

GENEWS

THE OFFICIAL UEGCL NEWSLETTER ISSUE 9 | 2022



THEME:

STAKEHOLDER ENGAGEMENT: *UEGCL's strategy*



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Generating for Generations

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EDITOR'S NOTE

Dear Reader,

Welcome to the pages of the 9th Issue of **GeNews** as we share the tidings from UEGCL. It is my pleasure, honor, and privilege to invite you to partake of a full package of great and exciting experiences about our engagements with our stakeholders for whom we exist and without whose support our operations would probably be in vain hence the theme; Stakeholder engagement: UEGCL's strategy.

Talking about Stakeholder management, I quickly retrieved from the best part of my memory a man called Freeman R.E (1984), a twentieth-century scholar, who advanced seminal thoughts on stakeholder issues in his stakeholder theory. He identifies four major stakeholder groups to include main shareholders, employees, customers, and the public.

Since it is understandable that stakeholders usually have a vested interest in the operations of the organization, UEGCL has for many years been awake and fully intentional at understanding and harnessing the fundamental elements of our relationship with our stakeholders. Our internal and external stakeholders have always had an integral contribution to the success of our business operations.



ENOCK KUSASIRA

HEAD COMMUNICATION AND CORPORATE AFFAIRS

In this Issue, we also share testimonies of our synergetic effort; involving those for whom we generate hydropower and keeping them closely involved in the monitoring and execution of our operations. Here, we will be listening to the internal voices of our staff, beneficiaries of our Community Development Projects as well as our external friends especially our contractors and suppliers, who go as far as buying space in this newsletter, thereby making it a self-sustaining publication. For Instance, the story of Ms. Susan Polly Akot, the Headteacher of Nora Primary School is one to look out for among others.

To crown it all, our ultimate objective in engaging stakeholders is to make a functional and relational connection with the people that matter most in our sacred duty of **Generating for Generations**.

Enjoy the reading!

CONTENT

Editor's note Page 2

CEO's Word Page 5

Research and innovation Page 9

CDAP engagements: at Purongo P/S Page 14

Why building communication bridges Page 16

Enhancing stakeholder value Page 18

Sustainability through leadership
development Page 22

Isimba HPP & project affected persons Page 27

UEGCL building for the future in Oyam District Page 35

Lessons on good stakeholder engagement Page 41

The ultimate end of climate change. Page 45

Three lessons from Mr. Hare (Ichuli) tales... Page 51

Isimba HPP security engagement Page 54

In the drivers' seat Page 59

Asset management: concepts and best practices Page 61

Mitigating ecosystem degradation Page 75

CEO'S WORD



Dr. Eng. Harrison E. MUTIKANGA
Chief Executive Officer



At UEGCL, we have come to appreciate that Stakeholder Engagement is one of the most important ingredients for successful project delivery, Operations, and Maintenance.



It is with great pleasure that we bring to you yet another issue of UEGCL's bi-annual Newsletter, GENEWS, this time round putting the spotlight on a key component of our Strategic themes, "**Stakeholder Engagement**".

Any successful organization's quest to sustain performance improvement is underpinned by its desire to meet its stakeholders' expectations. Understanding

stakeholders, therefore, becomes a critical element in program initiation, design, implementation, and ensuring their alignment with its core mandate and the needs of its stakeholders.

At UEGCL, we have come to appreciate that Stakeholder Engagement is one of the most important ingredients for successful project delivery, Operations, and Maintenance. For this cause, we have systematically mapped, analyzed, and defined our stakeholder groups and categories that are relevant to our business performance and sustainability.

It's from this background that UEGCL enjoys a strong relationship with its strategic stakeholders; notably internal and external customers. UEGCL deeply appreciates the role of our staff who form a firm bedrock of our strategy execution. We have accordingly continued to initiate and undertake staff development programs aimed at equipping our staff with the relevant skills and expertise.

UEGCL appreciates the working relationship with the entire value chain of stakeholders that play different roles in generating, transmitting, and distributing hydropower. By the nature of infrastructural projects and operations, we undertake cross-cutting engagements with various stakeholders including; relevant Ministries, Development Partners/ funders, Contractors, Regulatory authorities like Electricity Regulatory Authority (ERA), Project funders, legislators, district local governments, and Communities. All these categories have diverse interests, expectations, and challenges, but also, play a critical role(s) in different phases of our business operations. Without the support of our host communities, our business operations may be disrupted or delayed.

It is from this background that we continue to affirm our commitment to meeting the demands and expectations of the Government's socio-economic transformation agenda. As such, I am glad to note that Phase II of the Isimba (183MW) HPP Community Development Action Plan (CDAP) was successfully launched on the 10th December 2021. This includes the Rural Electrification and Grid Extension project that will cover over 70 villages in the host districts of Kayunga and Kamuli and a Multi-Purpose Block for St. Peter's Kibuzi Secondary School in Busaana Sub-County. In addition, the groundbreaking for CDAP Karuma was done on 21st September 2021 covering three primary schools, one in each of the three host districts of Kiryandongo, Nwoya, and Oyam. We strongly believe the infrastructural support will enhance service delivery to the beneficiaries and further trigger the socio-economic development of our host communities. I congratulate all the teams on these initiatives which are an affirmation of our commitment to contribute to the socio-economic transformation of the people of Uganda! It is important to note that having an in-depth understanding of our stakeholders and the root cause of their behavior has helped us devise better ways to work together and maintain a productive relationship. Once again we are **motivated by the desire to address the dynamic needs of all our stakeholders** in a mutually beneficial manner.

I wish you nice reading!

OUR MANDATE



To **establish, acquire, maintain** and **operate** electricity generation facilities and to promote research and development in the electricity generation sector while running the company on sound business principles.





novel idea that creates value for some or all its stakeholders. Innovation in its entirety involves the participation and engagement of stakeholders.

In the case of UEGCL, whose mandate is largely electricity generation, the nature of actions leading to electricity generation so far all require to a large extent disturbance of the environment man habits. These actions take the form of hydropower development where communities may be displaced, to solar plants, or to bear with the noise from diesel-powered generators at thermal power plants. Therefore, the affected communities (or persons) become key stakeholders in the realization of the objectives of some of these projects. And this is where research and innovation come in, to largely contribute to creating and implementing solutions that promote harmony between the project-affected persons and project developers.

Research is investigative, and for electricity generation projects such as those of UEGCL, it starts at the very beginning of project formulation; from the desk, studies to know how the project is likely to disturb the environment and goes on to propose remedial actions – this is the stage we call feasibility study. It is all aimed at making sure our stakeholders remain

as comfortable as possible during project execution and later on, plant operations. This harmony is usually achieved through employing innovative approaches of environmental conservation, project construction, including the use of non-intrusive tools of work execution. A crucial aspect of stakeholder management, especially in affected areas, is a clear communication plan of how concerns of affected persons will be addressed.

If the community is for example concerned that their water source will become contaminated by the project activities, project developers must find an innovative approach of either protecting the water source, or providing alternative water options, and certainly communicating this to the community. There are therefore several innovations that need to be employed to deal with stakeholder-related issues in project development. What we know so far is that to get buy-in from the project stakeholders, or affected communities, communicating the results of the research and available innovative options to deal with the associated challenges is the bigger step to achieving stakeholder buy-in for any project-related activities. Once stakeholders are kept in the dark, and guessing, conflict and resistance to the



project development are bound to arise. Beyond project development, operational activities need to be innovative in how they deal with stakeholder concerns. Again, for generation projects, being able to balance between community demands and expectations requires the operators to become creative from time to time. The infrastructure once established needs to continue serving its purpose, and how local stakeholders interact with it is important in realizing its long life. So, we must ask ourselves questions like: How do we innovate around challenges like vandalism and reservoir encroachment? How do we protect downstream and upstream communities from challenges

resulting from our operations, such as flooding, water pollution, etc.? All these questions can be answered through research and innovation, either by applying existing research findings or customizing innovations to suit our local environment.

Beyond the local stakeholders within the project communities, our direct stakeholders expect even more in terms of the operational functionality of the power plants. They also ask questions like: Is the plant reliable, available, and making a return or serving its purpose? These statistics are what gives us credibility as operators of these plants, and failure to deliver on these is a breach of the agreement. Therefore,

to deal with these stakeholders too, we must utilize innovative approaches and systems that keep the plant in good shape so that we have an as little downtime as possible. We must do predictive modeling, plant availability forecasts, including the water resource availability! This is where the Research, Innovations, and Development unit comes in handy, to support the operations and other teams in dealing with some of these issues and challenges systematically.

One may wonder how UEGCL is utilizing research and innovation to take care of the needs, demands, and concerns of its stakeholders. Well, for the local stakeholders adjacent to our plants, UEGCL is doing everything it can to make sure they are safe from any catastrophic incidents that may result from our plant operations or associated risks. For example, we continuously monitor water levels both down and upstream and are also putting in place a flood forecasting system to make planning easier for any flood-related disaster. We have done dam-break analysis and also mapped out areas that might be affected in case of a dam break. Our stakeholders are usually involved in several of these awareness sessions and are notified of our early warning systems. These are all innovations or procedures to ensure

that our stakeholders understand what we do, and are also cognizant of the associated risks as well as mitigations we have instituted. At the plant itself, and for our direct customers and stakeholders, several other respective innovations and systems are in place to ensure that we continue generating quality and reliable electricity.

The role of research and innovation in stakeholder management is to provide working solutions to stakeholder concerns pre, during, and post-project implementation. This is usually a process that calls for continuous improvement, continuous data collection, sampling, modeling, developing simulations and forecasts, etc., all intended to ensure that our plants continue to operate efficiently, reliably, safely, and that electricity generation is not hampered by any 'unforeseen' occurrences. It also extends to the human resource manning these plants, to continuously understand their changing needs, and keeping them motivated. It goes ahead to call for continuous checks of stakeholder satisfaction with what we do (through stakeholder satisfaction surveys), lest we wouldn't know when our service starts deteriorating. Doing this and more is not only one of the ways but the only way to continue ***Generating for Generations.***



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CDAP ENGAGEMENTS: PURONGO PRIMARY SCHOOL WELCOMES INFRASTRUCTURE DEVELOPMENT

Boniface Ochan ODONG
Head teacher,
Purongo Primary School



Purongo Primary School is a Government-Aided primary

school founded in 1956 by the Roman Catholic Church. It is located in Purongo Town Council in Nwoya District. The school has a total enrolment of 714 pupils with 14 teaching staff and 02 support staff. The staff is highly motivated to perform their duties with minimal supervision. As beneficiaries of the Community

Development Action Plan (CDAP) project, we are grateful to UEGCL for their support. Upon its completion, the project will have a far-reaching impact on the lives of our vulnerable children. Indeed, the CDAP has come at the right time, as many of the current classroom blocks require major rehabilitation to accommodate the increasing school population. The two new classroom blocks will provide enough classroom space for the pupils, thereby reducing congestion, which limits meaningful and effective learner interaction. The 5 stance VIP latrines will help



Purongo Primary School, Nwoya District was founded in 1956 by the Roman Catholic Church.

One of the classroom blocks under construction at Purongo P/S, Nwoya District through Karuma HPP CDAP.



improve school hygiene and control the spread of diseases related to poor sanitation. In addition, the magnificent staff accommodation unit will allow most of our staff to be resident at their workstation and this will help reduce the cases of teacher-absenteeism thereby increasing the student-teacher interactions. The new staff houses will also improve teachers' effectiveness in lessons delivery, hence improving pupils' performance. A shift from the grass-thatched houses to decent accommodation units is a motivation to our teachers. Eventually, all these improvements will be cascaded into

good pupil performance at the end of the primary education cycle. Finally, many thanks to the Hon. Minister of Energy and Mineral Development, the Chief Executive Officer of UEGCL & Staff, the Honorable Members of Parliament for Nwoya district, and the entire community of Purongo for the colorful groundbreaking ceremony held at the school. We, therefore, pledge our total commitment to supporting the project and improving the performance of the school academically. May the almighty God bless you abundantly

WHY BUILDING COMMUNICATION BRIDGES WITH ALL PROJECT STAKEHOLDERS IS IMPORTANT.

Richard KEPO
Environment Officer

Alan Denis OROMA
Sociologist

Samuel AGABA
Dam Safety Officer



Stakeholder engagement is part of the project's strategy, to the extent that companies can no longer choose if they want to engage with stakeholders, and the most probable alternative is the decision regarding when and how to engage.

Negation of stakeholders, even those with an ostensibly weak voice, can produce undesirable outcomes for a project, for example, metaphysical force believers as stakeholders who make claims for cultural sites may affect project progress. Stakeholders have a right to contribute to and shape the direction, and conduct of projects. These may be elders, opinion leaders, and other key community

members. Local leaders under the local governance structures will expect to be consulted, and their input will be considered socially responsible. Therefore, projects must include processes that enable stakeholders to engage and get the satisfaction

Due to limited resources, some stakeholder engagement approaches may prioritize stakeholders with the power to influence project outcomes.

that their expectations and questions are being addressed and thus efforts must be continuously made to enable stakeholders to understand the project goals.

Due to limited resources, some stakeholder engagement approaches

may prioritize stakeholders with the power to influence project outcomes. However, this can be risky because focusing only on influential stakeholders may lead to missing out on the mute stakeholders who may provide important information for the project. Stakeholder engagement must factor in all stakeholders including the active, passive, participating and non-participating, involving and affected stakeholders. This calls for building communication bridges between the project and stakeholders, and finding consultation methodologies even if the stakeholders are not yet aware of, or not even interested in the project.

The changing nature of stakeholders, their networks, and the power they can gain access to, means that today's quiet voices can be tomorrow's powerful opponents. Stakeholder positions and perceptions change in ways that may be predictable and on some occasions not. People's minds and attitudes are not always constant. These changes may occur due to known and unknown influences that may also be occasioned by engagement with the project.

It is important to note the need for a planned and structured methodology for stakeholder engagement that promotes continuous assessments

of the way stakeholders change positions on a project. Companies need to conduct ongoing researches in stakeholder engagement and improve continuously. The stakeholder engagement process should identify, document, plan, approach stakeholders, change engagement ways and develop strategies through watching, listening, and reviewing stakeholders' reactions. The stakeholder engagement strategy should also pay attention to the way the project treats, shows respect for, and values stakeholder input.

In conclusion, stakeholder engagement is a dynamic process that changes according to social change in the project environment, interests of the stakeholders evolve in uniting and divisive ways. Stakeholder engagement specialists need to constantly develop innovative ways to sustain meaningful engagement. It is important to leave no stakeholder behind.

Flavia ANYIKO
Head Risk



ENHANCING STAKEHOLDER VALUE THROUGH RISK MANAGEMENT

An organization cannot exist in a void. There must be interaction with people who will be present in the form of customers, suppliers, employees, shareholders, competitors, and the public, among others. In addition, the same organization will deliver its services or products within a given social, political, or economic context regardless of its geographical location (Ramakrishnan,



A good understanding of stakeholder concerns, expectations, and influence on organizations, therefore, becomes critical to delivering corporate objectives.

2019). The Stakeholder Theory as first described by Dr. F. Edward Freeman (An American Philosopher known for his work on stakeholder theory) supposes that an organization's success is greatly impacted by the satisfaction of all stakeholders and not just only those that directly benefit from its stock (Simon, 2021).

Stakeholder involvement, therefore, becomes fundamental to the successful execution of any strategy, project, or activity. Some stakeholders will advance great opportunities, some may pose a threat, and others will shift sides from time to time. As emphasized by Ramakrishnan (2019), corporate performance in realizing strategic objectives will depend on how well stakeholder relations are nurtured and managed. A good understanding of stakeholder concerns, expectations, and influence on organizations, therefore, becomes critical to delivering corporate objectives.

Stakeholder risk management, therefore,

helps management and project teams anticipate and manage risks by identifying who is concerned about the project, assessing the likelihood and impacts of what exactly they are concerned about, and what course of action should be taken for successful strategy execution. The associated benefits of stakeholder risk management include; collective responsibility for managing risks, increased trust levels among stakeholders, participative decision making based on high-quality information, and improved community understanding of organizational constraints (Loosemore, 2011).

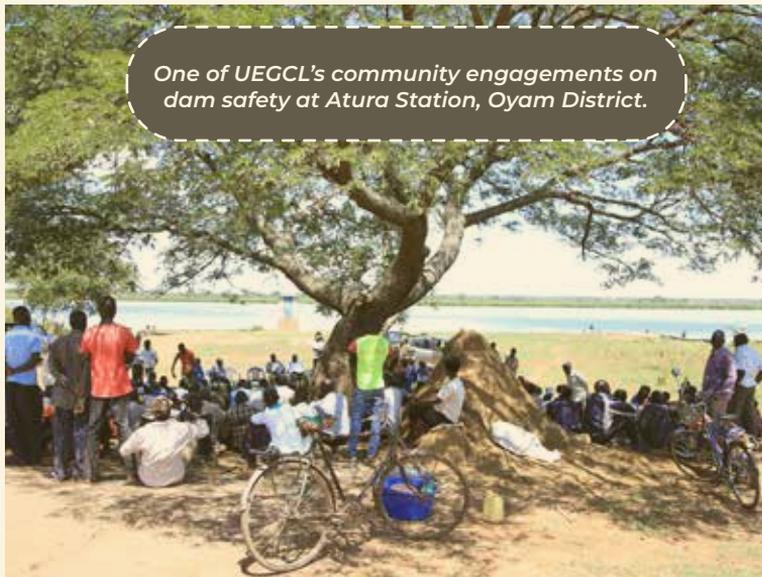
It is well known that the supply of affordable and reliable electricity will accelerate the social and economic transformation of communities and Uganda as a country. However, the social acceptance of energy projects is still a challenge and the critique of the social and environmental impacts of hydropower development projects continues to escalate. Hydropower projects bear inherent risks that significantly impact surrounding communities as a result of population displacement, downstream changes affecting agro-production systems, loss of cultural sites, and formation of boom towns around construction sites among others (Cernea, 2004).

For the case of UEGCL's Isimba

Hydropower project, reservoir impounding in November 2018 meant submersion of pre-existing river banks and neighboring land in both Kayunga and Kamuli districts. This was a disruption to not only agricultural livelihoods but also ancestral and cultural sites of great spiritual significance to the project host communities. As you can imagine, the reservoir impounding stage of the project could have caused great unrest among the communities had there been no efforts to sensitize communities and compensate them for the land that had to be acquired as project land. Later during plant operation, water flow discharge from the plant had to be regulated in consideration of the ferry transporting people and cargo across the river downstream from the power plant. This was done through consistent communication with the ferry operators especially during times of high inflows requiring increased discharge levels that would disrupt the ferry operations.

Similarly, the development of the Karuma Hydropower project meant restricted access to the River Nile as a primary water source for close communities. To address this project's impact and protect communities from treacherous water collection ventures, UEGCL constructed underground boreholes within the host communities to provide clean and safe water.

original Mutanda sub-county that originally hosted the project. The CDAP



One of UEGCL's community engagements on dam safety at Atura Station, Oyam District.

locations were updated to ensure fairness in the distribution of infrastructure services even amidst resource challenges.

The above are only a few examples of challenges encountered with one key stakeholder group and strategies adopted to increase social acceptance of the

As was the case in Isimba HPP, the construction of Karuma HPP also attracted a population influx that made existing social services inadequate. In response, UEGCL embarked on the implementation of the Government Community Development Action Plan (CDAP) that includes the provision of educational, health, sanitation, and electricity infrastructure to alleviate pressure on social services but also enhance and improve livelihoods around the project area. When implementation of CDAP initiatives commenced around Karuma HPP, some communities expressed dissatisfaction with the location and prioritization of areas for delivery of social services. UEGCL had to revise the CDAP plans in consideration of new sub-counties formed from the

hydropower projects implemented by UEGCL. The Social acceptance of projects among communities can be increased with good stakeholder risk management. Project risks are often linked to one or more stakeholders who could be either influencing or influenced by these risks. Therefore, the more significant the impact of a risk to project success, the more the related stakeholders should be closely managed. To do this, project teams must build sustainable relationships based on mutual understanding, trust and compromise through dialogue and consultation. As emphasized by Simon (2021), consultative engagement communicates to the stakeholder that the project team is interested in understanding how the project affects them, what they are most concerned about, and that they are

willing to cooperate with them to realize acceptable outcomes. Stakeholders are more likely to support a project when they feel heard and receive assurance that their concerns will be addressed. Stakeholder support consequently becomes the ultimate goal of risk management.

However, the journey to realizing stakeholder support may not be smooth depending on the nature of the project, stakeholder setting, and methods employed. Therefore, the first step in managing stakeholder risk is identifying the various stakeholders as well as their concerns to analyze and prioritize their interests and level of influence through a process commonly referred to as stakeholder mapping.

Outputs from the stakeholder mapping exercise inform the development of an engagement plan that includes strategies to address identified concerns through mutually agreed methods. UEGCL has realized value from holding community meetings, radio talk shows, and social media engagements to communicate and also get valuable feedback to the project management process. These activities as well as commitments arising thereafter are tracked to check progress, ensure closure of grievances among communities and inform decision making. The process of stakeholder mapping and engagement

is continuous as stakeholders, their interests, and levels of influence change over the course of the project.

We can therefore agree that creating stakeholder value means creating an optimum return for all the stakeholders of an organization and goes beyond the well-known shareholder value that focuses on maximizing net profits. It should reflect the varying perspectives arising from the diversity of the organization's internal and external stakeholders so that outcomes are optimized for all. Through risk management, stakeholder and corporate needs can be objectively analyzed and prioritized to enhance value and realize corporate objectives.

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SUSTAINABILITY THROUGH LEADERSHIP DEVELOPMENT



“For organizations to become truly sustainable we believe it is essential to create a new organizational model: a more cooperative leader, a new way for people to cooperate inside the organization and a new way for organizations to be measured by society” Miguel Reynolds

UEGCL is championing organizational sustainability through the development of knowledge, skills, and abilities as spelled out in its 5-year strategy. The Human Resource department embarked on the development of the Talent Management Framework (TMF) as a means of laying the structure to achieve this. Part of the TMF emphasizes succession planning and the importance of leadership sustainability. Succession planning aims to equip employees with modern leadership skillsets, mindsets, strategies, and tools that will enable them to get ready for future leadership roles to achieve organizational sustainability. The Human Resource department identified potential leadership successors at mid-level and top management levels and



Lawra SSEMPA (L)
Learning & Development Manager



Jackline Bahizi KAMBABAZI (R)
Human Resource Manager

worked with Strathmore University Business School to design a robust yet customized leadership program.

One may not grow in their Leadership journey without the soft skills and as Paul McCartney said' ***'I love to hear a choir. I love the humanity, to see the faces of real people devoting themselves to a piece of music. I like teamwork. It makes me feel optimistic about the human race when I see them co-operating like that.'***

Relatedly, the training was designed to address both the professional and self-leadership perspectives. It offered the delegates moments of reflection giving them a chance to ponder on the ***“is and should be”*** and thus enabling them to pick a lesson and action points that

would propel them forward. The Clarity 4D personality assessment brought to light improved self-awareness, reflection on personalities, emotional intelligence, feedback, and the need for cooperation - all of which supported them to appreciate their individual yet authentic unique selves. The delegates were also equipped with skills on building high-performing teams, managing people, managing conflict, managing performance, strategy execution, board dynamics, business ethics, decision making analysis, work-life balance, personal financial management, communication, collaboration, and how to navigate office politics.

It is one thing to preach water and yet dine on wine. Not only were the delegates equipped with change management skills but they also witnessed its importance when they had to adjust from predominantly face to face training to a touch of online learning in a bid to adhere to regulatory standard operating procedures as the nation fought to fight the spread of Covid- 19. This way, they upheld the organization's value of safety and emphasized the importance of health and safety.

By the end of the training, not even a single delegate remained the same. They saw themselves as a team, powerfully blended in yellow, red, blue, and green personalities – with none more important than the other. They left more accepting

of each other, knowing that diversity in character is of great advantage as each complements the other. With such learning, UEGCL is certain to witness a more collegial work environment where synergy rules the day.

Needless to mention – the learning continues, only with no specific facilitator. Peer learning was birthed very unexpectedly and indeed unceremoniously! The delegates stepped out of the training more resolute than ever before to embrace the opportunity that they were given to take on UEGCL to its next level. In their own words, ***“This was a training like none before.”*** They walked away pledging to be an inspiration to others, share knowledge and drive performance accordingly.

The HR department continues to re-echo their commitment to continue developing and engaging staff at all levels, to impact personal lives beyond the daily job and or salary, to reach out to generations through employees - knowing that whatever they do directly affects employees, their families, and communities. Quoting the Chairperson of the Human Resource Compensation and Planning Committee of the Board, ***‘The sky is the limit for a trained company; Training should be considered an investment and not an expenditure.’***

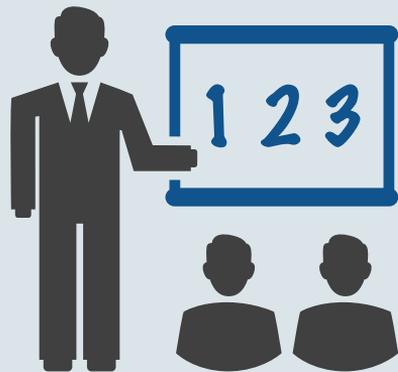
TRACING UEGCL ENGAGEMENTS AT DIIMA PRIMARY SCHOOL

Joyce ATIMANGO
Headteacher - Diima Primary School,
Kiryandongo District

One of the classroom blocks soon to be completed at Diima P/S through CDAP

UEGCL has stood with Diima Primary School shoulder-to-shoulder. The organization associates with the community and is ready to listen and support which makes UEGCL a real company for the people. Tracing UEGCL engagements at Diima primary school takes us way back to the year 2018 when UEGCL started supporting school activities through Sinohydro Karuma. At the beginning of the year 2019, UEGCL through Sinohydro supported the construction of the teacher's houses.

Again, in 2020 before the first nationwide lockdown due to the COVID pandemic,



As of 2020, The Diima Primary School had 1103 pupils, 522 of which were girls and 481 were boys.

Diima Primary School feared for the collapse of the school office and therefore requested support in its refurbishment to which UEGCL positively responded.

Just as the school was struggling with the Covid-19 lockdown, Praise God! UEGCL announced the construction of two classroom blocks with an office, a staff room, 2 latrines, and a unit of teachers' houses for four teachers. Diima Primary School was overwhelmed with joy and as I write now, the construction works have reached ring beam level.

Praise God, praise UEGCL! Right now, the construction is on. We shall

never forget UEGCL for it has been a very important stakeholder to Diima Primary School. Thank you very much UEGCL. We thank the District leaders for accepting the construction to take place at Diima Primary School.

We thank the Ministry of Energy and Mineral Development for all the support and Government of Uganda in the leadership of His Excellency President Yoweri Kaguta Museveni for all the endeavors for quality education We say long live UEGCL! Long Live Ministry of Energy and Mineral Development and Long Live the President of the Republic of Uganda.

For God and My Country!



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A wide-angle photograph of a massive, arched underground tunnel. The walls are dark, textured rock. The floor is a smooth, light-colored concrete with two parallel white lines running down the center. On the left, a complex metal scaffolding structure is attached to the rock wall. Several workers in high-visibility orange and blue gear are visible in the distance, and one worker in a red suit is in the foreground on the left. The tunnel is illuminated by overhead lights, creating a bright path through the dark space.

*Karuma (600MW) Hydro Power Project 1.3km long
underground Main Access Tunnel.*

Edgar KANSIIME
Public & Media Relations Officer



ISIMBA HPP & PROJECT AFFECTED PERSONS; THE MARRIAGE THAT CAN'T FAIL.

.....

When the Isimba project was started, it was largely seen as a blessing to the remote area of Nampanyi. Finally, a project big enough to open up the area, employ the multitudes of youth, and good compensation for the affected landowners. When the evaluation for land compensation rolled out, we

observed the first frowns from the community. Many claimed that their property was undervalued. Others didn't have enough documentation to support their claims to the land, etc. This wasn't the only front of friction the project had with its Project Affected Persons (PAPs), there was an array; Complaints of property loss from rock blasting at the Nakatooke quarry,

Offloading hospital beds donated by UEGCL to Busaana Health Centre III in Kayunga District.



issues of uncompensated land during reservoir filling, social pressures from an influx of traffic and people on the project, vandalism of project material, labor issues with the contractor, etc. Indeed the relationship between the project and its PAPs was a rocky one.

At the inception of the O&M phase at Isimba, UEGCL had an uphill task to gain the trust and goodwill of the communities that are peripheral to the plant. This could only be done through strategic stakeholder engagement. It is a fact that stakeholder engagement helps companies proactively consider the needs and desires of anyone who has a stake in their business, which can foster connections, trust, confidence, and buy-in for the company's key initiatives. When done well, stakeholder engagement can mitigate potential risks and conflicts with stakeholder groups, including uncertainty, dissatisfaction, misalignment, disengagement, and resistance to change. This was the tool to deploy if we were to salvage our relationship with the estranged bride; the PAPs.

We identified the need to attach a national relevance to the successful operations of the Isimba plant, this



From the assessment, the locals cited Education, Health & Sanitation, and Water extension & Electricity access as the areas with teething challenges.

was meant to show communities that the plant was not “owned” by UEGCL as private property, but rather every Ugandan taxpayer and as such had to be looked at as “ebyaffe” and not “ebyabwe”. To further reaffirm this notion, we invited community schools and anyone interested in visiting the plant to request and be taken on a tour to view the inner workings of “their” asset. This strategy worked well in calming the stranger-tension that had been predominant earlier.

Earlier in 2018, we had undertaken a Needs assessment program in the neighboring communities on both Kayunga and Kamuli banks. This was to aid us to have a deeper understanding

of the lacuna within the local population and also ably inform our efforts and future CSR initiatives. It is not only important to support communities, but it's also vital to support them in areas they consider lacking. Often vulnerable communities are skeptical of outsiders and have been on the receiving end of broken promises to improve community infrastructure or provide much-needed basic services. Trying to engage communities directly through public calls for meetings without establishing community channels and trusted intermediaries may limit or delay your success in mobilizing communities to participate early in the program. We convened leaders asked them to help us reach out to the community and to help organize the first community assembly meetings.

From the assessment, the locals cited Education, Health & Sanitation, and Water extension & Electricity access as the areas with teething challenges. In the first phase of the Government's initiative termed CDAP, Schools & Hospitals within the 10km radius benefitted tremendously. The table below summarizes all interventions under the 1st phase of CDAP.

The findings from the Needs Assessments still inform the direction of our CSR initiatives. Two years in, we

have supported the health centers with specialized hospital beds, contributed to the construction of the main hall at Busaana SS, and some of the projects in the pipe-line are targeting sports & talent promotion among the Nampanyi youth and the girl-child menstrual health for school-going girls within the plant's vicinity.

It has not been all rosy.

In November 2019, a couple in Isimba Nabukidi was found harboring four signages in their house. These were part of the Safety signages that had been installed along the Isimba Reservoir a week earlier. These signages were installed in a bid to improve public safety on the reservoir. Out of the 49 signages installed, only 8 remained standing after a week. This was no isolated incident of vandalism. Various installations like the chain fences have been vandalized. This isn't the only point of tension.

Another issue faced on the Isimba reservoir has been the continued encroachment on the 18km stretch of land, in some cases, by the astute members of the public and political actors within the two districts. Areas most affected by this encroachment have been the upstream sections which are rarely patrolled by our marine teams. When we set out to



NAME OF BENEFICIALLY	AREAS OF INTERVENTION	LOCATION
Lwanyama Technical Institute	Work shop block, Staff house, & 5 stances VIP latrine.	Lwanyama, Magogo, Kamuli district
St. Andrews Primary School, Kiyunga	2 blocks of 2 class rooms each, Staff house & 5 stances VIP latrine.	Kiyunga, Kisozi, Kamuli district
Nankandulo Primary School	2 blocks of 3 & 4 class rooms each & 5 stances VIP latrine.	Bulangira, Magogo, Kamuli district
Mbulamuti Health Centre III	Maternity ward, Staff house, 5 stances VIP latrine.	Mbulamuti, Kamuli district
Kiyunga Health Centre II	General ward, Staff house, & 5 stances VIP latrine.	Kiyunga, Kisozi, Kamuli district
Buluuya Health Centre II	Maternity ward, Staff house & 5 Stances VIP latrine.	Buluuya, Mbulamuti, Kamuli district
Nakandulo Health Centre IV	General ward with recovery unit.	Nankandulo, Magogo, Kamuli district
Rugoroire Trading Centre	Sanitation; 5 Stances VIP latrine.	Mbulamuti, Kamuli district
Kisozi Trading Centre	Sanitation; 5 Stances VIP latrine.	Kisozi, Kamuli district
Isimba-Nabukidi, Bulangira, Ikaaba & Bumegeere	4 boreholes & 2 production wells	Kisozi, Kamuli district
Busaana Health Centre III	Maternity ward, Staff house, & 5 stances VIP latrine.	Busaana, Kayunga district.
Namusaala Health Centre II	General ward.	Namusaala, Kayunga district
Bukamba Health Centre II	2 blocks of 2 class rooms each, Staff house, & 5 stances VIP latrine.	Busaana, Kayunga district
St. Peters' Kibuzi Secondary School.	5 Stances VIP latrine.	Busaana, Kayunga district
Nakandwa Primary School	2 blocks of 2 class rooms each, Staff house & 5 stances VIP latrine.	Busaana, Kayunga district
Trading Centres; Kasana, Nampanyi and Nakatooke	Sanitation improvement; 5 stances VIP latrine each.	Busaana and Nazigo, Kayunga district
Nampanyi, Kiteredde, Budooda, Kirindi & Nsiima-Sporta villages	5 boreholes, one each village.	Busaana and Nazigo, Kayunga district
Nakatooke Primary School	2 blocks of 2 class rooms each, Staff house & 5 stances VIP latrine.	Nazigo, Kayunga district

plant the whole acreage of the reservoir land with trees, as best practice, the villagers who were initially cultivating and grazing cattle on this land were at first resistant to the idea. They kept cultivating cassava and grazing cattle that stamped the young tree shoots. The first efforts for tree planting were futile.

When the river was impounded, the water levels increased and so did the fish quantities. Fishing communities were told that they could fish the whole stretch of the reservoir aside from the 1km from the plant intake demarcated as safety precautions. The locals claim that the sections of the reservoir near the plant harbor more fish. Trespassing with intent to fish has been registered as one of the illegalities around the plant.

Mitigations and a Happy ever after.

Going forward, the management of Isimba is rolling out a robust approach to ensure that the relationship stands solid. Among these;

To ensure that the tree planting program succeeds, we ensured that the tree contractor recruits the village teams to plant and cater for the trees. The locals were also encouraged to plant nitrogen-fixing legumes, hence providing viable nutrients for the tree seedlings. Livelihood interventions

like Apiary and art & crafts will then be incorporated once the trees are well-grounded, for the communities to benefit more.

With the activation of the Community Grievances committee, most wrangles will easily be addressed. These may range from collapsing land at the slopes along the reservoir to victims of unsafe water operations like fishing in small canoes and lack of protective gear for water transport. The committee is made up of local and community opinion leaders and some representatives from the Isimba management.

Like all marriages, efforts are needed on both sides for a successful and sustainable alliance to be realized. As such, the communities have been urged to do their part in ensuring the security and integrity of this national asset. They have also been reminded of the many great amenities (like the earmarked road and bridge), that have come because of the HPP. With more resources channeled to the community engagement activities, the future of this “*marriage of convenience*” looks bright.

ENERGY AND MINERALS WEEK 2021

The Ministry of Energy and Mineral Development organised the 17th Energy and Minerals Week 2021 from 23rd November to 26th November, 2021 under the theme: *Stimulating the economy to safeguard livelihoods, jobs, businesses and industrial recovery.*



Lucy Grace AKWII
Customer Care Officer



THE INTERNAL STAKEHOLDER



Departments or units all work together for the greater good of achievement of the goals of a company

Everyone has talked about stakeholder management and it mostly looks at the external parties or customers, shareholders, and others.

However, let us try to elucidate on managing internal stakeholders - my take.

An internal stakeholder is an entity within a business, like employees, managers, Board of Directors who have an interest/stake in a business. The internal stakeholder may have interests some similar to those of external stakeholders such as financial

performance, well-being aspects, that is remuneration, a sense of belonging, career development among others. Departments or units all work together for the greater good of achievement of the goals of a company, so how does one ensure the smooth flow of work and engagements with the different internal stakeholders?

Simple! ***The 'Lucy Way...'*** I am not the master; neither am I a know it all of the stakeholder engagements, but here is my take.

First, understand the objectives and the expected outcomes of engaging

UEGCL female staff during the 2021 Women's Gathering at Skyz Hotel, Naguru.



with the different staff. What do you need help or assistance with and how can you be of help to them? This is very important, because it is always a give and take scenario, but also it is fertile ground for establishing a long-standing work relationship.

Once you have established this, ensure to always do your part and keep your promises. Trust is key; important in managing any kind of relationship, and once broken, restoring or rebuilding it is another mountain to climb.

This is complemented with communication that should be timely, clear, correct, complete, concrete, concise, considerate, and courteous. All this reminds me of our school lectures on communication and usually

communication department jargon, but is handy especially when dealing with people who turn out to be the faces behind our stakeholder given names.

I would not say that this is a guide to managing internal stakeholders, but it's a way to make internal engagements more fulfilling, productive, a way of Ubuntu, and who knows what other niceties could accrue from it. **(Wink Wink)**

Till next time, when you see the world from my lens.

UEGCL BUILDING FOR THE FUTURE IN OYAM DISTRICT

Susan Polly AKOT
Headteacher - Nora Primary School

Nora Primary school is found in Kamdini Sub-county, Oyam District. Before Uganda Electricity Generation Company Ltd (UEGCL) came to Nora Primary school, we had a few structures in form of classrooms, teachers' houses, and latrines. The school struggled to accommodate teachers, and handle the large pupil numbers with very few and quite old structures.

Thanks to UEGCL for extending the Community Development Programme (CDAP) to Nora Primary School and particularly for constructing four classroom blocks for learners, office

We also expect that there will be great improvements in our academic performance because of this program (CDAP).

space, and four units for teachers that will reduce shortages in the end. We also expect that there will be great improvements in our academic performance because of this program.

The community and stakeholders of the school appreciate UEGCL for their commitment to improving the infrastructure to enhance the



The staff houses under construction at Nora P/S through Karuma HPP CDAP

1,360

Number of pupils at Nora Primary School as of 2020



675 - Girls



685 - Boys

performance of Nora Primary school and enabling our teachers to deliver quality education to our learners.

We also thank UEGCL for providing us with well-trained and disciplined engineers who are doing all they can to ensure quality work that will last for generations. Although the construction is still underway, we are optimistic that with this quality of work so far, the final infrastructural product will be worth the effort of government. We are therefore patiently waiting for other low-lying fruits shortly like tree planting, electricity, and other provisions that will boost the academic standards of Nora Primary School.

The school will significantly impact the community of Nora and as such, the residents are generally happy and willing to be part of the project by supporting the construction activities with local and affordable manpower,

promoting local content, and helping to improve the standard of living of our local community. Because of the support from UEGCL, we hope that when our learners resume their studies in 2022 after a long time at home, we shall be in the position to welcome them without any fear since the environment will be friendly.

As management, we are grateful to the Chief Executive Officer of UEGCL, and Minister for Energy and Mineral Development for prioritizing Nora Primary School. We are glad to be part of UEGCL's grand program of Generating for generations.

My teachers, pupils, and parents are proud of this construction and we hope it will greatly impact service delivery at the school. Nora Primary School promises to work for the betterment of the school and the project.

Long live UEGCL and continue ***Generating for Generations.***

CHAT

with **Emmanuel NDEGYEYA**

In brief, tell us about yourself.

My name is Emmanuel Ndegyeya. I hold a Bachelors Degree of Science in Information Techology. I am ITIL CERTIFIED, attended Sharepoint planning and administering(SPPA), Microsoft Applications certified and Certified in Cisco networking academy. My love for IT is my biggest source of motivation that drives me to do my best. In my last job, this passion led me to challenge myself daily and learn new skills that helped me to do better work.

Interestingly, information system management has become crucial in today's business. How is system management important to UEGCL?

Business Information System Management makes it simple to store operational data, revision histories, communication records, and documents. Business Information System Management eases the process of decision making and simplifies the process of delivering the required information, and hence assists in taking better decisions instantly.



As an ICT Technician, how has information system management helped you?

As an ICT Technician, I can install and configure computer systems, diagnose hardware and software faults and solve technical and application problems.

So in your free time, what do you enjoy?

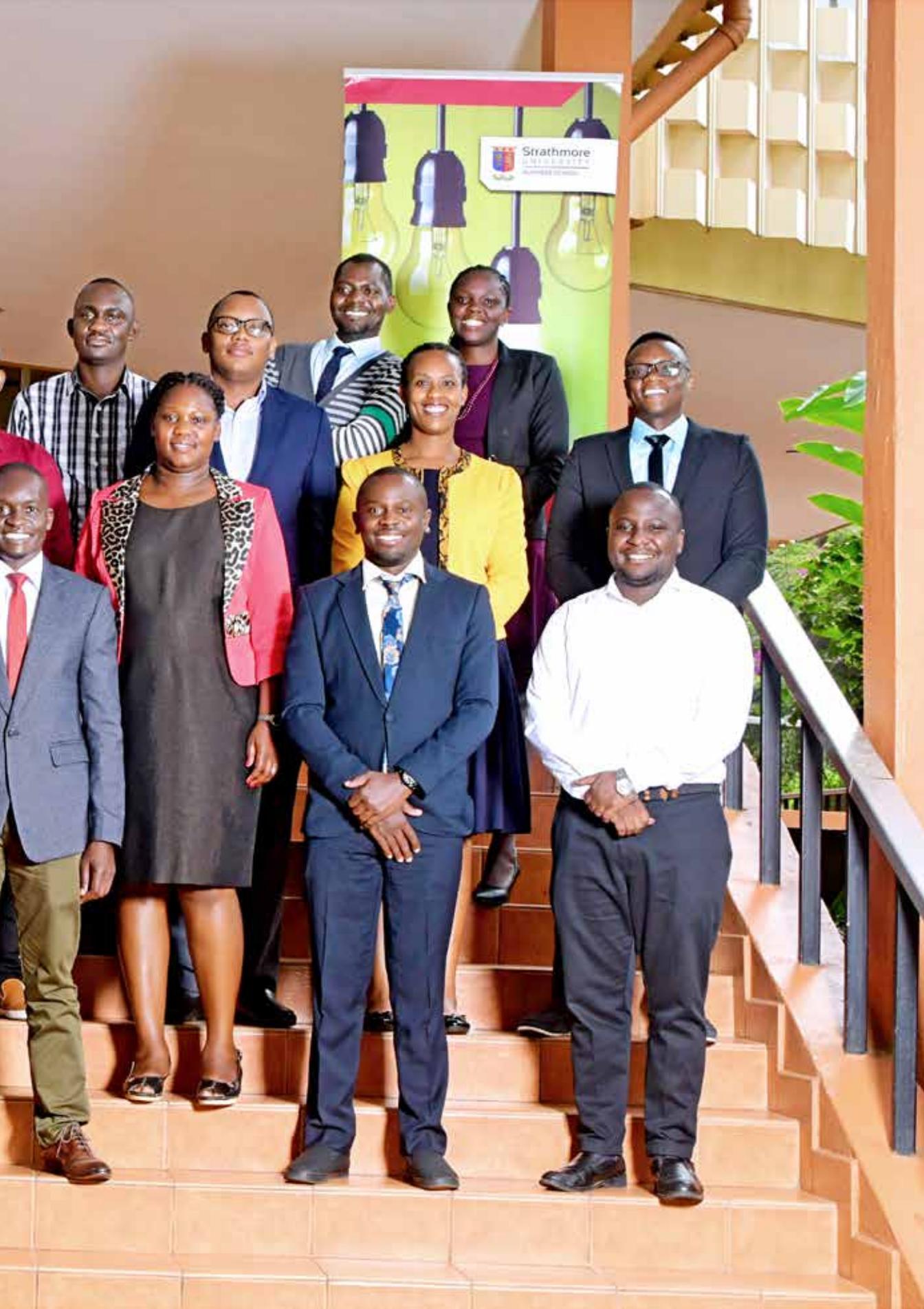
In my free time, I like participating in UEGCL organizational activities. I socialize with friends, and this is not just drinking or having fun. I have recently been participating in my friend's wedding preparations. I also advise my friends on which cars to buy and which mechanic can help in car repairs. Sports is also one of my greatest passion when I have some free time, I play and watch soccer, and my favorite team is Arsenal, Gunner for life.



Dr. Eng. Harrison MUTIKANGA - CEO, UEGCL (L) erects an electric pole during the Isimba HPP CDAP Phase II groundbreaking in Kayunga District in company of Hon. Amos LUGOLOBI - Minister of State for Finance, Planning and Economic Development (R)



UEGCL emerging leaders in a group photo during the New Managers Leadership Programme conducted by Strathmore Business School (SBS).



Strathmore
UNIVERSITY
EMPOWERING THE FUTURE

Noella NSABA
Customer Care Officer



LESSONS ON GOOD STAKEHOLDER ENGAGEMENT (A CASE STUDY ON THE UNITED KINGDOM PASSPORT AUTHORITY):

.....

What is an organization without people who are interested, concerned, or invested in it? The short answer to this is probably not a successful one. Stakeholders come in many and various forms from staff, suppliers, funders, Government, to the public and the media.

According to the eighth principle of the Australian Institute of Company Directors (AICD) stakeholder engagement and relationships can be expressed in three ways:

1. Who are the stakeholders?
2. The relationship of the specific stakeholders to the organization.
3. The responsibility an organization has to the stakeholders.

While thinking of the above-mentioned statements you get the sense that it is not going to be a blanket answer for all stakeholders. The obligation a company has to

each stakeholder varies from nominal engagement to legally binding requirements.

To explain the importance of proper stakeholder engagement I will use the great story of the **“1998 United Kingdom passport Authority.”**

In the late '90s, the U.K passport Authority decided to upgrade its passport issuing software.



The innovation was carried out with no to minimal engagement with major stakeholders hence leading to several setbacks.

They had planned for the project, done a specific training rollout schedule, and were ready to make the summer of 1999 a classic one with efficient issuing of passports according to the demand. The innovation was carried out with no to minimal engagement with major stakeholders hence leading to several setbacks.

First, the staff were quickly used as pilots, however; they could not adapt quickly enough and eventually were unable to use the software.

Second, there was an unforeseen high demand for children's passports due to the passport regulations.

Third, the media wrote and aired the issues that the organization was going through and once the society knew about it, anxiety and fear grew.

The U.K passport authority ended up having unbelievable backlogs of passport processing from their initial target of 10 business days to a whopping 50 business days with thousands of passports waiting to be processed.

The passport authority did everything wrong in stakeholder engagement because:

1. Staff, an essential stakeholder was not given enough time to adapt to the new system and were certainly not consulted on their opinion of

the new system, they were simply thrown a new task and were expected to perform.

2. Customers were not given a heads up on the plans to change the way passports were being issued.
3. In addition, the media got a hold of a juicy story that they could have reported in a more respectful manner but because of poor stakeholder engagement from the past decided to air the story in an inconsiderate manner hence leading to increased panic for the public.

The U.K passport Authority is also an excellent example because we also get to see the clear monetary implication of poor stakeholder management where about Five Hundred Thousand Pounds (£500,000) were spent on a campaign aimed to calm the public, Six Million Pounds (£6,000,000) was paid in overtime, and additional staff to fix the issue. Beneficiaries were paid One Hundred Thousand, Six Hundred and Ten Pounds (£100,610) in compensation, which could have all been avoided had there been proper stakeholder engagement.

Through this example, UEGCL can learn a thing or two about the importance of stakeholder engagement and how a mistake can escalate from a minor

issue to a public fiasco. Below is a breakdown of the lessons we should learn as a company when dealing with stakeholders:

-It is simply not about ticking a box or rolling out a new one. As we continue to pursue the goal of generating more electricity, we must recognize the importance of stakeholders and accept that we are all in this beautiful journey of economic and social development together.

-Media is important if not the most important stakeholder there is. The media can either make or break an organization, so there must be respect for the media houses as well as a solid relationship with these media houses.
-Lastly, it is important to note that new development in UEGCL is only as good as the engagement around it. The more engagement the more successful we are in executing our goals as a company.

SINOHYDRO CORPORATION LIMITED



KARUMA HYDROPOWER PROJECT MAKES GREAT PROGRESS.

Karuma hydropower project is located on the Kioga Nile River in the North-Western part of Uganda. The main components of the project are the dam, water division tunnel, an underground powerhouse, main transformer cavern, 3 transmission lines, and 4 substations. The power station upon completion shall have a total installed capacity of 600MW. At present, the major construction activities and the installation of all the six units have been successfully completed with some installations of the remaining railings, the perfecting of the finishing works ongoing. Commissioning of the plant is currently underway.

The project completion currently stands at 98.7 %. The project is being constructed in accordance with the agreed specifications.

The Contractor, Sinohydro Corporation limited is confident that with the support of all stakeholders, the Project will be commissioned as required. Once commissioned, the plant shall improve the social-economic welfare of Uganda and improve the industrialization of the country by producing stable hydropower.



Engineers at Isimba (183MW) Hydropower Plant carry out routine Circuit Breaker maintenance for Unit #3



Eng. Nicholas Agaba RUGABA
Project Manager Nyagak III HPP



THE ULTIMATE END OF CLIMATE CHANGE.



The United Kingdom (UK) hosted the 26th United Nations (UN) Climate Change Conference of the Parties (COP26) in Glasgow from 31st October 2021 to 12th November 2021. This was no mean feat, considering the perilous times we are living in with the Covid 19 pandemic. A year ago, no one would have imagined we would return to international conferences and global forums.

Of interest to hydropower operators and developers like Uganda Electricity Generation Company Limited (UEGCL), the UN Agencies presented the latest climate science report. It is a multi-organization high-level compilation of the latest climate science information. The report highlights that precipitation forecasts for 2021–2025 indicate a high probability of wetter than average conditions are likely to occur at high latitudes in both hemispheres and

across the Sahel. The report further notes that the pattern of increased precipitation in the tropics (like Uganda) and mid-latitudes and reduced precipitation in the subtropics compared to the 1981-2010 reference period is consistent with an increased hydrological cycle that is expected as the climate warms.



Dam developers and operators like UEGCL will have to deal with aspects of flood control and dam safety risks arising from rising sea and lake levels.

Therefore, it appears that due to global warming, dam developers and operators like UEGCL will have to deal with aspects of flood control and dam safety risks arising from rising sea and lake levels, higher precipitation levels, etc.

In the report, the Secretary-General of the UN - Antonio Guterres, noted that unless there are immediate, rapid, and large-scale reductions in greenhouse gas emissions, it will be impossible to limit global warming to 1.5°C. This will inevitably have catastrophic consequences for people and the planet on which we depend. Imagine having to deal with extreme floods and high lake levels every rainy season here in Uganda! This has a potential risk of dam failures and flooding downstream communities. In June 2021, floods in the

Ahr Valley a lush winemaking region in western Germany killed over 180 people. In our communities, locals are already grappling with flood culvert bridges, impassable access roads, or flooded cities and townships thus presenting challenges to urban life for the emerging middle-class society.

However, beyond humans worrying about climate change, we should also realize that nature and all creation are suffering and at pains with this climate change. You may imagine what happens when the swamp or valley in your neighborhood floods! I imagine the ecosystems (including flora and fauna) are distorted and, the habitats for frogs, crickets, snails, snakes, and other reptiles get disturbed. I imagine some flora in swamps or low-lying valleys also suffer the brunt of being under dirty floodwater for days and, or weeks. Similarly, prolonged dry seasons and drought do lead to water shortages for plants, humans, and animals at large. Therefore, God's creation (nature) is suffering with us in these climate change woes.

In a New York Times article on the deadly floods that hit the Ahr Valley by Katrin Bennhold, one Adolf Schreiner, a winemaker in Rech – Germany, reflected saying there is something almost biblical about the whole situation, the droughts in 2018, the pandemic, and the floods that hit the region. Uganda itself had to deal with rising water levels at Lake Victoria, heavy rains and floods, locust invasions, and the Covid 19 pandemic in 2020 and partly 2021.

That leads us to further ponder and reflect. What will be the ultimate end to Climate Change? We can get answers from the Bible, which is the timeless record of God's Word on all matters of life today and in the time to come. The apostle Paul in his letter to the Romans says that when he considers the sufferings of the present age (for example Covid-19 pandemic, climate change, war, terrorism, etc.) are not worthy to be compared with the glory that shall be revealed in us at the return of Jesus Christ and in His Kingdom. (Romans 8:18).

However, this expectation of the glorious future and hope is not only with humans. God's Creation, all nature (for example Wild animals, Swamps, Forests, Oceans, Sea Creatures, Hills, and Valleys) are all eagerly and

earnestly waiting for the revealing of the Sons of GOD at the return of Jesus Christ (Romans 8:19). You may ask and wonder why nature would also look forward to the return of Jesus Christ. Romans 8:21 tells us that because the creation itself also will be delivered from the bondage of corruption into the glorious liberty of the children of God. We further see that nature and creation are also groaning and in pain, suffering like a woman in labor (Romans 8:22) waiting to be delivered.

As we groan and suffer the effects of Climate Change, so does all creation including nature groan and suffer the effects of Climate Change. As we groan for deliverance from our Lord and Savior Jesus Christ, all creation also groans for a new heaven and a new earth. The ultimate end of Climate Change for Man and all Creation will be the union with their Creator and Savior Jesus Christ. No wonder he promises in Isaiah 65:17 saying "For behold, I create new heavens and a new earth; and the former shall not be remembered or come to mind."

As we Generate for Generations and conserve the environment for future generations, may we live and work for that new heaven and new earth where there is no climate change, no pain, and no sorrow.

STAKEHOLDERS: A SOCIAL FIBER FOR PROJECT SUSTAINABILITY

Richard KEPO
Environment Officer

Alan Denis OROMA
Sociologist

Samuel AGABA
Dam Safety Officer

Moses MUHUMUZA
Senior Sociologist

Stakeholder engagement is a process of engaging people who are affected by project implementation. Stakeholders may support or oppose the project through their networks in the project world. Stakeholder engagement is a continuous and never-ending process that helps in building sustainable confidence in actors. Stakeholders are people who have a relationship with the project/company. They may include individuals, interest groups,

families, project-affected persons and communities, political and cultural leaders, government departments and agencies, contractors, sub-contractors, and suppliers.

Projects/companies operate in an environment demanding specific inputs and outputs from stakeholders who may require outcomes from ongoing engagements. Engagement infers to interactive relationships- discussions, meetings, negotiations,





Labor union needs to be constructively engaged to ensure project continuity, prevent labor unrest and reputation damage.

networking, and advocacy with stakeholders, which involves mapping stakeholders according to their positive, negative, high, moderate, and low influence or potential risks to project development. Stakeholders are diverse, from the labor unions representing the interest of workers in dam construction, interested in collective bargaining, and grievance resolution. Labor union needs to be constructively engaged to ensure project continuity, prevent labor unrest and reputation damage. There is a need to engage and address the concerns of labor unions deliberately.

Similarly, Project-affected Persons (PAPs) transacted the land for project development, most of whom have been compensated for their land, while others benefit from in-kind housing compensation. These know the project territory and land history in and out. They need satisfactory engagement, or

projects run the risks of land trespass, encroachment, arbitration, and reputational damage.

In some cases, project developers come across chance finds graves and archaeological material on the project land. Project Affected Persons help provide information necessary to resolve emerging land questions, and their engagement needs lay in the involuntary displacement, resettlement, and livelihood restoration frameworks. Comparatively, the project host communities are also contributing to the success of projects. Social services and amenities are found in communities, for example, accommodation and shelter, health services, and schools. Host communities may also conduct business engagement with the project by providing goods and services.

In electricity generation, the dam and fishers use the same natural resource—water—the most critical common good in generating electricity shared

with the angler (fishermen) and other water users. Fishers are important in dam stakeholder engagement. Their activities and constructive use of water have implications for the health of safety of the dam. Government agencies and departments such as National Environment Management Authority (NEMA) and Uganda Wild Life Authority (UWA) complement the environment conservation role. Local governments and civil society organizations enhance project integration and sustainability in their districts.

Engagement strategies and methods can include private and public engagements, one-to-one meetings, workshops, focus group discussions, mass media communication and community liaison, site inspections, office meetings, and online meetings. In the post-covid-19 era, stakeholder engagements have harnessed the strategic use of digital visual and media technologies. Stakeholders present associated importance to the project, risks and there can be associated events that may trigger stakeholder engagement. Additionally, stakeholder engagements take place within a specific period, with feedback obtained from the stakeholders.

In the context of hydropower

engineering projects, stakeholder engagements have given objectives and are technical (involving Engineering aspects) requiring Engineering subject matter, or non-Technical (Maybe does not include Engineering aspects). A stakeholder engagement plan lays out the footprint for projected stakeholder engagement. Equally, obtaining feedback from the stakeholder helps in analyzing the perceptions and concerns of stakeholders: when stakeholder feedback is received and entered into a database, these can be tracked and monitored over time. Concerns raised by stakeholders are closed through resolving the issues, referring, and escalating accordingly. Depending on the resource envelop, stakeholder engagement may also require modest resources to implement.

In conclusion, stakeholder engagement is the social fabric for sustainable project development embedded in the interactional relationships with stakeholders who have different interests in the project. The quality and investment in engaging all project social actors will tap positive social capital to remove hurdles in the project's way and propel the development actualization.

Eng. Dennis Williams Ssegawa SAAVA
(R. Eng. M.U.I.P.E)
Strategy and Business Development



STAKEHOLDER ENGAGEMENT: THREE LESSONS FROM MR. HARE (ICHULI) TALES...

Multiple tales have been told of the doles and benefits of engagement of stakeholders at all levels ranging from the wild, the ancient world, through the evolutionary times of the fearless Spartans, the Medes, and Persians up through to this day, with a significant dictum: systematic identification, planning, and implementation of actions designed to influence stakeholders. Influence is an attribute of leadership that will effortlessly drive the led to take the direction of their leader.

From the onset, it builds a sense of involvement, participation, and continual sustainability towards the desired goal.

The management of relationships, with a clear congruence in perspective, whether surreptitious or direct, is the art of stakeholder engagement. This requires a

steadfast mind, wisdom, spiced with an ounce of knowledge and crowned with impeccable loads of emotional intelligence. No wonder, in his biblical teachings, Jesus told the Twelve to be as wise as serpents and harmless as



...especially Mr. Hare, who by far, exhibited high degrees of wisdom, cunning, and abilities to make his way around problems that were inversely proportional to his physical size.

doves, and with this, laid down a lasting general principle about the technique of the kingdom work. Indeed, today, a momentous following in belief can be attributed, in a lesser part, to the approach.

I liken the purpose of the strategic handling of stakeholders; call them patrons, to the ancient told tales of especially Mr. Hare, who by far, exhibited high degrees of wisdom, cunning, and abilities to make his way around problems that were inversely proportional to his physical size. Quite often, some were of such colossal risk, precarious enough to have made him a sumptuous meal for his adversaries (read villains) had the results swung out of his favor. Anyways, he always emphatically made his way through strategic engagement and management of his team members, companions, and also adversaries to his benefit. Thus, forget NOT your wisdom haven on your engagement missions....

Key lesson 1.

It is also said, “emotional intelligence is the key to both personal and professional success.” The capacity, therefore, to be aware of control, express one’s emotions, and handgrip interpersonal relationships judiciously and empathetically, cannot fade with the tide. The biblical Abigail

was able to avert the anger of King David upon her husband, thanks to her exceptional intellect, no wonder he later took her up as his own (1 Samuel 25). In the animal world, again my childhood tale hero, the emotionally intelligent Hare, was able to save the mouse from the ungrateful lion, who was determined to have him for a snack, shortly after rescuing him from the hunter’s snare net.

Therefore, Emotional Intelligence is paramount, though not obvious, in the success of stakeholder participation...

Key Lesson 2

Communication and her sibling, negotiation take a close runner-up to cap the lessons. Negotiation has long been used as an art of “letting the other side have it their way”. It’s quite noticeable in project developments and financing (in the modern work environs), traditional marriages, transactions but also in build-ups to wars and ceasefires on the other hand. Communication on the other hand seeks to effectively inform, express feelings, imagine, influence, but also to meet social expectations. Precision is the icing on the communication cake, not forgetting the fact that **no communication is too small not to be misunderstood**. The clinical surgeon that amputated the wrong leg in a medical theatre is probably worse

than the hired hitman that robbed the wrong bank. However, both of these would win a Grammys in buffoonery. Effective communication thus remains paramount in the engagement of stakeholders. In Aesop's fable, Mr. Wakayima (Hare) won himself a lifelong sworn enmity with Mr. Wango (Leopard) for misrepresenting his interests at a meat feast, considering the latter's confessed love for meat. It is also well said that "the tongue has no bones, yet so strong it is, enough to break a heart and crumble an emotional mountain". Again, therefore, it's imperative to ensure communication is done meritoriously in the wake of stakeholders, to ensure their alignment to your goal...

Key Lesson 3.

Notwithstanding, there is one use too many, for engagement of stakeholders in all facets but without guided direction and obfuscated

objectives, the entire affair would in the least, drain into a meaningless logomachy. Always strap on your BATNA (Best Alternative To a Negotiated Agreement) as a shield of prudence, to spear through the intentions for the engagement. Thus, irrefutably, the triumphs of stakeholder engagement and can only flourish further with the directional leadership, congruence, and the capable staff that have attained the capacity to systematically identify, focus, plan, prioritize and implement actions designed to positively influence stakeholders for the continued betterment of the company and the country.

Alfred ODAMA
Security Officer - Isimba HPP



ISIMBA HPP SECURITY: WHY IS IT IMPORTANT TO ENGAGE THE COMMUNITY?

Isimba HPP Security engages both with internal and external stakeholders in and around the plant to address key areas of security operations while building a friendly relationship. Before the handover of Isimba HPP, stakeholder engagement was the full responsibility of the contractor, after the takeover, UEGCL took up this mantle. Our stakeholders are the most valuable asset. We recognize that good stakeholder relations are critical for the plant security operations and as



We recognize that good stakeholder relations are critical for the plant security operations and as such we continually strive to improve relationships with all our stakeholders

such we continually strive to improve relationships with all our stakeholders, i.e. Employees, organizations, service providers, the regulator, communities, and government.

At the Isimba HPP, the security office engages with several stakeholders continually, including the security team that consists of different security agencies namely the UPDF, Uganda Police, and contracted Arrow security. These teams consolidate efforts through open dialogue in the monthly meetings. Community interactions aside, the Service contractors, Visitors, and other stakeholders are inducted upon arrival for them to help them understand and appreciate how security operates, Isimba access control procedures, and restricted areas.

Community engagements:

The security team also routinely meets with



One of the stakeholder engagements at Kisozi village with the community leaders.

community members for sensitization and awareness on security issues including:

- Identification of suspicious people amongst their communities, how to identify them and further steps to be taken for example reporting immediately to the police and local leaders.
- Stakeholders are taken through procedures to access the plant premises.
- Farming on slopes/ shores of the river and throwing rubbish into the water later affects the plant letting them know that it is not healthy.
- The team is advised to move off land that has been compensated and

- stop reselling to other members.
- During upstream patrols, the marine and security team keep sensitizing fishermen on the dangers of not having life jackets while in water.
- In situations where a member of the community drowns in water, the marine police are notified to retrieve the body and hand it over to them.
- The community is also sensitized to the water level changes and their dangers.
- Explaining the need to withdraw from project land and stop encroachment on land that they have been compensated for.
- Issues raised by stakeholders are noted and appropriate responses are given.
- The community raised issues on security teams encroaching on their wives and they were assured that will be addressed and indeed security team was advised to desist from such acts.

Through Stakeholder engagement, the security team can coordinate easily with the community leaders, get information on land encroachment and theft of installed signposts. Trust has been built around the community to report unsafe security practices within the communities.

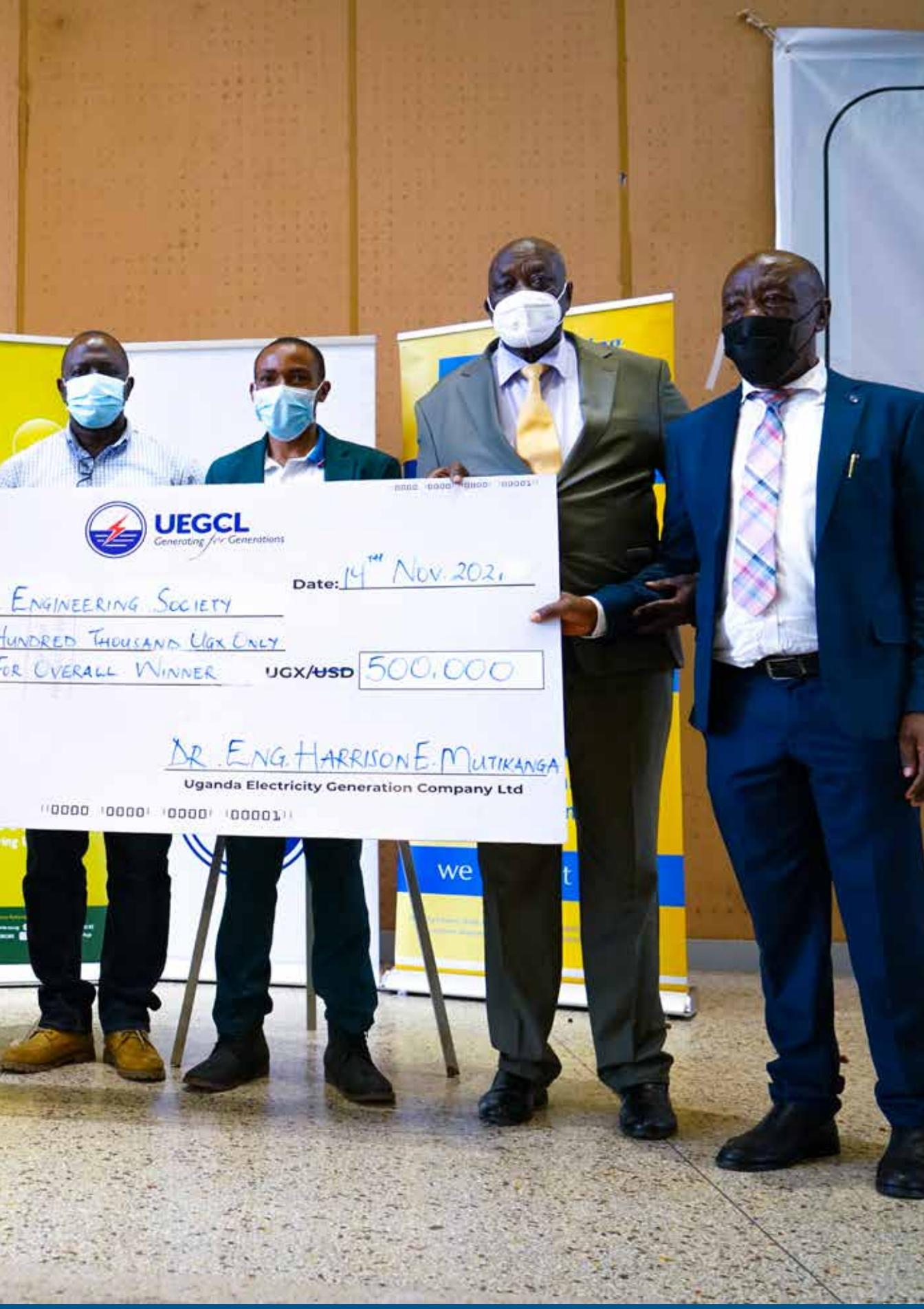
In case of breaches especially thefts the LCI chairman and secretary for security are called and a warning is issued to the culprit and if repeated such a culprit is taken to the police for caution and later released.

Security and relational capital is increasingly recognized as a critical component of the value that a company deploys in the protection of its premises and business. Furthermore, the quality of security section engagement with stakeholders can build up value.

In 2021, the security team continued to respond to salient security issues and have meetings and advice with the stakeholders.

Hon. Peter Aimat LOKERIS - Minister of State for Minerals (2nd R) hands over a dummy cheque worth UGX 500,000 as UEGCL's grand prize for overall winner of the Makerere Engineering Society Exhibition 2021 at Makerere University on 19th November, 2021.





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IN THE DRIVERS' SEAT

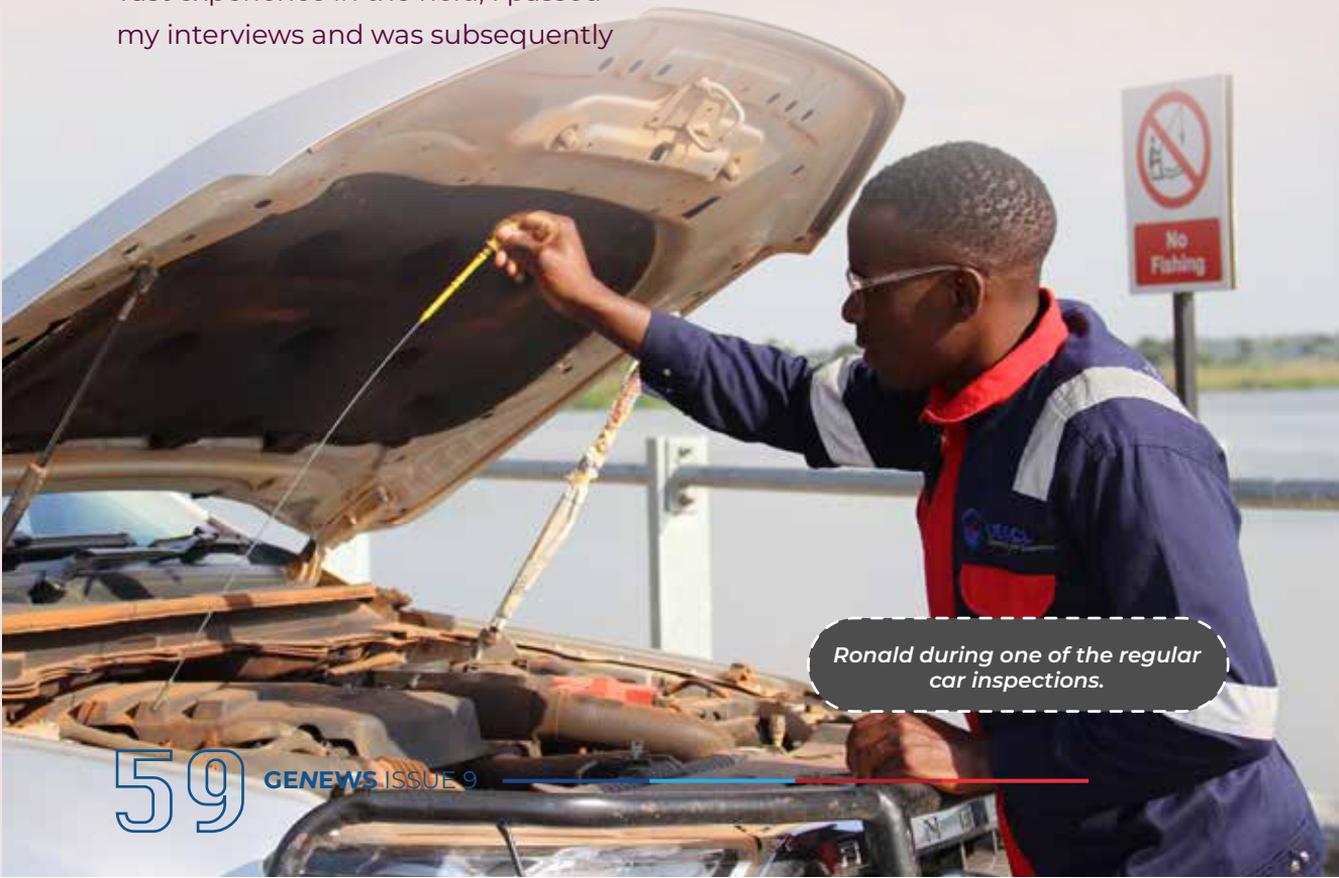
with **RONALD KASIRYE**
Isimba HPP driver

What is your name and how did you join UEGCL?

My name is Ronald KASIRYE, and I have been a driver at UEGCL for 7 months. I first heard about UEGCL when I was a driver for the Isimba contractor CWE. I admired the eloquence that the Site staff used to carry themselves with. I decided to make it my sole aim to join this amazing company. I was informed that UEGCL was recruiting drivers. I, therefore, decide to try it. Given my vast experience in the field, I passed my interviews and was subsequently



While at the car, I do my regular inspections. These include the Oil gauge, Tyre pressure, accessories like the car fire extinguisher and little nuts and bolts, etc.



Ronald during one of the regular car inspections.

recruited for the job. Indeed, my dream had materialized.

Take us through your day at work.

My day at Isimba is not unique. When I wake up, usually at 6.30 am, I freshen up and then check for my program as per the roster for drivers. I exit my site residence and head to my parked office. I refer to my car as an office. Lately, I drive The Ford Ranger 2019. A very powerful car indeed. While at the car, I do my regular inspections. These include the Oil gauge, Tyre pressure, accessories like the car fire extinguisher and little nuts and bolts, etc. I also check the status of the lights (indicators) to see if they retain their functionality. I finally check my license to make sure that all documentation is valid and hence reducing the risk of any litigation once on the road. After the checks, I then proceed to my workstation and await deployments.

Who is the highest-ranking company official that you have had the privilege to drive?

I have driven the Chief Operations Officer and the Chief Projects Officer before. Mindless of the fact that they are seasoned chiefs their calm demeanor impressed me. I look forward to driving the CEO one day.

What do you enjoy most about your job?

I think I love it when I reach my appointments in time, and when am given amazing reviews and feedback by the stakeholders (staff) that I transport. I thrive off good reviews and improve where need be.

How have you adapted to the Covid-19 situation given that you are very exposed during your work?

I wear my mask while at work. You will never find me without one. I also sanitize my clients before we set off. However, supreme to all these humanly interventions, I believe my firm belief in God has steered me this far.

You seem like a speed merchant. What is the fastest you have driven?

Haha. Indeed I like speed, but only when am watching my best F1 team in the Monaco circuit. However, at work, I do not exceed the set speed limits. Our cars are installed with alarms to notify us when we exceed 120kph. On murrum roads, I never exceed 60kph. This is all intended to keep my highly valued clients safe during transit.

Interviewed by; Edgar KANSIIME, PMRO-Isimba HPP.

Agrey NDIKUBWIMANA
Asset Management Officer



ASSET MANAGEMENT: CONCEPTS AND BEST PRACTICES

Many directors & analysts think “Asset Management” is all about corporate mergers & acquisitions return on Capital Employed and asset stripping. Others have grasped the phrase to mean more of professional maintenance, or equipment tagging and tracking, or asset information & work management software. A multi-sector initiative, backed by the British Standards Institute has now published PAS-55, to partially clear the air and define what a joined-up physical asset management system needs to include. It requires a life cycle view and an optimal mixture of capital investments, operations, maintenance, resourcing, risks, performance, sustainability, and is already being adopted by industry regulators as a checklist of good governance (all electricity and gas distributors must be PAS 55 by 2008). This article looks at the evolving science, strategic asset management, and how we can join up some of the

most important pieces.

Competing interpretations and definitions.

Even a superficial survey of use for the term “Asset Management” reveals some fundamental differences in interpretation and usage. Here are some distinct, yet common current uses of the term:

1. Equipment maintainers have also adopted the name to gain greater credibility and visibility for their activities. ‘Maintenance’ has for so long been treated as a necessary evil, and low on the budgeting priority list, whereas ‘Asset Management’ sounds more professional and value-adding.
2. In line with the maintainers seeking greater corporate credibility, the large number of software vendors selling Asset Information Management Systems have often relabeled their products as “Enterprise Asset Management Systems.”



Plant owners and operators have adopted the term ‘Asset Management’ to describe their core role...

3. Finally, a few critical infrastructures or plant owners and operators have adopted the term ‘Asset Management’ to describe their core role in life - both caring for and making best-sustained use of physical plant infrastructure and its associated facilities. The new British Standard, PAS-55 focuses upon this interpretation.

Optimization
The last definition above constitutes the basis for the significant performance improvement opportunity available to almost every company in every industrial sector.

If we broaden the scope to describe not just physical assets, but any core, owned elements of significant value to the company then the optimized, integrated Asset Management represents the sustained best mix of; Asset care and Asset exploitation.

The PAS 55 definition.

The new British Standard, PAS 55, endorses the need for primary, performance-accountable asset/business units, with secondary ‘horizontal’ coordination and efficiency aids through asset type specialisms, common service providers, and standards. However, not many infrastructure managers can claim to have such a structure in place yet!

In the wider view, PAS 55 defines Asset Management as

“Systematic & coordinated activities and practices through which an organization optimally manages its physical assets and their associated performance, risks, and expenditures over their lifecycles to achieve its organizational strategic plan.”

This sets the goal, but how does a company get there? How do we know, and demonstrate, what is ‘optimal’? How do we coordinate component

activities to this goal? How can a joined-up, whole-life performance responsibility be established? How do we develop the skills, tools, and processes to establish and sustain such an environment in the first place?

Function- versus Asset-based.

Organization Industrial processes, manufacturing, utilities, and service companies have, over the years developed greater and greater specialisms inactivity and niche. The effect of this has been to create more and narrower silos of contribution - design, construction, operations, maintenance, human resources, finance, etc.

Within each silo, performance measures are developed and these have reinforced localized improvement, often at the expense of the other players.

Business units, profit centers, and other subdivisions are nothing new of course, but this time there is a significant difference. An asset-centered business unit holds some unique advantages:

- The boundaries of the 'asset' are chosen for clear performance measurability - minimizing overlap and shared accountabilities.
- The multi-disciplined team managing each unit has the cross-section of skills to draw on the best

of each silo with the total/combined impact as the measure of success.

- Their boss, the Asset Manager, has single-point accountability for the basket of performance and business driver achievements, and full budget responsibility for what is needed to deliver them.
- Common functions and specialisms, such as laboratories, finance, marketing, or major maintenance/projects, are funded by the client Asset Managers, rather than via some separate corporate budget route, treated as indirect and unavoidable overheads.

At senior management levels, the adoption of an "Asset Management" model is interpreted to mean a new mix of functional responsibilities (new silos):

- Asset 'Owners' - dealing with regulators and other stakeholders
- Asset Managers - decisions on direction and strategy
- Service Deliverers - work resources & methods

A preliminary AM checklist

Over the years, the following are set of observations, and these will be guiding principles for successful Asset Managers and form what seems to be the minimum underlying set of enablers:

- A clear choice of 'granularity'

- for defining an asset as a level of a composite system whose measurable performance boundary is clear, big enough to justify a dedicated, full-time Asset Manager and his/her multi-disciplined team.
- All other functions and occasional resource requirements are organized as service providers, funded by their client 'assets' and competing with external alternatives.
 - The 'umbrella' image and language (e.g. Asset Management) are prominent and consistent in Company, Departmental & Personal objectives, house literature, training plans, stakeholder relationships, etc.
 - Lost Opportunity/downtime events are monitored and cost - this is where most of the big improvements will come from (rather than further OPEX cost-cutting). Unless and until a price is put on asset non-performance, it is impossible to justify or optimize what is worth spending to improve it.
 - Sustained communication on the objectives; why they are important and what has/is being achieved so far.
 - Problem/opportunity identification, investigation & solving processes are all linked together and part of normal, daily life - closing the loop and realizing the benefits.
 - Natural cross-functional team-based working style e.g. engineering, operations & maintenance.
 - Full-time facilitator(s) to make the ideas happen - this requires multi-skilled communicators and enthusiasts to help corporate dinosaurs to evolve, and to work around the saboteurs.
 - Education. Urgently addressing the big gaps and backlog at management, technical, and workforce levels.
 - Directional tools & disciplines for renewals, changes, maintenance, inspection, spares, and other risk-based decisions. Decision-support is not just the better/greater provision of data & information about the assets.
 - Administration tools for collecting/storing asset data, work control, resource control, project, and financial management. Avoid tail wagging the dog either in overly prescriptive and expensive control systems or in the capture of data that is not needed and will not be used.

TOWARDS GENDER DIVERSITY, EQUALITY, EQUITY & INCLUSION AT UEGCL

Jackline Bahizi KAMBABAZI
Human Resource Manager

ENG. HENRY LUTWAMA
Manager Strategy Execution

Dr. Mary AKURUT
Manager Dam Safety and Water Resources



Source: USAID best practices framework

Globally women hold less than 25% of the jobs in the energy sector with the highest underrepresentation being in the Science, Technology, Engineering, and Mathematics (STEM) fields; this percentage decreases even further towards the C-Suite levels despite the recent increase in gender diversity across the corporate pipeline (McKinsey & Company

25%

of the jobs in the energy sector globally are held by women.

and LeanIn.Org Women in the Workplace study, 2019).

Studies have shown that increasing female participation across all levels leads to increased performance, improved corporate reputation, long-term improvement in leadership, improved teamwork and, more creativity at problem-solving among many others.

The Uganda National Gender Policy (NGP) that was first approved in 1997 and revised in 2007 calls for commitment to more equal gender relations in all areas, at all levels. Gender equality is achieved when women and men, have equal rights, conditions, opportunities, and the power to shape their future while contributing to the development of society.

Management and the Board have made considerable efforts to promote gender equality at UEGCL; it is not without mention that our employee lifecycle may lack in certain aspects.

Therefore, UEGCL seconded the Authors to join twelve (12) other Utilities worldwide in the Fourth Cohort of the Engendering Industries Program (EIP) that consists of the Gender Equity Executive Leadership Program (GEELP), customized coaching for UEGCL, and a Best Practices Framework for gender equality. GEELP was developed under Georgetown University's McDonough School of Business in partnership with USAID to train Utility leaders to adopt gender-equitable practices throughout the human resources lifecycle.

Through the EIP, USAID identified the employee life cycle as a key entry point to effect long-lasting and impactful change. Together with its partners i.e. Tetra Tech, the Authors will conduct gender gap analyses, design gender equity interventions, and institute organizational change strategies to improve gender diversity within UEGCL. During the two-year program, they will prepare a capstone project that presents a strategic analysis and implementation plan to improve Gender Equality at UEGCL. UEGCL has a gender-diverse team comprising 207 employees, of which 26% are women.

Attraction and Talent Outreach

UEGCL is an Equal Opportunity

Employer committed to attracting, employing, and retaining the best candidates. UEGCL has enhanced this through its outreach programs for example at the Makerere University Centre for Engineering Design and Technology (CEDAT) which showcases the Utility as an employer of choice for both men and women.

UEGCL inspires, and encourages young girls to study STEM through outreaches conducted in secondary schools e.g. Gayaza High School, book sharing projects within the Community Development Action Plans (CDAP) areas around the Karuma Project, and has also sponsored the education of a girl child. UEGCL provides internship opportunities to outstanding students and graduates; this ensures the long-term attraction of both female and male job candidates.

Recruitment and Hiring

UEGCL attracts more women candidates through inclusive job adverts that showcase UEGCL as an equal opportunity employer. Our adverts are posted in a variety of media e.g. UEGCL website, Social Media, and mainstream media to reach a diverse community. In the future, UEGCL should consider target hiring for example through an approved

quota system to increase the overall percentage of women in the technical areas.

Onboarding and Training

UEGCL offers a two weeks' induction program for new employees to help them understand and integrate into the Company's Strategic Direction and Culture. The new staff is acquainted with policies that support gender e.g. the policy on Sexual harassment, Maternity and Paternity leaves where females are given 60 working days off and two hours off work to attend to breastfeeding upon return from leave for a period of six months, and the men are given five days of paternity leave compared to the national law of four days. UEGCL encourages managers and staff to socially integrate new hires as part of a 'buddy system'. UEGCL has a developed training plan that is implemented equally for both women and men.

Performance Management, Compensation, and Benefits

UEGCL has a fair and unbiased employee performance management and appraisal system to guide employee assessment and career development throughout the employee lifecycle. Our preliminary salary gap analysis indicates that

there are no gender salary differences since a universal salary structure is implemented.

UEGCL provides a robust Health Insurance scheme for staff, spouses, and four dependents, we also offer working conditions that support reconciliation of work-life, family-life for both women and men e.g., 30 working days annual leave. The most recent addition is the Alternative Work Arrangement (Flexitime) to support the work from home guidelines.

Talent and Leadership Development

UEGCL provides high-quality mentorship and sponsorship programs for women at different career levels such as the Future Female Leadership program that has equipped female leaders with skills on how to manage themselves and others; plans are underway for the trained leaders to develop a UEGCL female mentorship program.

We promote on-the-job learning opportunities, such as job shadowing especially within areas where women are under-represented like Operations and Projects. We also encourage and expose women to new roles and responsibilities, and new business areas within UEGCL to enable them to gain experience that can build their

leadership skills and opportunities to grow into new positions.

Retention and Employee Engagement

We conduct workplace climate and employee satisfaction surveys as well as brand reputation surveys. The feedback from these surveys is used to make UEGCL a better place to work. Going forward, these surveys will be more gender-centered such that we can improve our gender-friendly services. To support staff engagement, UEGCL implements a Grievance Management Policy. It is envisaged that this arrangement will address challenges to do with gender for example sexual harassment. Best practice suggests that grievances related to sexual harassment should be handled by external experts for the affected to feel safe to report. UEGCL should shortly adopt this including the survivor-centered approach of handling sexual harassment.

Succession Planning and Promotion

UEGCL is in the early stages of establishing and implementing the Talent Management Framework including the succession plans (the current successors include over fifteen females). These will aim at increasing equal representation in leadership positions. We shall use skill mapping using the nine (9) box grid framework

to support unbiased succession planning and promotion. Aspirational goals or quotas must be set for the percentage of women selected as succession candidates.

Separation and Retirement

UEGCL provides financial training to staff to equip them with financial literacy skills so that they make informed financial decisions for their retirement. We also offer an attractive Retirement Benefits Scheme for Staff that accrues during their Employment tenure. Such fallback options provide security for all our staff in case of separation. Generally, UEGCL is making strides

towards achieving Gender Equity. Based on the Best Practices Framework on the Employee Lifecycle, policies will be set up to support these initiatives. UEGCL will be able to achieve and build a strong reputation, improved performance, and an engaged workforce among others.

We are eternally grateful to USAID for the financial and technical support accorded to UEGCL towards this Gender Equality and Equity journey and the opportunity to benchmark with other utilities globally. This will propel UEGCL to international standards regarding Gender equity and a point of reference national wide.

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Dr. Sarah WASAGALI - Chairperson, ERA (c) and Eng. Ziria Tibalwa Waako - CEO, ERA (R) during a site visit to Karuma HPP under the guidance of Eng. Paul TUMWINE - Assistant Project Manager, Karuma HPP





It is neither possible nor effective to put in place extensive security measures to deal with every possible threat.

and understanding of threats that exist in your surroundings is the first step in assessing risks. A threat is any danger that may result in harm or injury to staff, or loss of or damage to your property or UEGCL's property or program. Given the range of potential threats, and that each one may require a different approach, it is important to identify and analyze all of them. Talking to colleagues and individuals in the community will help you determine where, when, and why threats occur.

In general, inherent threats are more predictable provided you adhere to basic safety and security procedures, it should be possible to reduce the risks. Targeted threats are far more difficult to respond to, often requiring you to develop a heightened level of awareness and to adopt more stringent security measures and procedures

Considering your vulnerability

It is important to understand why

individual staff members or UEGCL, in general, are more or less likely than others to be affected by the threats in the same environment. Several factors can directly or indirectly influence how vulnerable you, UEGCL, and its assets are to different threats. You may be more at risk because your project is perceived as aiding one particular group or undermining another.

Balancing the operational demands of responding to a particular situation or working in a particular area against the need to reduce exposure to security risks is a constant juggling act. It is neither possible nor effective to put in place extensive security measures to deal with every possible threat. The degree of risk is highest in the case of an incident that is most likely to occur and that will have the greatest impact on you.

For example, your analysis, as reflected in the risk analysis, may indicate that an incident of petty theft is very likely,



Enock KUSASIRA - Head Communication & Corporate Affairs discusses various CSR concepts targeting the youth in areas surrounding Isimba HPP with the local youth leadership in Nampanyi Village, Kayunga District.

but its impact on the organization would be negligible. Alternatively, although the impact of a member of staff being kidnapped would be critical for the individual and the organization, your analysis may demonstrate that it is very unlikely to happen to you or your colleagues. In both these cases, it is important to recognize that despite being low-risk, these threats nevertheless exist, and additional measures must be in place to deal with them.

How you and your agency are perceived, has a fundamental effect on your security. It is a mistake to assume that everyone will understand the concept of power generation.

Similarly, do not assume that various groups in the community know who your organization is, what work you are doing, and why. All staff must be fully aware of the UEGCL's mission, mandates, and objectives and be able to communicate them to the different actors they interact with. If the local community and power structures have a greater understanding of the aims of your company, this can bring about wider acceptance of, and support for, your presence and activities, and ultimately this can enhance your security. It is important to develop and maintain good relationships with individuals, community leaders, and authorities.

Image and perception as well as the explicit messages you communicate, it is equally important to be aware of the implicit messages you may convey through your appearance or behavior, or what you say and do. Your agency and its staff will convey a variety of images that in some situations may lead to misunderstandings and hurt your security. For example, excessive displays of wealth. The choice of strategy will depend on the level of insecurity and the specific nature of the risks you are trying to mitigate. For example, in situations where community leaders have some control or influence over certain criminal groups an acceptance-based strategy may help to strengthen your support within the community, which may also dissuade these criminal groups from targeting you. This will not only help to mitigate other threats existing in that environment, but it could also enable your agency to resolve an incident if this were to happen to you or your colleagues.

In its simplest form, developing awareness means paying attention to your surroundings and being alert to any changes. This is particularly important when you first arrive in a new environment, as your understanding of it will be limited. It is vital to

quickly develop a keen awareness of your environment and adjust your behavior to take account of the risks you may be exposed to. When you are unfamiliar with a situation, you may miss important subtle changes that if you were more aware of, would indicate a threat to your security. You must be able to recognize these danger signs before they develop into a threat. If you can quickly notice changes in your environment or people's behavior, you will be able to take early action to minimize the risks. Being unfamiliar with cultural dynamics may also expose you to unnecessary dangers; for example, if you naively behave in a way that antagonizes a local group or individual. An understanding of the cultural norms and the different roles and restrictions for men and women will ensure that you behave appropriately, and it may lead to greater respect and concern for your safety from the local community. This means you must understand the locations and communities in which you are working. Although this learning curve will be steeper for all staff, we should continue to develop security awareness and apply it.



MITIGATING ECOSYSTEM DEGRADATION THROUGH STAKEHOLDER ENGAGEMENT AT KARUMA HPP

Richard KEPO
Environment Officer

Alan Denis OROMA
Sociologist

Human and community survival is embedded in natural resources in many ways. However, human activities in the project host communities and most especially in the sub-counties of Mutunda, Aber, and Kamdini in Kiryandongo, and Oyam districts, respectively, are probably responsible for the degenerating level of the natural habitat and the general environment upstream of the reservoir.

The host communities surrounding the Karuma Hydropower project (KHPP) witnessed a population boom and increased demand for natural resources when dam construction

started. The spillover effect of Karuma HPP has placed massive pressure on the natural environment. In response, some local stakeholders adopted negative coping mechanisms to deal with changes to their livelihood resulting in drastic felling of trees and loss of green cover, uncontrolled erosion, and desertification. Before the advent of Karuma Hydropower works, the Lord's Resistance Army (LRA) war had displaced many people into Karuma, mainly in (Kiryandongo, Oyam, and Nwoya). The displaced Karuma community engaged in poor agricultural practices such as bush burning, and deforestation experiencing a high level of poverty

and hunger during this turbulent time, which resulted in extreme cutting down of trees for firewood and commercial purposes, evident in mass trading of charcoal and timber.

The rampant use and poor disposal of plastics and polythene reduced food productivity in Karuma because plastics and polythene disposed of on arable land and thus degenerated its fertility. Such practices exposed the soil to persistent organic pollutants, reduced product quality and poor yields, and eventually condemned households to food insecurity, hunger, and poverty.

Pollution of air, soil, and water due to human activities result in poor human health. On the other hand, the burning of plastics and polythene in open spaces contributes to air and water pollution around the Karuma dam, especially since the project host communities still depend on open water sources such as rivers, streams, and wells for domestic use, leading to neglected adverse health effects.

Much as state-of-the-art plans for reservoir conservation are coming, in the interim, no interventions aimed at mitigating degradation have been undertaken upstream of the Karuma reservoir. The host communities are yet to see interventions addressing



UEGCL takes deliberate and more action-oriented approaches with the project host communities to restore the degraded areas upstream of the reservoir.

natural resource management, governance, protection, and biodiversity conservation issues. Part of the planned package of ecosystem conservation will consider community awareness, attitudes, behavioral change, social learning, and memory. We are focusing on engaging, educating, empowering, and encouraging ecosystems transformation.

Uganda Electricity Generation Company Limited (UEGCL) takes deliberate and more action-oriented approaches with the project host communities to restore the degraded areas upstream of the reservoir. UEGCL approach seeks to inform, sensitize and empower local stakeholders on ecosystem restoration and environmental management. Therefore, through stakeholder engagement, UEGCL hopes to improve catchment

conservation by raising communities' awareness on linkages between ecosystem restoration and hydropower sustainability.

UEGCL believes that stakeholder engagement and empowerment will stimulate productivity and environmental protection and, most importantly, preserve the natural environment to generate Hydropower for generations to come. Empowerment initiatives will deepen the understanding of the project host communities on sustainably using the available natural resources. This will involve the host population in tree

planting, waste disposal activities, and training in environmentally friendly farming activities to enhance ecosystem balance, productivity, community ownership, sustainability, and posterity.

In conclusion, UEGCL is committed to promoting sustainable, and climate change adaptation strategies within Karuma hydropower through project host communities' ecosystem centered stakeholder engagement approaches to ensure electricity is generated for generations in environmentally enduring ways for the socio-economic transformation of Uganda.

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