY THROUGH COLLABORATION.



By: **Tadeo Ogwang,**
Driver

As a professional driver with Uganda Electricity Transmission Company Limited (UETCL), I was privileged to attend the Uganda Professional Drivers' Network (UPDN) annual road transport stakeholders' meeting. This annual gathering, held in collaboration with key stakeholders from the government.

The event, which took place from 3rd to 4th December 2025, brought together drivers, transport managers and owners, driving schools and driving instructors, government officials, and other stakeholders to discuss ways to enhance professional work ethics and discipline among especially commercial/professional drivers and all road users in Uganda and beyond.

Towards the climax of this filled learning gathering, the 2nd day of the conference was graced by the presence of the Minister of Works and Transport, Hon. Gen. Katumba Wamala, the Executive Director Technical and Vocational Education Training (TVET) Council-Ministry of Education and Sports as the 2 chief guests for official closure.

The Minister then of works and Transport, Hon. John Byabagambi had earlier graced the opening of the conference the previous day, among other stakeholders who

from one speaker/presentation to another emphasized the critical role that professional drivers play in Uganda's economy and the need for them to be responsible and disciplined on the road. Their presence underscored the government's commitment to promoting road safety and reducing road crashes in the country.

Over the two days, participants engaged in presentations and discussions on various topics, including road safety, driver behavior, and the importance of maintaining good morals and discipline on the road. The interactive sessions provided a platform for drivers to share their experiences and challenges, and to learn from experts in the field. One of the highlights was a presentation on defensive driving techniques, which emphasized the need for drivers to anticipate and respond to potential hazards on the road.

As a driver, I was particularly impressed by the emphasis on promoting a culture of safety and responsibility among drivers. The meeting highlighted the importance of adhering to traffic rules and regulations, and the need for drivers to be aware of their surroundings and take proactive steps to prevent accidents. The discussions also touched on the dangers of distracted driving,

drunk driving, and speeding, and the need for drivers to take responsibility for their actions in order to ensure safety, one of UETCL's core values.

The UPDN chairperson, Mr. Kasule Apollo, together with the Executive Director Mr. Ndugu Omongo, commended the government stakeholders for their support and commitment to improving road safety in Uganda. He emphasized the need for continued collaboration between drivers, driver employers, government agencies, and other stakeholders to achieve the goal of reducing accidents and promoting a culture of safety on Uganda's roads.

The annual conference concluded with a call to action, urging all drivers and road users to prioritize road safety and adhere to traffic rules and regulations. The UPDN committed to continue working with government stakeholders to promote good morals and discipline among drivers and all road users, not only in Uganda but also beyond our borders.





I commend the UPDN for organizing this event, together with the management of UETCL that sponsored drivers of the organization, and thank the government stakeholders for their participation and support. As drivers, we have a critical role to play in promoting road safety, and I believe that initiatives like this will go a long way in reducing accidents and making our roads safer for all users.

Some key takeaways from the meeting include:

- The need for continuous training and capacity building for drivers
- The importance of promoting a culture of safety and responsibility among drivers
- The need for drivers to take responsibility for their actions and prioritize road safety
- The importance of collaboration between drivers, government agencies, and other stakeholders in promoting road safety
- The meeting also highlighted some of the challenges facing drivers in Uganda, including poor road infrastructure, inadequate enforcement of traffic laws, and limited access to training and resources. Addressing these challenges will require a concerted effort from all stakeholders, and the UPDN is committed to playing its part.

In conclusion, the UPDN's 2-days' annual professional drivers' conference 2025 was a resounding success and experience, and I believe that the outcomes will have a positive impact on road safety in Uganda. As drivers, we must take responsibility for our actions and prioritize safety on the road. I look forward to seeing the continued collaboration between drivers, driver employers, professional driving instructors, government agencies, and other stakeholders to promote road safety and reduce road crashes in Uganda.

As drivers, we have a critical role to play in promoting road safety, and I believe that initiatives like this will go a long way in reducing accidents and making our roads safer for all users.



Reconductoring works under the Greater Kampala Metropolitan Transmission Improvement Project



BEYOND TRANSMISSION: HOW GERP IS SHAPING A SUSTAINABLE ENERGY FUTURE.



By **Namonyo Blessed Isabel** and **Lydia Onyiru**
Graduate Engineer Trainees – Electricity Supply Industry

Uganda Electricity Transmission Company Limited (UETCL) marked 25 years of service on 1st April 2026, celebrating a legacy of delivering reliable bulk power transmission across Uganda. Guided by its vision, “To Buy, Transmit and Sell Reliable and Quality Bulk Power for Sustainable Regional Development,” the company continues to play a pivotal role in driving industrialization and economic growth both nationally and within the Eastern Africa region.

One of the most transformative milestones in this journey has been the Grid Expansion and Reinforcement Project (GERP), particularly its impact on the West Nile region. For decades, West Nile operated largely in isolation from the national grid, relying on supply from West Nile Rural Electrification Company Limited (WENRECo), supported by thermal generation and the Nyagak I and III hydropower plants. Despite these efforts, the region experienced a persistent energy deficit, with frequent outages and load shedding constraining socio-economic development.

The GERP project, comprising a 289 km, 132 kV transmission line from Kole through Gulu to Nebbi and Arua, alongside substations in Nebbi and Arua, was designed to address this gap.

Guided by its vision, “To Buy, Transmit and Sell Reliable and Quality Bulk Power for Sustainable Regional Development,” the company continues to play a pivotal role in driving industrialization and economic growth both nationally and within the Eastern Africa region.

Commissioned in 2024, the project successfully integrated West Nile into the national grid for the first time while enabling power evacuation from key generation sources such as Karuma, Achwa, and Nyagak. Since its completion, the region has experienced improved reliability of electricity supply and increased customer satisfaction. With peak demand rising to approximately 7.4 MW—an increase of about 2 MW over two years—there is clear evidence of growing economic activity.

The impact of this improved power supply is visible across multiple sectors. Industrial and commercial activities in towns such as Arua, Nebbi, and Gulu are expanding, with emerging enterprises including agro-processing facilities, manufacturing plants, and small-scale industries. Local services such as welding, carpentry, and retail businesses are also thriving, reflecting increased productivity enabled by consistent electricity.

Social services have equally benefited. At Arua Regional Referral Hospital, reliable power has strengthened critical operations, particularly in the Neonatal Intensive Care Unit (NICU), where uninterrupted electricity is essential for life-saving equipment. Educational institutions such as Muni University, Arua Technical Institute, and the National Teachers College have reported improvements in training quality, increased student enrollment, and extended study hours due to dependable lighting and powered laboratories. Many of these institutions previously relied on unstable solar mini-grids, which are now effectively complemented by grid connection.

Beyond local transformation, GERP positions Uganda strategically within the regional energy landscape. Planned interconnection with South Sudan through the Olwiyo–Gumbo transmission line is expected to enhance cross-border power trade and strengthen regional grid stability. Such developments contribute to energy security, reduce



reliance on isolated generation systems, and promote economic integration across East Africa. In this context, GERP serves as a foundation for a more interconnected and resilient regional power network.

Importantly, the project also reflects a growing commitment to sustainability and responsible engineering. Environmental considerations were integrated into project planning and execution, with careful route selection to minimize ecological disruption, particularly around sensitive areas such as the Albert Nile corridor. Biodiversity awareness, stakeholder engagement, and environmental monitoring were key components of the project lifecycle.

From a Health, Safety, and Environment (HSE) perspective, strong emphasis was placed on safe construction practices, risk management, and

community protection. These measures ensured compliance with regulatory standards while reinforcing the importance of safeguarding both people and the environment during large-scale infrastructure development.

Uganda’s energy future increasingly depends on projects that go beyond transmission to enable sustainable development, regional cooperation, and socio-economic transformation. The GERP project exemplifies this shift. It is not merely a transmission line—it is a driver of opportunity, connecting communities, powering industries, and strengthening regional ties.

As UETCL continues to expand and reinforce the national grid, initiatives like GERP will remain central to achieving a more sustainable, reliable, and inclusive energy future for Uganda and the wider East African region.



PAU Board of Directors benchmarking visit to the UETCL National Control Centre





DOCUMENTED LESSONS LEARNED AS A CATALYST FOR ACCELERATED PROJECT DELIVERY



By **Eng. Christine Nakanwagi**
Projects Engineer - Electrical

Delivering electricity transmission infrastructure goes far beyond constructing power lines and substations. It requires careful planning, technical discipline, strong coordination, and a continuous willingness to learn. As Uganda Electricity Transmission Company Limited (UETCL) continues to expand and strengthen the national transmission grid, the organisation has increasingly recognised that capturing and applying lessons learned is essential to sustaining strong project performance and ensuring security of supply, which remains a core strategic pillar of the Company.

With several largescale projects completed and others underway across the country, UETCL has made a deliberate shift to ensure that experience gained during project delivery is not lost or confined to individual teams. Instead, this experience is being transformed into institutional knowledge that strengthens decisionmaking, improves accountability, and supports continuous improvement across the organisation. In doing so, UETCL is reinforcing operational and service

excellence while building the organisational readiness required to deliver increasingly complex infrastructure projects.

This approach was underscored during a departmental scrum meeting when the Head of Projects Implementation noted that

“timely project delivery is now the new normal at UETCL.”

This commitment has already been demonstrated through the successful and timely commissioning of key projects, including the Buloba Substation under the Kampala Metropolitan Project, the Tororo–Mbale Transmission Line, and Mirama–Kabale Lot 2 (Substations). These achievements not only enhance grid performance and operational flexibility, but also contribute to customer and stakeholder satisfaction by ensuring that grid reinforcements are delivered when and where they are needed.

These successes also highlight an important insight:



“Sustaining high performance requires a structured approach to learning, where every project strengthens the next.”

In line with internationally recognised project management frameworks such as PMBOK® (PMP) and PRINCE2, UETCL project teams have consistently documented Lessons Learned Registers as part of project closure processes. However, while lessons were captured at project level, they were not always systematically consolidated or shared across departments. As a result, certain challenges particularly those requiring crossfunctional coordination in areas such as project preparation, procurement, land acquisition, and contract change management continued to recur in subsequent projects, impacting business process efficiency and financial stewardship.

To address this gap, Project implementation department launched an organisationwide Lessons Learned Initiative in 2025, supported by Management and involving all departments. This marked a deliberate shift from projectlevel learning to institutional learning, enabling the organisation to identify recurring patterns, reflect on collective experience, and agree on practical improvement actions. This initiative directly supports human capital development by strengthening organisational learning, shared accountability, and knowledge transfer across teams.

The review confirmed both strengths and opportunities for improvement. Strong stakeholder engagement, disciplined quality management, and effective environmental and social safeguards were consistently associated with successful outcomes—key enablers of customer and stakeholder satisfaction. At the same time, recurring challenges pointed to systemic issues that required organisationwide attention rather than isolated, projectspecific solutions, reinforcing the need for stronger endtoend business processes.

Importantly, the initiative moved beyond reflection to action. Lessons learned were translated into enterpriselevel risks, prioritised through structured analysis, and addressed through a consolidated Risk Treatment Plan. **Notably, about 80 per cent of the improvement actions require little or no additional funding**, focusing instead on strengthening business processes through better planning, clearer accountability, improved coordination, and stronger project controls. This approach directly supports sustainable financial growth, demonstrating prudent

financial stewardship while maximising value from existing resources.

It reinforces a key lesson: ***“Meaningful improvement often lies in how work is organised and managed.”***

The initiative has further benefited from strong leadership oversight by shareholders, development partners, and the Board of Directors, who have commended Management for the structured and reflective approach. Their guidance has emphasised the role of lessons learned in strengthening accountability, improving governance, and embedding continuous improvement within UETCL’s strategic framework, while implementing agreed actions within existing resources.

Ultimately, this journey highlights that lessons learned are not the responsibility of project teams alone. Effective project delivery depends on how planning, procurement, finance, safeguards, legal, operations, and implementation functions work together as a single, integrated system. By institutionalising learning, UETCL is strengthening organisational readiness, enhancing operational excellence, and developing the human capital needed to sustain performance in a growing and evolving transmission network.

“By systematically documenting, consolidating, and acting on lessons learned, UETCL has transformed experience into a practical catalyst for faster, more predictable, and higherquality project delivery.”

As UETCL continues **Transmitting for Transformation**, lessons learned will remain a living practice guiding decisions, strengthening performance, safeguarding security of supply, supporting sustainable financial growth, and ensuring that each project leaves the organisation better prepared to deliver value to customers and stakeholders now and in the future.





Transportation of transformes for the Kbdalega substation in Holima



A YEAR OF LEADERSHIP, LEARNING AND STRATEGIC COLLABORATION



By: Jesse Nuwandinda
Assistant Account / Chairperson,
Junior Board

expanded their industry knowledge, and fostered meaningful partnerships.

One of the year’s defining achievements was the Board’s collaboration with the **College of Engineering, Design, Art and Technology (CEDAT)** at Makerere University. The journey began with the **CEDAT Challenge**, where outstanding participants with the most innovative research ideas were recognized and rewarded. More than a competition, the initiative celebrated creativity and demonstrated the value of research in solving practical challenges facing the energy sector.

The **UETCL 2nd Cohort Junior Board** has continued to make remarkable progress in advancing leadership development, innovation, and cross-sector collaboration. Guided by Board of Director’s commitment to nurturing future leaders and supporting UETCL’s strategic vision, the Junior Board has undertaken impactful initiatives that have strengthened members’ professional growth,

Innovation flourishes when academia and industry work together. The CEDAT collaboration reminded us that today’s ideas become tomorrow’s solutions.



UETCL Junior Board benchmarking visit at Centenary Bank



Junior Board collaboration with Kyambogo University clearly was a highlight for the years' engagements'. The Junior Board further has expanded its academic partnerships and is in the final stages of obtaining a successful collaboration with **Kyambogo University**, creating another platform for knowledge exchange and professional development.

Members explored how stronger collaboration between universities and industry can equip graduates with practical skills while creating opportunities for research, mentorship, internships, and innovation challenges.

The future belongs to leaders who never stop learning. Every conversation opened new possibilities for collaboration and growth.

The partnership demonstrated the value of investing in young talent and strengthening the connection between academic excellence and industry practice.

Uganda National Oil Company (UNOC) Collaboration.

The Junior Board is also in the final stages of securing a strategic collaboration with UNOC which is a major highlight of the year was the strategic engagement with UNOC.

The visit provided Junior Board with valuable insights into corporate governance, operational excellence, strategic leadership, and innovation within Uganda's energy sector. More importantly, it strengthened relationships between two strategic national institutions committed to driving Uganda's development.

The exchange of ideas highlighted the importance of collaboration across the energy sector and inspired members to think strategically about leadership, sustainability, and national transformation.

Research & Innovation Policy Benchmarking Exercise at Uganda Electricity Generation Company (UEGCL)

The Junior Board also undertook a benchmarking visit about Research & Innovation policy to the UEGCL as part of its commitment to continuous improvement.

Members gained practical insights into organizational performance, employee engagement, operational efficiency, research and innovation, and customer service excellence. The benchmarking exercise provided valuable lessons that will help shape future Junior Board initiatives and strengthen value creation within UETCL. The visit reinforced the principle that learning from peers is an essential component of organizational growth and continuous improvement.

UETCL Junior Board Gained Priceless Insights from Centenary Bank CEO

Another memorable milestone was the mentorship session with the **Mr. Fabian Kasi**. The interactive engagement provided members with a rare opportunity to learn directly from one of Uganda's respected business leaders. Discussions focused on visionary leadership, resilience, strategic decision-making, innovation, corporate transformation, and building high-performing teams.

The CEO encouraged members to lead with integrity, embrace change, and remain committed to serving others through purpose-driven leadership.

"Great leaders are lifelong learners. Their greatest legacy is not what they achieve, but the people they inspire."

Looking Ahead

The achievements of the UETCL 2nd Cohort Junior Board demonstrate what can be accomplished when young professionals are empowered to lead, innovate, and collaborate.

Through partnerships with academic institutions, benchmarking visits, engagements with industry leaders, and strategic collaborations across the energy sector, the Board has strengthened leadership capacity while contributing to UETCL's strategic objectives.



HOW COMMUNICATION BUILDS TRUST IN THE ENERGY SECTOR



By **Duchess Ucanda**
Public Relations Officer

In a sector as essential and technical as energy, communication is more than just sharing information, it is the bridge that connects organizations to the people they serve. Public trust is built not only on performance, but also on how openly and consistently an organization engages with its stakeholders.

As the company mandated with transmitting bulk power across Uganda, our work impacts a wide range of people from the power generators to power distributors and even to communities that are the end users of this power.

Transparent communication ensures that the public, shareholders, and employees understand why and how we do what we do. When we share updates about projects, explain technical issues clearly, or respond promptly to public concerns, we build confidence in our operations.

A demonstration of such efforts at UETCL is through stakeholder

engagement efforts prior to and during the implementation of projects where project teams meet with local leaders, communities, and government representatives to explain objectives, address potential impacts, and gather feedback.

These conversations help prevent misunderstandings and foster cooperation. They also give affected people a voice in the process especially regarding the Community Development Action Plan (CDAP) which is a livelihood restoration program that gives back to individuals and communities affected by the construction of transmission lines through the provision of communally shared resources.

In recent years, digital communication has become another important bridge. Platforms such as social media, our website, and this very newsletter allow us to reach wider audiences in real time. Through these channels, we share success stories, clarify misinformation, and highlight the human side of our

work — the engineers, technicians, and field officers who keep power flowing across the nation.

Good communication also reflects of some of our sustainable core values as an organization. Integrity is demonstrated through honesty communication. Accountability is demonstrated when we share progress on projects that will affect certain areas in the country. Lastly, good communication takes team work. For us to consistently share accurate information, various teams come together to share relevant information.

When communication flows effectively, trust grows naturally. People are more likely to support projects they understand and trust in institutions that are open and responsive. For UETCL, this trust translates into smoother project implementation, stronger relationships, and a more positive public image.



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Energy Sector press update at the Uganda Media Center



By **Carol Atuhire**
Procurement Officer/Junior
Board Member

By the time Procurement enters the “room”, the scope is defined, a supplier is informally chosen, timelines are committed, and risk is already sitting beneath the surface. Now compare that to early involvement.

The difference between being brought in after a requisition versus being involved before it is created is **significant**. It directly affects UETCL’s ability to deliver value, manage risks, and influence outcomes.

At that stage, the work is no longer strategic. It’s corrective, in practice, when procurement is engaged only after requisitions are submitted, our role becomes largely administrative—processing purchase requests, issuing bids, and managing approvals. However, when we are involved earlier, we actively shape the requirement itself, we contribute to planning discussions, advise on specifications, and ensure that procurement strategies align with organizational priorities. This shift positions us as strategic partner

rather than a transactional function.

Risks are surfaced while they are still affordable to fix. In real procurement environments, risks often arise from poor planning—unclear specifications, unrealistic timelines, or non-compliance with policies. Early involvement enables you to identify and mitigate these risks before they escalate. You ensure that procurement methods, documentation, and approvals are aligned with regulatory and organizational requirements.

Suppliers are evaluated with clarity instead of urgency. Being involved early allows us to leverage your supplier knowledge effectively. We can identify capable suppliers, advise on realistic lead times, and even engage the market

for innovative solutions before specifications are finalized. This leads to better supplier performance and reduces the likelihood of procurement failures at UETCL.

With better requirement definition and demand control, various end-user Departments tend to over-specify or request items based on preference rather than necessity. Early involvement allows us to challenge these requirements constructively. We can recommend standardization, suggest alternative solutions, or consolidate needs across departments, leading to reduced costs and improved efficiency.

At UETCL, contracts are built with intentions not patched under pressure; you know that the biggest cost savings are achieved before the purchasing process begins. Early engagement gives you time to conduct market analysis, benchmark prices, and identify the most cost-effective sourcing approach. Instead of dealing with urgent, high-cost procurements, we guide decisions



that optimize value for money.

Tradeoffs are discussed before promises are made, nothing dramatic happens. No escalations, no last-minute firefighting, just structured progress. Early Procurement involvement doesn't slow momentum. It removes the hidden rework that slows

everything later.

The question to all of us is that; ***Is Procurement helping shape decisions at the start or being asked to manage the consequences at the end.***

From Procurement practitioner's standpoint, early involvement is

where real impact happens. It is the stage where you influence cost, quality, timelines, and risk not just process transactions. By embedding procurement at the pre-requisition phase, you move beyond compliance and actively drive value creation within the organization as we **Transmit for Transformation.**



PROMOTING A SAFE AND RESPECTFUL WORKPLACE



By **Jamil Kasirivu.**
Human Resource Officer.

Understanding UETCL's Sexual Harassment Policy

At Uganda Electricity Transmission Company Limited (UETCL), creating a workplace where everyone feels safe, respected, and valued is a shared responsibility. A positive work environment strengthens teamwork, professionalism, trust, and employee well-being allowing everyone to perform at their best.

To support this commitment, the Human Resource Manual provides a clear Sexual Harassment Policy that guides employees on acceptable workplace conduct and outlines how incidents of harassment are prevented and addressed.

What is Sexual Harassment?

Sexual harassment refers to any unwelcome behaviour of a sexual nature that makes another person feel uncomfortable, intimidated, offended, or unsafe.

Harassment can happen in different ways; physically, verbally, non-verbally, online, or through written communication. Sometimes, comments or actions that may appear harmless to one person may negatively affect another. That is why professionalism, courtesy, and respect are essential in every workplace interaction.

A good rule of thumb: if it would make an HR officer raise an eyebrow, it's probably best left unsaid.

Examples of sexual harassment may include:

Physical Conduct

- Unwanted touching, hugging, or patting
- Inappropriate physical advances
- Physical intimidation

Verbal Conduct

- Sexual jokes or comments
- Repeated requests for dates after refusal
- Comments about someone's body or private life

- Sending inappropriate messages through email, WhatsApp, or social media

(“Good morning” is professional. “Hey beautiful” on the staff WhatsApp group? Not so much.)

Non-Verbal Conduct

- Suggestive gestures
- Displaying inappropriate images or materials
- Leering, whistling, or other offensive actions

UETCL’s Zero-Tolerance Approach

UETCL maintains a strict zero-tolerance stance against sexual harassment. Every complaint is taken seriously and handled confidentially and fairly.

Depending on the severity of the misconduct,



Warnings



Suspension



Transfer



Dismissal

disciplinary action may include:

In short: “I was joking” is not a valid defence for inappropriate behaviour.

Employees who report incidents in good faith are also protected from retaliation or unfair treatment.

Why Speaking Up Matters

Many workplace harassment incidents go unreported due to fear, embarrassment, or uncertainty. However, reporting inappropriate behaviour helps protect everyone and contributes to a safer working environment.

Silence may keep the peace temporarily, but speaking up helps create lasting respect and accountability.

Employees who experience or witness sexual harassment are encouraged to:

- Clearly communicate that the behaviour is

unwelcome, where possible

- Report incidents to a Supervisor, the Head of Human Resources and Administration, or the Managing Director/CEO when necessary

All reports are treated with confidentiality and professionalism.

Remember reporting misconduct is not “creating drama” it is helping maintain a healthy workplace culture, so speak up but only do with facts!!

Respect is Everyone’s Responsibility

Preventing sexual harassment is not only the responsibility of management or Human Resources, it requires commitment from all employees.

Every member of staff can contribute by:

- Treating colleagues with dignity and professionalism
- Respecting personal boundaries
- Avoiding inappropriate jokes, comments, or gestures
- Promoting teamwork built on mutual respect
- Speaking up against unacceptable conduct

Being respectful costs absolutely nothing and unlike electricity bills, there are no monthly charges attached.

Small actions can have a big impact on creating a workplace culture where everyone feels comfortable, confident, and supported.

Building a Better Workplace Together

The Human Resources and Administration Department continues to promote awareness on workplace ethics and conduct through staff sensitization, induction programs, and refresher trainings.

By understanding our rights and responsibilities under the Sexual Harassment Policy, we can all contribute to a workplace culture that reflects UETCL’s values of respect, integrity, and professionalism.

Together, let us continue building a workplace where every employee feels safe, respected, and empowered to thrive.

Because a respectful workplace is good for morale, good for teamwork, and better for everyone’s blood pressure.

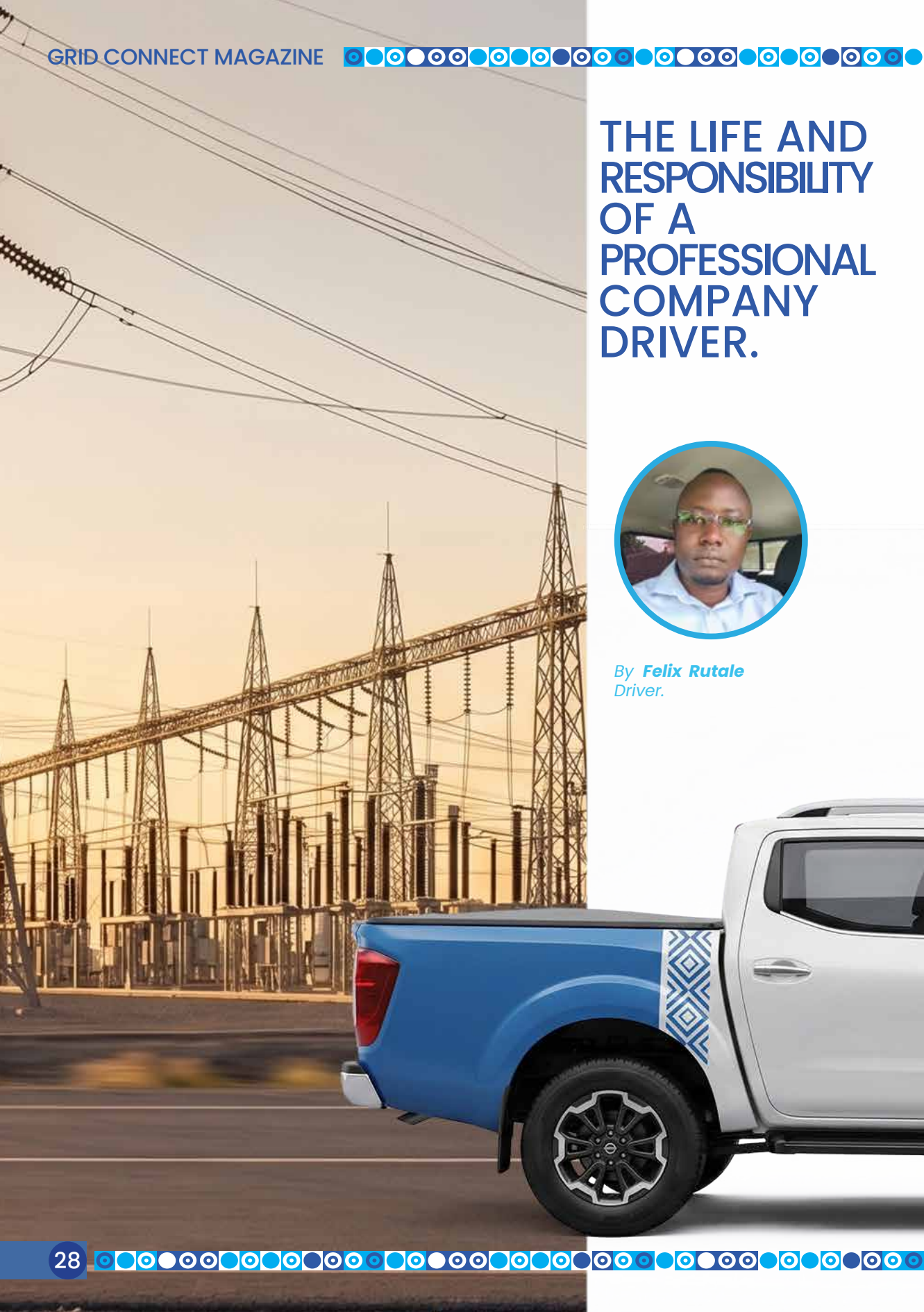
If you are caught in the act, don’t say you were not warned and remember, ignorance is never a defence.



THE LIFE AND RESPONSIBILITY OF A PROFESSIONAL COMPANY DRIVER.



By **Felix Rutale**
Driver.



In every successful organization, there are individuals who quietly keep operations moving smoothly behind the scenes. Among them are professional company drivers. The men and women entrusted not only with an expensive company asset “The Vehicle” for transporting people and goods safely, but also with representing the image and core values of UETCL every single day.

Their role goes far beyond steering a vehicle from one destination to another. It demands discipline, responsibility, patience, alertness, and a deep commitment to safety and professionalism in the course of interacting with different road terrain and other road users.

Professional driving begins long before the engine cranks. A responsible driver understands the importance of conducting daily cockpit drills and ensuring the vehicle is roadworthy before every journey. This includes checking tyres and pressure inflated, brakes, lights, engine oil, fuel level, water level/coolant level, checking of fan and timing belts, engine leakages if any, air conditioning, side mirrors, and driving mirrors among others.

These routine inspections are essential in preventing breakdowns, minimizing accidents, and ensuring the safety of passengers, cargo, and other road users.

Company drivers are often the first point of contact for customers, visitors, and stakeholders. Before interacting with any other employee, many people form their first impression of an organization through the driver who welcomes or transports them. For this reason, drivers serve as brand ambassadors of the company and must uphold high standards of conduct and integrity, one of UETCL's core values. Proper dressing, good communication skills, courtesy, punctuality, honesty, and cleanliness all contribute to creating a positive and lasting image of the organization.

Equally important is the adoption of defensive driving techniques. Defensive driving helps drivers anticipate dangers, make safer decisions, and reduce the likelihood of accidents. Responsible drivers avoid distractions such as using mobile phones while behind the wheel and always remain fully attentive to the road. They also recognize the importance of adequate rest, especially during long distance journeys, as fatigue can significantly impair

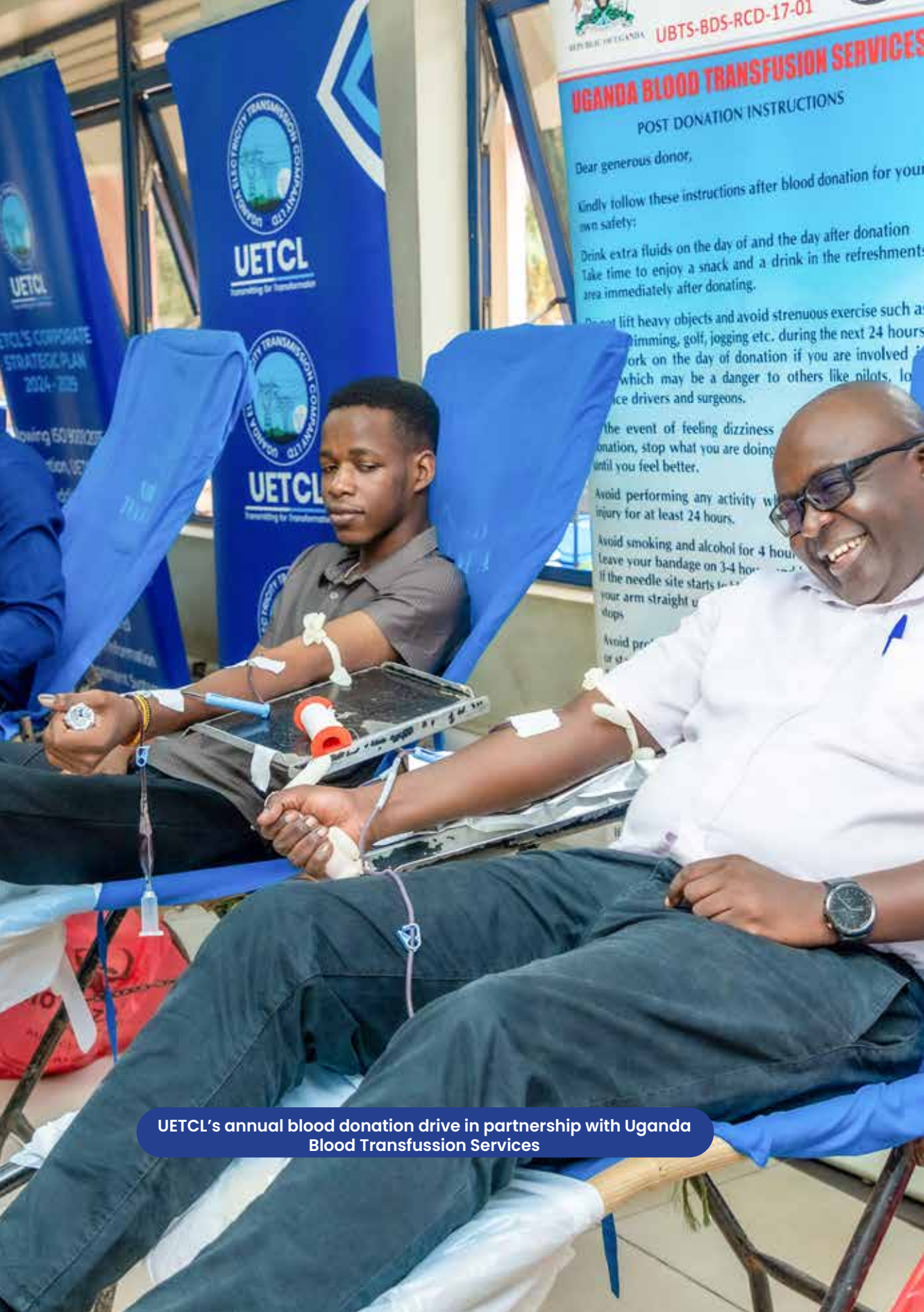
judgment and reaction time.

A professional driver must also pay attention to personal wellbeing. Eating properly and rehydrating on time, managing stress, and avoiding driving under emotional pressure are critical habits that help maintain concentration and emotional balance on the road. Driving and influence of substances and alcohol, emotional distress and exhaustion can easily lead to poor decision making and accidents that may have serious consequences.

Beyond technical skills, professional drivers contribute greatly to teamwork and organizational culture. Drivers who maintain healthy relationships with clients and fellow employees promote cooperation, trust, and harmony within the workplace. Their integrity and professionalism strengthen the reputation of the company and inspire confidence among those they serve.

Behind every successful trip is a driver who understands that the road is not merely a path to a destination, but a daily responsibility that demands skill, discipline, patience, and integrity. Professional company drivers play a vital role in ensuring safety, protecting lives, and upholding the image of their organizations. Their commitment and dedication deserve recognition, appreciation, motivation and continuous support through proper training and adherence to professional standards.





UBTS-BDS-RCD-17-01

UGANDA BLOOD TRANSFUSION SERVICES

POST DONATION INSTRUCTIONS

Dear generous donor,

Kindly follow these instructions after blood donation for your own safety:

Drink extra fluids on the day of and the day after donation
Take time to enjoy a snack and a drink in the refreshment area immediately after donating.

Do not lift heavy objects and avoid strenuous exercise such as swimming, golf, jogging etc. during the next 24 hours
Do not work on the day of donation if you are involved in work which may be a danger to others like pilots, lorry drivers and surgeons.

In the event of feeling dizziness after donation, stop what you are doing and rest until you feel better.

Avoid performing any activity which may cause injury for at least 24 hours.

Avoid smoking and alcohol for 4 hours.

Leave your bandage on 3-4 hours.

If the needle site starts to bleed, hold your arm straight up for 5 minutes.

Avoid pressure on the needle site.

UETCL's annual blood donation drive in partnership with Uganda Blood Transfusion Services

THE NATIONAL CONTROL CENTRE(NCC): THE NERVE CENTRE OF UGANDA'S POWER SYSTEM

By *Mulungana Amos.*
Power System Controller.

Every second, electricity flows through hundreds of kilometres of transmission lines, connecting power plants, substations, and consumers across the country. Behind this large and complex network is a dedicated team responsible for continuously monitoring and controlling the system to ensure that electricity is delivered safely, reliably, and efficiently.

The NCC is the operational nerve centre of the Uganda Electricity Transmission Company Limited (UETCL) power system. It functions as the "eye and ear" of all the company's operations, providing real-time visibility and control over electricity flows across the country.

From the control room, system operators continuously monitor the status of the transmission network using real-time data from substations and generating stations through advanced monitoring systems like SCADA. Every indication, alarm, and operational signal that reflects the condition of the grid is received and analysed at the NCC. This enables operators to detect abnormalities, coordinate switching operations, and command field personnel in order to maintain the stability, reliability, and security of the power system.

Ensuring Continuity of Control Operations

Because of this central role, any disruption in the functioning of the NCC would significantly affect the monitoring, coordination, and management of the national grid. To safeguard continuous system supervision, modern control centres must be supported by redundant communication systems and backup facilities capable of assuming operational control should the main control centre become unavailable.

Supporting UETCL's Licensed Functions

Beyond monitoring, the NCC plays a critical role in operationalizing most of UETCL's licensed functions. Out of the five licenses held by the company, the NCC is directly involved in the real-time implementation of four key areas: system operation, high-voltage transmission grid operation, power import and export coordination, and operational support for bulk power supply activities. Through continuous monitoring and control, the NCC ensures the real-time balancing of electricity generation and demand, maintains system frequency and voltages within acceptable limits, coordinates planned and forced outages, and supervises cross-border power exchanges.



The People Behind Grid Stability

Operating the national grid requires not only advanced technology but also highly skilled professionals. Maintaining a stable, reliable, and safe power system demands precision, sound judgment, and confidence from system operators. They must interpret system indications accurately and take appropriate actions at the right time to maintain grid stability. These capabilities are developed over years of training, operational exposure, and practical experience. Over time, operators build the competence and professional judgment necessary to be entrusted with the responsibility of managing the power system.

The Risk at NCC

Operational decisions made at the NCC carry inherent risks due to the interconnected nature of the power grid. A single incorrect switching action, misinterpretation of system indications, or

delayed response to an alarm can potentially lead to equipment damage, system instability, partial or widespread outages, and safety hazards. For this reason, system operators must exercise the highest levels of concentration, caution, and adherence to established operational procedures.

System challenges and grid security

Through continuous real-time monitoring, the NCC also identifies emerging operational challenges within the transmission network. The network has increasing electricity demand without corresponding network reinforcement which lead to situations where the N-1 security criterion—the ability of the system to withstand the loss of a single component—may no longer be fully maintained. Under such conditions, the loss of a transmission line, transformer, or generator could result in overloading, voltage instability, or supply interruptions. By closely monitoring system loading and operational data,



Iftar dinner celebration with the UETCL Muslim Community



the NCC helps detect these vulnerabilities early and coordinates appropriate operational measures while informing long-term system reinforcement planning.

Ensuring Economic Dispatch

In addition, by monitoring system load, generator outputs, and transmission constraints in real time, operators help to ensure that available generation sources are dispatched to meet the system load at the lowest possible cost, while strictly adhering to operational constraint.

Ultimately, the effective functioning of the NCC is fundamental to the successful execution of UETCL's mandate of ensuring secure, reliable, and efficient transmission of electrical energy within Uganda and across regional interconnections. Behind every stable power system is a dedicated team of operators working around the clock at the NCC—quietly safeguarding the heartbeat of the nation's

electricity industry. While much of this work happens behind control room screens, the decisions made at the NCC every day play a critical role in keeping Uganda's lights on.





THE WOMAN IN THE REFLECTOR JACKET

GENDER, SOFT POWER, AND CULTURAL EXPOSURE ON UETCL'S
FLAGSHIP TRANSMISSION PROJECTS



By **Nyamwija Pauline**,
Projects Community Liaison
UETCL

“We don’t just build lines across Uganda. Uganda builds us as we walk the line.”

Where the line meets the ground.

My day starts at 6:30 AM in Iganga District with a rooster and three missed calls from a Local Council Chairperson. I put on my safety boots, my UETCL identity card, and I put a piece of cloth in my bag. As I tell new staff, “If you cannot sit on the ground with people, you cannot hear the truth.” I am the Projects Community Liaison

Officer at UETCL. The company is a licensed transmission company under the Electricity Act, Cap. 145. We do not distribute power to end-users. UETCL evacuates bulk power above 66kV that is to say at 132kV, 220kV and 400 kV the power that runs the national grid, supplies industries and hospitals, and is exported to Kenya through the Eastern Africa Power Pool.

I lead community engagement for the Bujagali–Tororo–Lessos 220kV line and the Tororo–Opuyo–Lira (TOL) 132kV line,

both gazetted under Section 68 of the Electricity Act. My role is to ensure compliance with the Resettlement Action Plan (RAP), the Land Acquisition Act, and international standards on involuntary resettlement before a single tower foundation is cast. A 220kV line requires a 30-metre wayleave corridor as prescribed by law. Engineers see a centre line on a map. I see farms, homes, churches, and burial grounds. But I also see gender.

I see that the name on the land



title is usually a man, but the person farming the matooke that pays school fees is a woman.

Gender is not a side issue in transmission projects – it is a core compliance requirement under the RAP and a core project risk. If we ignore gender, we misidentify PAPs and create grievances that delay commissioning and breach our social license obligations. This work has also brought a different kind of exposure into our lives as UETCL staff.

We do not just transmit power; we are transmitted across Uganda.

Hard power acquires the wayleave. Soft power, led by women, protects it.

Walking these wayleaves means learning new cultures in every district. In Busoga I learn the protocols for greeting elders before a baraza. In Bugisu I learn how land is shared among sons and what that means for compensation. In Teso region I learn how women organise around boreholes and why that is where the truth is spoken. This cultural exposure is not a holiday. It is a technical competency. You cannot implement a RAP in compliance with IFC Performance Standard 5 if you do not understand how a community defines a household, a marriage, or an inheritance.

soft power in safety Boots

Gender affects every stage of project implementation, and

it creates specific compliance cases we must manage daily. The first category of cases is disputes over PAP identification during cadastral surveys, conducted in accordance with the Land Acquisition Act and the Chief Government Valuer's procedures. The person presented by the clan is often the eldest male, even when the land is customarily used by his sisters or his deceased brother's wife.

On Tuesday, 8 April 2025 in Mbale, our verification team found that a young widow was missing from the PAP register because the land was listed under her late husband. This is a common non-compliance case: inheritance disputes that exclude women and vulnerable groups protected under the RAP. The technical team wanted to proceed to keep to schedule. I insisted we pause, because excluding her would violate both the RAP and the principles of involuntary resettlement. I told the team,

"It takes 45 minutes to add her now. It will take 4 years in court if we leave her out."

We engaged the Community Development Officer (CDO) and initiated letters of administration in line with the Administrator General's Act. That action ensured compliance and prevented a future injunction. The second category of cases is compensation-related family conflict. UETCL pays through the bank in compliance with RAP financial management procedures, but many rural women do not have accounts and are not recognized as household heads. In Tororo at 2:30 PM, an uncle attempted to collect compensation for his 23-year-old niece, stating he would "keep it safe for her." This is a frequent case of attempted dispossession

that breaches RAP provisions on gender equity. I turned to the young woman and asked what she wanted. She said, "I want my own bank account."

UETCL facilitated it the next day, ensuring direct payment to the PAP as required. Without a female liaison officer present, that young woman would have been dispossessed, and UETCL would have been non-compliant with its own RAP and exposed to grievances that could escalate to sabotage of towers. Each district teaches a different lesson for compliance. In one place, co-wives must be paid separately or the money will never reach the second home, as required by the RAP principle of restoring livelihoods for all users. In another, the clan leader must witness any agreement with a widow or it will be challenged later. These cases are not exceptions; they are the routine pattern of linear projects that must be documented in the Grievance Redress Mechanism.

The third category of cases involves speculation and boundary disputes that threaten to halt construction and breach project timelines. In Pallisa, a rumour spread that UETCL was taking 100 metres instead of the legal 30 metres prescribed under the Electricity (Primary Grid Code) Regulations. This case of misinformation triggered threats to block the contractor and mobilize youth to uproot survey pegs, constituting a risk to safety and programme. No amount of hard power could fix that rumour. We resolved it in compliance with our stakeholder engagement plan: walking the wayleave with the Resident District Commissioner, the LC5 Chairperson, and the mothers who farm the corridor to verify beacons together. By evening, the LC5 told the crowd, "Let us go home. These people are not lying to us."



That case was closed within 24 hours and recorded in the GRM, ensuring compliance with RAP monitoring requirements. The fourth category is local content and employment disputes. When contractors mobilize, the default recruitment pool is male youth recommended by local leaders. Women are excluded from unskilled and semi-skilled jobs not by policy, but by practice, which contravenes the RAP's commitments on non-discrimination and benefit sharing. In Busia, when young men stopped our vehicle saying,

UETCL promised jobs, but the contractor hired from far away," that case of perceived breach of promise was also a gender compliance case. I used that moment to also ask, "Where are the women?" By putting the contractor's Human Resource Manager on speaker phone, we not only secured 20 names of local youth, we also created a separate list for women to serve as cooks, cleaners, and

Women are not just affected by transmission lines. They are essential to building them.

storekeepers, in line with the RAP. Eight men and four women were hired by Friday. The fifth category is internal authority challenges. As a woman leading community liaison, I must constantly negotiate authority in compliance with UETCL's code of conduct. In a baraza, some elders will address my male driver instead of me because they assume he is in charge. In a technical meeting, I have been told, "You are too soft on the community," when I insist

that we do not mobilize bush-clearing crews until every PAP in the section has been sensitized and all disputes are logged in the GRM as required

Culture is a Design Parameter

Cultural exposure is one of the unspoken achievements of the job and strengthens UETCL's compliance. UETCL staff join thinking we are bringing power to Uganda. We leave realizing Uganda has given us a deeper education in our own country, which improves RAP implementation. I now know how a marriage is negotiated in Bugisu and why that affects who signs the compensation agreement, and how ignoring it creates a legal case that stops works.

I know why a widow in Teso will not speak in front of her brother-in-law, and how to create a safe space to hear her so that her inheritance case does not become a court case against UETCL. I know that in Busoga, you do not start a meeting before greeting the eldest woman present, even if she is not on the LC committee, because disrespecting her creates a case of community boycott that delays access.

These are not "soft skills." They are technical competencies for risk management on a linear infrastructure project, required for compliance with international best practice. They prevent work stoppages caused by boundary

cases. They prevent court cases caused by inheritance disputes. They prevent vandalism caused by employment grievances.

This exposure changes how we implement projects. It also changes us. The UETCL officer who started in Kampala thinking "a PAP is a PAP" becomes an officer who understands that a PAP is a person inside a culture, a gender, and a family system. That understanding is what allows us to apply the Resettlement Action Plan correctly and remain compliant. It is why our grievance logs show cases closed within 14 days as per RAP targets and our contractor has access.

Compliance is measured in Lives, Not just Megawatts

Transmission projects cannot be delivered in compliance with national and international standards without addressing gender, and they cannot be delivered without learning the cultures of the people we serve. UETCL's main objective, as stated in our Resettlement Action Plan and as required by the Electricity Act, the Land Acquisition Act, and IFC Performance Standard 5, is to ensure that Project Affected Persons are left in a better position than they were before the project. This means not just compensation, but restoration and improvement of livelihoods, which is a compliance indicator.

It means the widow in Mbale is not made landless by an inheritance case, but is registered and supported to secure her tenure in compliance with the RAP. It means the young woman in Tororo is not dispossessed by her relatives in a family dispute, but owns her own bank account and controls her compensation as the RAP requires. It means the women in Busia are not invisible in employment cases, but are hired and earning income from the

Towers carry electricity. Gender-responsive liaison, shaped by Uganda's cultures, carries the project.



project, fulfilling RAP benefit-sharing commitments. It means the rumour in Pallisa does not become a case of work stoppage, but is resolved through joint verification and recorded in the GRM.

When the Bujagali-Tororo-Lessos line is commissioned and energised, it will be evacuating bulk power into Kenya's national grid for industries and regional trade. When the TOL line is running, it will stabilize supply for Northern Uganda. The steel towers are the product of hard power engineering, financing, and legal mandate. But the reason those towers will still be standing in 40 years is soft power, and that soft power is sharpened by

gender awareness and cultural exposure to ensure full compliance. UETCL's role is to transmit power.

My role is to ensure that power is transmitted with equity, and that equity is the foundation of sustainability and RAP compliance. Without gender-sensitive, culturally informed liaison that resolves these cases before they escalate, we build wayleaves that the community will resent and that fail compliance audits. With it, we build transmission lines that the community will protect, because they know UETCL left them better than we found them, as our mandate requires.





By Marvin Kushaba
Legal Officer-Litigation

THE VALUATION ACT, 2025:

What it means in transforming Public sector valuation and redefining the role of the Chief Government Valuer

In February 2026, the Fountain of Honour assented to the Valuation Act, 2025, marking a significant milestone in the governance of property valuation and compulsory land acquisition.

At the heart of the Act is the establishment of the Office of the Chief Government Valuer (CGV). The CGV is mandated to undertake statutory valuations and to advise the Government on all matters relating to valuation practice. By consolidating this responsibility within a single statutory office, the Act promotes consistency, professionalism, and accountability across ministries, departments, and agencies.

The legislation also designates the Chief Government Valuer as the assessment officer for the purposes of compulsory acquisition of land under the Land Acquisition Act. This clarification resolves longstanding ambiguities surrounding the identity and

authority of the assessment officer.

In the past, uncertainty often arose as to who was legally empowered to determine compensation payable to Project Affected Persons (PAPs) by entities like UETCL. The Act now firmly vests that responsibility in the CGV, providing much needed legal certainty and procedural clarity.

In addition, the CGV is empowered to review and approve valuation reports relating to compensation for the Government and its agencies. This oversight function strengthens internal controls, safeguards public funds, and ensures that compensation assessments meet established professional and statutory standards.

The Act further addresses a recurring challenge within valuation practice, instances where two or more independent valuers arrive at significantly different conclusions regarding the same property. By reinforcing

the authority of the CGV and formalising oversight in statutory valuations, the legislation introduces a structured mechanism for achieving consistency and authoritative determination in cases of substantial disparity. This will be a game changer in the implementation of UETCL project going forward hence saving time as a result of delays in dispute resolution over valuation of property and land.

Overall, the Valuation Act, 2025 represents a progressive reform in public sector valuation practice.

As implementation commences, the new framework is expected to strengthen public confidence in government led valuations and promote equitable treatment in matters involving property and compensation across the country.



2026 International Women's Day Celebrations





IN RENEWABLE ENERGY



By **Kibwika Beatrice**
Administration Officer

Environmental, Social, and Governance (ESG) refers to a set of standards and practices that guide organizations in ensuring sustainable, ethical, and responsible operations.

ESG takes the holistic view that sustainability extends beyond just environmental issues, enabling companies to measure, manage, and report their sustainability performance. In other words, sustainability is the ultimate goal (long-term environmental, social, and economic balance), while ESG is the actual system used to achieve and track that goal. Sustainability becomes measurable, manageable, and achievable when an organization truly understands ESG.

The energy sector is increasingly focusing on ESG principles to drive sustainability and decarbonization, and UETCL has not been left behind in this drive. It is actively involved in net-zero energy generation initiatives as part of Uganda’s broader energy transition strategy. UETCL aims

to enhance its contribution to sustainable energy infrastructure, which is crucial for achieving net-zero emissions by 2065. This includes expanding low-emission electricity across the country and integrating renewable energy sources into the grid to ensure stability and efficiency. UETCL’s strategic objectives align with the government’s commitment to sustainable energy development, focusing on reliable, affordable, and modern energy services.

ESG is directly reflected in UETCL’s mandate to develop and maintain the national electricity transmission infrastructure. Currently, UETCL demonstrates moderate readiness for ESG adoption, with strong foundations in regulatory compliance and operational practices. However, ESG is not yet fully integrated into the organization’s strategic and governance structures. By fully embedding ESG into its operations, UETCL won’t only meet regulatory expectations enforced by the National Environment Management Authority (NEMA)—

thereby minimizing the risk of legal penalties, project delays, and reputational damage—but it will also create long-term value and build a sustainable future.

With deliberate efforts in policy development, capacity building, and system integration, UETCL is well-positioned to transition into a mature, ESG-compliant organization that meets both national and international expectations.

Overall UETCL ESG Maturity Level

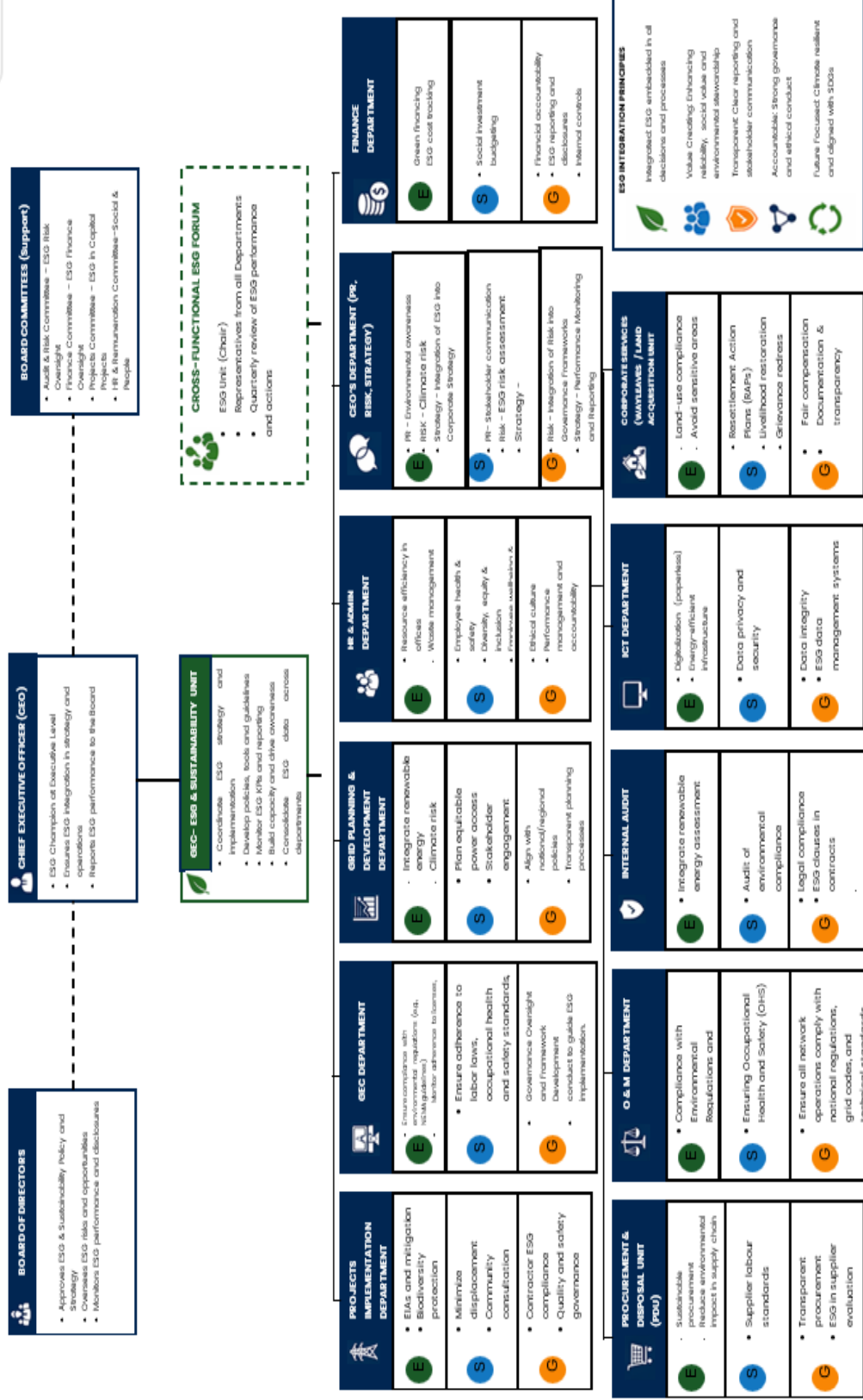
UETCL is currently at an early-stage ESG maturity level, characterized by:

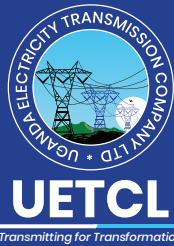
- Strong departmental practices aligned with ESG principles.
- Compliance-driven operations rather than strategy-driven ESG.
- Limited cross-departmental coordination on ESG matters.
- All-Round Involvement



UETCL ESG – SUSTAINABILITY ORGANIZATIONAL STRUCTURE

Embedding ESG Across All Departments





UETCL AT 25 CELEBRATIONS







TAKE 5

WITH HALIMA NAMATOVU

1. What have been the Human Resource and Administration department's key achievements over the past six months at Uganda Electricity Transmission Company Limited?

- **Employee Well-being & Engagement:** Implemented initiatives to promote mental health, staff welfare, and a positive work-life balance, driving a more motivated workforce.
- **Efficient Talent Management:** Streamlined recruitment processes, conducted job evaluations, and introduced structured onboarding to attract, integrate, and retain top talent.
- **Performance & Capability Development:** Strengthened performance management systems and delivered high-impact training programs, including leadership and women empowerment initiatives.
- **Strategic Partnerships & Capacity Building:** Collaborated with institutions like Kyambogo University to enhance skills development and align talent with industry needs.
- **Operational Excellence & Workplace Culture:** Digitized employee records, improved HR systems, maintained harmonious employee relations, and fostered inclusivity through staff engagement initiatives

2. How is UETCL strengthening employee welfare, performance, and professional development across the organization?

- **Succession Planning & Talent Growth:** High-potential employees have been identified and nurtured through structured mentorship and coaching programs we have a Graduate Trainee Mentorship and Women in Leadership initiatives. Internal promotions have also been prioritized to strengthen institutional knowledge and ensure



continuity.

- **Continuous Training & Skills Development:** Staff capacity has been enhanced through regular technical training in power systems, grid management, and engineering, complemented by soft skills development in leadership, communication, and project management.
- **Global Exposure & Learning Opportunities:** Employees have actively participated in regional and international workshops, conferences, and benchmarking visits, ensuring alignment with global best practices.
- **Academic Advancement Support:** The organization continues to support further education through structured study leave programs, enabling employees to upgrade their qualifications and expertise.
- **Work-Life Balance & Employee Support:** Employee well-being is further strengthened through work-life balance initiatives and Employee Assistance Programs, promoting a healthy, supported, and productive workforce.

3. What strategies is the HR department implementing to attract, retain, and motivate top talent in the energy sector?

- **Competitive Employee Value Proposition (EVP):** The organization offers a strong and attractive EVP, combining competitive remuneration, career growth opportunities, and a supportive work environment to attract and retain high-caliber talent.
- **Conducive Work Environment:** Efforts have been made to foster a safe, inclusive, and collaborative workplace that supports employee well-being, productivity, and engagement.
- **Performance-Based Rewards & Recognition:** The department promotes a high-performance culture through structured reward systems and

recognition programs that acknowledge and incentivize exceptional contributions.

4. How is technology improving HR and administrative efficiency at UETCL?

- **Automation of Core HR Functions:** Key processes such as payroll, leave management, and employee records have been automated, significantly reducing paperwork, minimizing errors, and improving overall operational efficiency.
- **Digital Performance Management:** Technology-enabled platforms now support real-time tracking of KPIs, appraisals, and feedback, making performance management more transparent, streamlined, and responsive.
- **Data-Driven HR Decision-Making:** Through the use of data analytics, HR is better equipped to forecast workforce needs, monitor productivity trends, and strengthen talent management strategies.

5. As UETCL continues to expand its infrastructure projects, how is the HR department positioning the workforce to meet future demands?

- **Succession Planning:** The company has put in place a succession planning and talent management framework to ensure business continuity.
- **Manpower Planning:** Proactive workforce planning ensuring that the organization has the right number of employees with the required skills to meet current and future operational demands.
- **Workload Analysis:** UETCL intends to do workload analysis to ensure balance of responsibilities, improve productivity, and ensure efficient allocation of human resources.
- **Training and Development:** Continuous investment in employee development through targeted training programs equips staff with the technical and soft skills needed to deliver on UETCL's mandate.



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