

GENEWS

THE OFFICIAL UEGCL NEWSLETTER ISSUE 8 | 2021



UEGCL
Generating for Generations





Enock KUSASIRA
**HEAD COMMUNICATION &
CORPORATE AFFAIRS**

WORD FROM EDITORIAL

Dear reader,

Welcome to the eighth Issue of GeNews that brings you updates from Uganda Electricity Generation Company Limited. Our theme is 20 Years of Generating for GENERATIONS. It is my pleasure to welcome you to yet another interesting read of the great journey of our efforts in Generating for GENERATIONS for the past years. Every journey worth its name and salt begins with a step and such, is the story of man.

The modern man has evolved through stages as he finds means to manipulate nature. He first became bipedal walking on two legs “Homo-erectus bi-ped” Then Homo-habilis thinking man and later homo sapien, creature after developing the thumb. The thumb enabled man to start manipulating nature to satisfy his needs. It was the discovery of fire later that revolutionised man’s life

significantly.

Man has since developed more sophisticated tools which have improved his managerial skills. This has greatly made his life easy and consequently society has developed. This analogy helps to explain the great strides that UEGCL has registered in the past 20 years. This Issue captures memories of great moments since the unbundling of Uganda Electricity Board and the resultant birth of UEGCL. Staff in here have shared their experiences, joys and how the organization has overtime influenced their professional and personal lives. Some of the stories help to unravel the mysteries of scientific innovation especially those to do with electricity generation. Some of our senior staff have given an account of how it all began from the embryonic stage of the company. The stories in here are deeply captivating and highly revealing.

Enjoy the reading.



CONTENTS

3

WORD FROM
EDITORIAL

7

CEO's Word

10

The Flourishing Sprout:
A UEGCL Progression
Pathway

14

LEARN OR PERISH:
Top 10 skills of 2025

17

SAFETY IS MORE
THAN A HARD HAT

20

OUR JOURNEY:

22

MY 14 YEARS' JOURNEY
WITH UEGCL

26

LISTENING; A MUST
HAVE SKILL FOR
LEADERS

28

A JOURNEY THUS FAR;
My walk with UEGCL.

32

HOW UEGCL
AVOIDED THE "LOST
IN TRANSITION".....

38

UEGCL EVENTS
IN PICTURES

40

RISKS ASSOCIATED
WITH DAMS VERSUS
UEGCL.....

42

WOMEN LEADING
THE ENERGY
TRANSITION;...

44

RE: ISIMBA HPP
AND LAND
ENCROACHMENT;...

50

HUMAN RESOURCE
OVER THE YEARS

53

MICHELLE, KAPLAN
AND CONCRETE;...

56

KARUMA HPP CSR:
COMMISSIONING OF...

58

WHY WE NEED
CONTINUOUS AND...

62

STAKEHOLDER
ENGAGEMENTS AND
LESSONS LEARNED;....

71

UEGCL WALKS
WITH KARUMA
COMMUNITIES
TOWARDS....

73

INNOVATION:
THE ENGINE OF
ORGANISATIONS

74

A LUNCH DATE
WITH MAGGIE



Vision

Be one of the leading Power Producers in the Great Lakes Region.

Mission

Sustainably generate reliable, quality and affordable electricity for socio- economic development.





◀ Dr. Eng. Harrison E. MUTIKANGA
Chief Executive Officer

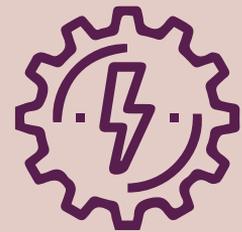
CEO'S WORD

Dear Reader, Welcome to yet another edition of GeNews under the theme “20 years of Generating for GENERATIONS”. It has been a great journey characterized by exponential growth of UEGCL’s mandate and infrastructural developments. It will be recalled that UEGCL was borne out of a restructuring process, which led to the unbundling of the then UEB, and creation of among others UEGCL in 2001. In 2003, the major assets of the Company (Kira 200 MW and Nalubaale 183 MW) were concessioned to ESKOM Uganda Ltd for a period of 20 years. UEGCL’s

role was therefore limited to monitoring the performance of the Concession with a paltry staff of about 9 persons. For most of the years since inception in 2001, UEGCL’s financial performance was abysmal with the company posting bottom line losses on the profit and loss account. This was in part, because there was a mismatch between the revenues of the company and the assets that were being managed under the concession. In 2014, the Company’s mandate was expanded to include project development via a Ministerial Directive. Since then, UEGCL has made a number of strides. These include;

- a) Two consecutive strategic plans were formulated for 3 years (2015-2018) and subsequently the 5-year Strategic plan for the period 2018 –2023. These have ably guided the activities of the Company.
- b) Our human resource compliment increased from 38 staff to currently 201 to meet our work demands. The biggest growth factor was the commencement of Operations and Maintenance of Isimba (183MW) hydropower Plant under the jurisdiction of UEGCL.

- c) Prudent Contract administration of the flagship projects, has since led to the fruition of the Karuma (600 MW) hydropower project which is due for commissioning in June, 2022. These have added to the energy mix within the country. Other on-going projects include; Muzizi hydropower plant (48 MW), Nyagak III (6.6 MW), and Maziba (1 MW) for which detailed feasibility studies have been completed and funds are being sought. Relatedly, UEGCL has formulated an Energy Mix Strategy that will see UEGCL explore other sources of Energy to include Solar, Geothermal and Thermal. This will help in diversifying from the current high dependency on hydropower.
- d) Consequent to the establishment of the above hydropower facilities, UEGCL is now focusing on consolidating its footprint in operation and maintenance of the Isimba HPP, and yet to be commissioned Karuma HPP. This will be a paradigm shift that shall see the Company operate sustainably and enable her to contribute towards further development of the generation capacity in the country through leveraging her internal resources. UEGCL futuristic aspirations aim at operating the Karuma and Isimba plants as semi-autonomous Operation and Maintenance Business entities as opposed to the conventional Concession monitoring dispensation.
- e) On the financial perspective, after more than a decade of loss making, UEGCL made a turn around and posted a bottom line profit during the financial year that ended June 2019. It is envisaged that this profit will be sustained with the increasing proficient O&M activities. UEGCL also plans to commence activities leading to its eventual Listing on the Stock Exchange. It's short term plans to achieve the latter include; restructuring of the UEGCL Balance Sheet, ability to bill for full costs in accordance with the Concession and Assignment Agreement (CAA), and finally, the build-up of a history (not less than 3 years) of profitability and credit worthiness.
- f) In the last twenty years, UEGCL made deliberate efforts in building strategic partnerships with key stakeholders. These include; Centre for Research in Energy and Energy Conservation (CREEC), College of Engineering, Design, Art and Technology (CEDAT), Compagnie Nationale Du Rhone (CNR) a French Hydropower Utility, Uganda Industrial Research Institute (UIRI), and the International Centre for Hydropower Development (ICH). These Partnerships were aimed at promoting exchange of trainers', expertise, promotion of Research and Development and capacity building through benchmarking of best practices.
- g) UEGCL plans to establish a Hydropower Resource Centre as a Centre of excellence. The Centre will ensure continuous and cost effective capacity building for Operations & Maintenance (O&M)



**within and beyond
Uganda and
most especially
for especially for
Independent Power
Producers.**

within and beyond Uganda, most especially for Independent Power Producers. This will support government initiatives of providing employment to the youth. The resource center will also cater for coordinated research, innovation, benchmarking, training and best practice sharing. It is envisaged that the Centre will eventually be self-sustaining offering practical insights and best practices in hydropower development and management.

- h) In order to ensure process efficiency, UEGCL attained ISO 9001:2015 certification on 8th, June 2017, making it the first public company to attain this achievement. Our clamor for this certification was and

remains an illustration of our unwavering commitment to improving and streamlining our various processes and activities in the company to enhance operational efficiency. Furthermore, UEGCL is to explore certification in other areas, such as Health and Safety, Asset Management and Risk Management, given the value and magnitude of assets within the remit of the Company.

- i) A number of initiatives are also under way to automate the operations of the Company. In this regard, UEGCL has benchmarked its operations with a number of utilities operating best practices in Asset Management, Dam Safety and Cyber Security. In line with this, the coming years will focus on acquisition

of software tools required to support asset management and dam safety and build capacity in data analytics.

In conclusion, the outlook for UEGCL is very promising as the company edges towards achieving its Vision, Mission and Mandate. Critical activities will be hinged upon the streamlining of its operational and functional areas. This will be achieved through concerted stakeholder management efforts and continued quest for best practices. In line with UEGCL's mandate of Project Development and Management of the existing and new generation Plants, the Company is contributing towards realization of the Government's Vision of a Transformed Ugandan Society from a Peasantry to a Modern and Prosperous Country within 30 years.

Enjoy the reading...



Eng. Dennis Williams SSEGAWA SAAVA
**(R. Eng. M.U.I.P.E) - Strategy and
 Business Development Officer**

THE FLOURISHING SPROUT: A UEGCL PROGRESSION PATHWAY

Following the development of a privatisation strategy that began in 1993, the Electricity Act came in allowing for the liberalisation and reform of the Ugandan power sector. The expectation was that the power sector reform would bring about renewed streams of life in the veins of the then vertically structured Ugandan Electricity Board. Like the biblical Job said; that **there is hope for a tree: if it is cut down, it will sprout again, and its**

new shoots will not fail. (Job 14:7, NIV bible). Indeed, and so truly put, the shoots birthed thereof three resilient siblings in UEGCL, UETCL and UEDCL who sprouted and have soon strongly come of age, amassing an impeccable 20 years of optimal coordination, grit and growth to fuel the country's development goals. Notable though, was the fear of the unknown at the time, as the dwindling effectiveness of UEB to fully light up the 39-year-old nation then, took a dimming

stretch. The vicissitudes within yielded little a fruit, and the population growth did not help either. The exponential demand for electricity grew inversely proportional to the supply capacity by the day, factories were constrained, and so were the domestic utility trends. Power rationing was an assured nightmare as load shedding took a permanent place on the daily forecast, exempting none but a few.



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Electric power generators became a must-have necessity for the “privileged” urban schools, while lanterns and “stima” (Coleman lantern) lamps made it on every home appliance list... and of course, not forgetting the candles and paraffin lamps on the other end of the economic class. UEB's financial performance took a steady nose dive, with unscrupulous reprobates dubbed **kamyufu's** making a kill from illegal power connections. Hope inevitably grew faint by the day. No wonder, in the late 90s, a section of the understandably exasperated citizens deservingly re-baptised the visibly hardworking **UEB** to the much undesired **Uganda 'Enzikiza' Board** literally translated as 'Uganda Darkness Board'.

This impacted the economic growth trend and complicated the nation's sprint to modernisation. Something had to be done, and unexpectedly, then came the reforms, giving

rise to the advent of the 'electricity siblings'.

These three offsprings were to co-exist in a manner akin to the Olympic relays, in which the electricity baton is passed from the starting athlete (UEGCL), all the way to the finishing line (by UEDCL) with transfer participation of the transmitter athlete (UETCL).

Having gone through the inevitable “baby steps” and initial watering, the generation sibling – UEGCL, has over the years sprouted from her trunk, growing capacity not only to operate & maintain the plants but also to monitor the generation concession. UEGCL has established herself as the undisputed custodian of the Country's electricity generation assets, thanks to the consistent and pragmatic leadership, plus staff commitment. To date, UEGCL boasts of at least four (04) hydropower generation plants, three (03) of which are fully functional with another nearing commissioning



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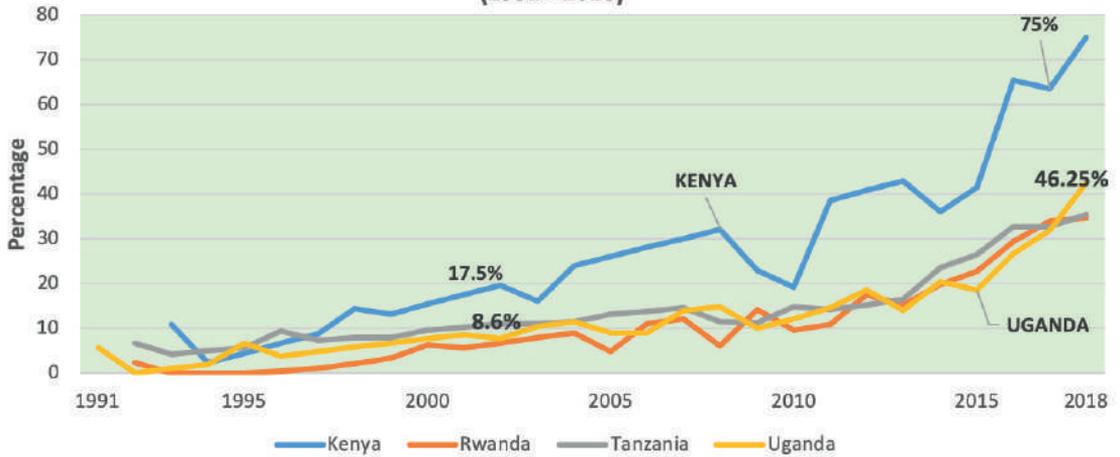
A thermal power plant at Namanve (50MW) is also due for takeover.

To top that off, energy diversification avenues are being fast pursued to harness the other potential energy sources. Ventures into geothermal, solar, Peat and nuclear options are ranked high on this agenda. The initially solo Nalubaale hydropower dam station with a paltry 180 MW (upgraded from 150MW), has since been twinned with Kiira (200MW), joined by the Bujagali and IPP cousins along the way, before the famous Isimba (183 MW) penetrated the starting line-up. This has brought the total hydropower capacity directly under UEGCL

This temporal and spatial growth in the electricity generation by UEGCL has not only laid a Launchpad for economic growth but has more so drawn a permanent smile of satisfaction to the average Ugandan, and thereby phasing out the once compulsory household lighting paraphernalia. It has also transformed the beauty of the R. Nile profile cascade to a cocktail of wonderful breath-taking natural scenery, punctuated with magnificent eye-catching infrastructure that nourishes optical desires.

Electricity is now much more reliable and the coverage has grown exponentially from **8.6%** in 2001 to **42.65%** by 2018. (World Bank, Sustainable Energy for All (SE4ALL) database, 2021) as evidenced in the trend illustration in Fig 1.

Electricity Coverage Trend - East African Countries (1991 - 2018)



Electricity coverage trend by East African Countries (Source World Bank, (SE4ALL) database, 2021).

It is thus imperative to uphold the trend in the light of the accelerated development in Uganda from a sustainable and economic perspective. The vital ecosystems necessary for the long term existence of the infrastructure require robust establishments for integrated management. **Integrated**

management is a process that promotes the coordinated development and management of related natural resources to maximize the resultant economic and social welfare equitably without compromising the sustainability of vital ecosystems.

It's also noteworthy that the same Nile cascade, housing the bulk of the electricity sources is solely responsible for the livelihood of the riparian states that directly benefit from its waters. As such, it remains of pertinent value to maintain the social, economic and environmental externalities stable for the full optimisation of the resources at hand for sustainable hydropower generation.



Thus, irrefutably, the achievements of UEGCL over the twenty-year journey cannot go without mention and can only sprout further with the directional leadership, congruence and the capable staff that have attained the capacity to identify, develop, institute and optimally operate the power plants for the continued betterment of the country and the region.

- UEGCL** - Uganda Electricity Generation Company Limited
- UETCL** - Uganda Electricity Transmission Company Limited
- UEDCL** - Uganda Electricity Distribution Company Limited
- UEB** - Uganda Electricity Board



Aerial view of the newly commissioned Isimba Public Bridge



◀ Nicholas Agaba RUGABA
Project Manager, Nyagak III HPP

LEARN OR PERISH: Top 10 skills of 2025

At a time when we are 2 or 3 years into a global pandemic, the last thing we probably want to hear is what to do not to perish. We have probably had and heard it all on what to do to survive the pandemic. From social distancing, repeated hand washing and sanitizing, to not travelling upcountry for holidays, eating organic food and exercising at least three times a week to boost our body immunity. We have it all on how to survive and/or perish in a pandemic.

But beyond the pandemic, we also need not only survive but also thrive in the workplace, as individuals and as an organization in the energy sector. The World Economic Forum published an article in October 2020 on the top 10 skills needed for the future and how long it takes to learn them. You can check out the article here; <https://www.weforum.org/agenda/2020/10/top-10-work-skills-of-tomorrow-how-long-it-takes-to-learn-them/>

50%

of all employees will need reskilling by 2025



The article highlights that 50% of all employees will need reskilling by 2025, as the adoption of technology increases, according to the World Economic Forum's

Future of Jobs Report. The article further indicates that critical thinking and problem-solving top the list of skills employers believe will grow in prominence in the next five years. As we look at a post-pandemic life, there are also newly emerging skills in self-management such as active learning, resilience, stress tolerance and flexibility.

According to the article, the top 10 skills of 2025 are;

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Complex problem solving
4. Critical thinking and analysis
5. Creativity, originality, and initiative.
6. Leadership and social influence
7. Technology use, monitoring and control.
8. Technology design and programming
9. Resilience, stress tolerance and flexibility.
10. Reasoning, problem solving and ideation

The skills are in four broad categories; **problem-solving, self-management, working with people, technology use and development.** More than half of the 10 skills are related to problem-solving and self-management indicating the key importance of problem-solving at the workplace in the post-pandemic era. Additionally, considering that the pandemic has

restricted air travel and access to learning and education premises, there is a need for adopting new learning strategies that are smart, online-based and safe for both learners and instructors. We need to be flexible and resilient in the new normal or era of the pandemic. Our jobs, workstations and organizations shall increasingly require us to have skills in problem-solving, critical thinking and analytical thinking to use new technology, monitor and control the technology to its design and interfaces. The big question then becomes, where do we learn these skills in a post-pandemic environment that has continued to restrict our access to traditional learning institutions?



The big question then becomes, where do we learn these skills in a post-pandemic environment that has continued to restrict our access to traditional learning institutions?

Upwork recently published an article on the top 30 sites for online education and learning. Upwork is

an American freelancing platform where enterprises and individuals connect to conduct business. You can find the article here. https://www.upwork.com/resources/top-sites-for-online-education-and-learning?utm_source=responsys&utm_medium=email&utm_campaign=20210401_AH_FL_NL_EM3

The article highlights online platforms like Coursera, edX, Harvard, Khan Academy, MIT Open courseware etc that have thousands and thousands of free and paid online courses across various fields. The courses range from Financial Modelling, Mechanical Engineering, Covid Contact Tracing, Financial Reporting, Political Science, Programming etc. There are courses for certificates and even degrees or Masters programs.

In post-pandemic times, the need for a wide range of skills will be critical for both individual excellence and organizational performance. One of the most affordable and easy ways to acquire these skills is through online learning platforms. Children and young people have adopted technology for learning and adapted to the online learning schemes. We ought to do the same to learn or perish. More than ever before, we need to build our skills to thrive in post-pandemic times.



One (1) of Seven (7) 400kV step-up transformers installed in the main transformer cavern of the Karuma (600MW) Hydropower Project.



◀ Apolo SEMPANYI
HSE OFFICER HPP

SAFETY IS MORE THAN A HARD HAT

All roads lead to Rome. The proverb's origins may relate to the Roman monument known as the Milliarium Aureum, or golden milestone, erected by Emperor Caesar Augustus in the central forum of ancient Rome. All distances in the Roman Empire were measured from this point and it was regarded as the site from which all principle roads diverged. (<https://italianstudies.nd.edu/news-events/news/all-roads-lead-to-rome-new-acquisitions-relating-to-the-eternal->

city/) The hard hat (read PPE) seems to have become the Milliarium Aureum of safety. The hard hat is used on many signages, company logos and other media to portray safety. Photos of staff resplendent in full Personal Protective Equipment (PPE) are used to portray a company's attention or commitment to safety.

Safety has been reduced to procurement and provision of PPE by some organizations. Is the hard hat enough?

Does safety start and stop with PPE provision and usage?



Does safety start and stop with PPE provision and usage? Unfortunately, even with the provision of PPE, accidents still happen. Before organizations resort to the hard hat, they need to ask themselves the following questions;

Why the hard hat? The first question would be why the need for PPE in your work environment? This is usually due to the hazards in the workplace. A detailed risk assessment has to be done to determine the hazards, evaluate associated risks and come up with control measures. In the hierarchy of hazards, PPE is the last line of defense and hence the least effective. Before resorting to PPE first try other controls which are more effective. These include elimination, substitution, engineering and administrative controls. PPE comes into play when there is a residual risk after the application of the other controls.

Where and when to use the hard hat? One of the main reasons PPE isn't used by workers is

because it is cumbersome and uncomfortable. So, it must be used only where and when it's necessary to avoid a negative attitude towards it. Why a hard hat when there isn't any risk of dropped objects falling from a certain height, hitting the head against protruding edges, falling from a height or below ground? Risk assessment of your workplace and associated activities can help determine when and where to use PPE. Administrative controls like signage and procedures can specify where and when PPE can be used. Making workers wear PPE where it's not needed will cause fatigue and eventually a negative attitude towards its usage. Use PPE where and when it's needed.

What type of hard hat? Not all PPE is made equal. Different types of PPE offer different levels of protection. You need to know the level of risk you are protecting against and the task being performed. Artisans using tools tend to remove gloves because they decrease dexterity. Many times workers are under-protected because

PPE doesn't measure up to the risk they are exposed to. An electrician will need electrical gloves with a given rating as opposed to normal cotton or rubber gloves. A risk assessment must be done. Before a procurement is made, specifications of the PPE should be got from the user, guided by the risk assessment.

How to use the hard hat? Many accidents happen to workers despite using PPE because of improper usage and maintenance. It's wrongly assumed that proper PPE usage is automatic. Buy and use is the approach used by some organizations. You find workers with a body harness that isn't anchored anywhere, so basically they aren't protected at all. Workers have to be trained on the why, where, when, which and how so that they are better protected. Training is an administrative control used in conjunction with PPE that ensures better protection for the workers.

For organizations looking at the "safety miliaum aureum," the hard hat as

the go-to solution for their safety requirements are setting themselves up for a big fall. Ensuring a safe and healthy workplace isn't a chance occurrence or result of half hazard effort like the provision of PPE. It's a deliberate systematic approach that starts with the management buy-in, commitment, setting up strategic direction and objectives, committing resources and finances to set up systems, policies, procedures and supporting their implementation, employee buy-in through consultation and feedback, monitoring and evaluating the performance and continuous improvement



For organizations that want to grow, taking a new look at safety is essential.

For organizations that want to grow, taking a new look at safety is essential through audits and periodic reviews.

From worker retention

and recruitment to improved reputation and cost savings or even increased contracts, creating a culture of safety can have wide-reaching effects. It can even be one of your greatest competitive advantages. (4 Reasons Health & Safety can be a Competitive Advantage for your Organization by Igor Kazagrandi)

The hard hat in isolation doesn't ensure safety at the workplace but as part of a functional Health and Safety Management Systems (HSMS) can be effective in reducing workplace accidents and improving safety. A hard hat doesn't deliver safety but it's a carriage on the HSMS train that does.



“For safety is not a gadget but a state of mind.”

Eleanor Everet



OUR JOURNEY:

20 years of Generating for Generations.



1954

Owen Falls Dam was commissioned by H.M Queen Elizabeth II



1999

Electricity Act enacted into law



2001

UEGCL was incorporated



2003

UEGCL signs 20-year concession with Eskom Uganda Ltd.



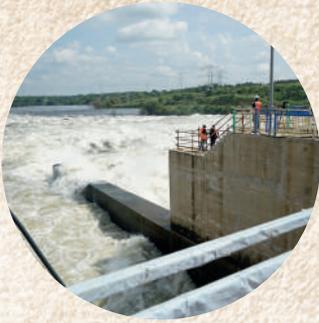
2003

Kiira (200MW) Hydropower Station Commissioned by H.E Yoweri Kaguta T. Museveni



2014

UEGCL launches Strategic Direction (2015 – 2017)



2014

UEGCL appointed gov't implementing agency for Karuma (600MW), Ayago (840MW) and Isimba (183MW) Hydropower Projects.



2019

H.E Yoweri Kaguta T. Museveni commissions Isimba (183MW) HPP



2019

UEGCL posts a profit of UGX 24.7 Billion

ACHIEVEMENTS:

Assets

UGX 7,103,838,502,000 (2020)

from

UGX 649,398,881,235 (2001)

Revenue

UGX 161,882,323,000 (2020)

from

UGX 31,823,506,622 (2001)

Staff complement **200+ from 9**

Generation capacity **563MW from 180MW.**



2016

UEGCL becomes ISO 9001-2015 Certified



2019

UEGCL commences operations and maintenance of Isimba (183) Hydropower Station.



2016

UEGCL acquired own home



2019

Uganda joins International Committee on Large Dams



Musa MUKULU
**Manager Research and
 Business Development**

MY 14 YEARS' JOURNEY WITH UEGCL

I joined UEGCL as a young man on 1st February 2007 in the position of Electrical Engineer (abbreviated as “EE”) coming from Umeme (U) Ltd. At the time, UEGCL had a total number of nine (9) staff with four (4) technical and five (5) support staff and the offices were located in Jinja. The mandate was limited to concession monitoring of Eskom but also the team was completing the snags of Power IV (Units 14 and 15) at Kiira HPP.

At the time of joining UEGCL,



**I had very little
 knowledge on the
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 and this necessitated
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 research**

I had very little knowledge on the whole aspect of concession monitoring and this necessitated me to do more research on this business of concession monitoring. I spearheaded the development of Concession Monitoring Manuals which would act as a guide to the day to day monitoring activities. The monthly reporting by Eskom was also not comprehensive at the time and I had to develop a reporting template that has now stood the test of time.

Multi-tasking

Since the staff numbers were few at the time, we were forced to multi-task and I was able to handle different assignments from civil, mechanical, electrical, procurement, administration and ICT until more staff were recruited in the areas of procurement and ICT.

Management support

Top Management then had 4 members and they provided support ranging from training and tools that enabled us to execute our duties. Management let us learn from our mistakes and

this helped us to master the concession monitoring business.

Training opportunities

There were quite many pieces of training (international) opportunities in the energy sector from Development Partners like JICA and also from the concession budget. A time came when I could reject some of the international training offers due to conflicting programs. Those times are since gone and now we are in the era of Zoom, Teams and WebEx. This has taught me that there is a need to adjust when the situation changes.

Evolution of UEGCL

I have gotten the chance to see UEGCL evolve from mere concession monitoring to engagement in project development, Research & Development and now back to O&M. This has been made possible by both the old management under the late Mr John Mugenzi and now the new management under Dr Eng. Harrison Mutikanga. I have seen the staff numbers grow from nine (9) in 2007 to now over two hundred (200) in 2021 and this has been due to the expanded mandate of the company. These numbers are likely to grow with the implementation of the Government decision to merge all the 3 agencies, UEGCL, UETCL and UEDCL.



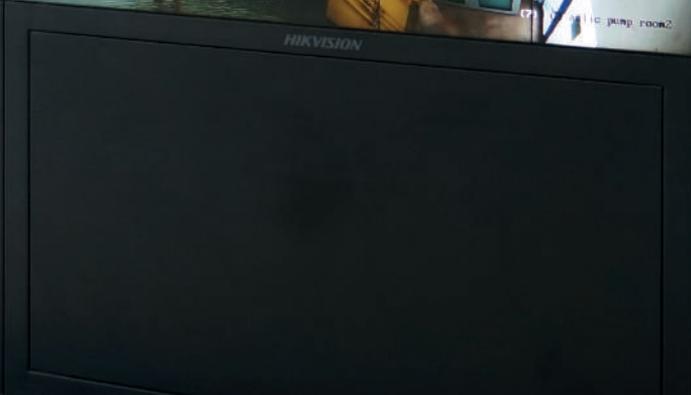
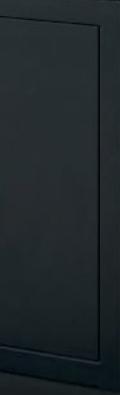
During one of the inspection routine in the lower gallery of Nalubaale Power Station



At Nalubaale switchyard on one of the impromptu inspections



UEGCL
Generating for Generations





◀ Muhammad LUBOGO
Public and Media Relations Officer

LISTENING: A MUST HAVE SKILL FOR LEADERS

While addressing the nation on COVID-19 Standard Operating Procedures (SOPs) as advised by scientists from the Ministry of Health, H.E Yoweri Kaguta Tibuhaburwa Museveni – President of the Republic of Uganda told Ugandans that the only way Uganda was going to defeat the pandemic (COVID-19) was to first pause everything, listen and know where the

enemy is coming from. Whereas listening was not listed among the SOPs to fight the pandemic, the statement from H.E Museveni positioned listening as a key aspect of life.

Listening is the one of the most important skills of communication and as a receptive skill, it is an essential skill for leaders.



Listening is the one of the most important skills of communication and as a receptive skill, it is an essential skill for leaders

If leaders hope to counteract the multiple forces that can lure them into believing they know everything they need to know about what's happening in their organizations. At the core of the challenge is a paradox in the life of senior leaders, particularly CEOs because they generally have access to more lines of communication than anybody else, but the information that flows to them is suspect and compromised. "How can I find out what I need to know?" You have to listen!

I recently read an article titled 'Are you really listening' by Adam Bryant and Kevin Sharer which drew focus on what could go wrong if a leader does not listen. The co-author Kevin Sharer shared his life experience as he worked his way up to being the CEO of Amgen Inc., an American multinational biopharmaceutical company. Kevin joined Amgen in 1992 as its President and Chief Operating Officer where he employed a command-and-control style of leadership and made his expectations clear. In 2000 when Kevin became Amgen's CEO, he assembled a new leadership team and set the company on a trajectory of rising revenue and profits. Magazine cover stories and other

recognition followed, pushing him into what in hindsight he calls the 'ego danger zone.' Seven years into his tenure as CEO, a crisis hit when one of the company's most profitable products was flagged over health risks by the Food and Drug Administration (FDA). As profits fell, Kevin had to order the first mass layoff in the company's history, cutting 14% of its staff.

At first, he angrily blamed others for the debacle.



"I was completely in denial," he recalls. "I had become impatient and arrogant, and I assumed people were going to fix the problem."
says Kevin Sharer



But one evening Kevin had a rare quiet moment to reflect on what led to an epiphany. He had mishandled the Epogen crisis, he realized, in large part because he was a horrible listener.

Kevin resolved to do better from that day on. Instead of thinking of eight things at once

when he was meeting with somebody, he would be present. Instead of approaching every conversation as a transactional exchange and cutting people off and telling them what to do, he would ask for context and suggestions. He also committed to establishing a regular cadence of surveys, conversations, and feedback mechanisms designed to open lines of communication inside and outside the company so that he could better pick up on early signs of danger and glimmers of opportunity.

For leaders, Kevin realized, the art of listening has two key components.

- Listening without distraction or judgment, purely for comprehension.
- Creating systems and processes that not only make listening active but also elevate it on all fronts to a state of hypervigilance. "It's not just about listening to the person across the table from you".

As UEGCL marks 20 years of Generating for GENERATIONS, listening has and should always be part of the business.

Here is food for thought; Can you listen to it all and separate the signal from the noise?



Rita BECHO

Brand and Client Care Officer

A JOURNEY THUS FAR; My walk with UEGCL.

Uganda Electricity Generation Company Limited (UEGCL) a name that 20 years ago was inexistent let alone anticipated. For one to speak of the phenomenon UEGCL exclusive of addressing its roots and unforgettable origin would be compared to eating rice without sorting the grains, an unbelievable idea indeed!

Backtrack to the year 2001, Uganda Electricity Board (UEB) was the national emblem and company responsible for anything in connection to electricity. The mantle of generation, transmission

and distribution all lay in the hands of UEB. It was this same burden that would eventually lead to the demise of UEB as it was seen to monopolize the electricity sector hence denying others an opportunity of a shot at investing in the electricity sector. The result was the birth of three major companies which would each individually handle the three different responsibilities that UEB shouldered. These companies were; Uganda Electricity Generation Company Limited, Uganda Electricity Transmission Company Limited and Uganda Electricity

Distribution Company Limited. Our center of focus will meticulously lay on the Uganda Electricity Generation Company Limited which took up the glorious mantle of generation. This newborn child would turn out to be a profound blessing to many as it opened up job opportunities for hundreds and I being a beneficiary of such.

Fast forward, Fast forward, October, 2017, I found myself a graduate trainee oblivious about what UEGCL did or executed let alone what my contribution would be.



I found myself a graduate trainee oblivious about what UEGCL did or executed let alone what my contribution would be.

For the first few weeks, I ventured into the company like a headless chicken ironically enthusiastic to learn and apprehend the cores coupled with the gravity of the company towards the development of the electricity and energy sector of Uganda. It was with the passing of days that I began to appreciate, comprehend and understand the importance and need for UEGCL in building our great Nation. This, I believe was because I embraced my duties and dedicated myself to being a committed member of the company and took great pride in being a part of it.

It would surely be inconceivable for one to work at UEGCL and evade reaching the very core for the existence of the word GENERATION let alone the sole purpose for which UEGCL was formed. This is with stance reference to the power stations that are responsible for the generation of the electricity. As the saying goes "he who tills the land will surely

appreciate its fruits". It was thrilling and exciting for me to physically witness the very process that had accorded me an opportunity at employment. My first official visit to Karuma hydropower station left me dazzled, for the knowledge that flooded my head was undoubtedly breathtaking. I must admit that this first visit insanely doubled my admiration for the company for I began to appreciate the tireless effort the employees were contributing to the betterment of our Nation.

It is however overbearing to note that in as much as GENERATION is the primary core of the company, this does not in any manner suppose that engineers are the primary backbone of the company. For a vehicle to move, all parts must function fitly and in sync. Thus it would be absurd to neglect the various departments that formulate UEGCL and are responsible for the smooth running of the company in various ways. I make mention of the Human Resource, Corporate Affairs, Finance, Management, Procurement, Legal and the many other departments.

Furthermore, I would love to commend the company for not only focusing on the generation of electricity but impacting numerous communities especially the ones in which the projects are based. One of the recent examples in which the company has positively impacted the community is in Kamuli and Kayunga where UEGCL contributed towards the rehabilitation of the community facilities



One of the recent examples in which the company has positively impacted the community is in Kamuli and Kayunga where UEGCL contributed towards the rehabilitation of the community facilities

such as Buluya Health Center II, Lwanyama Technical Institute, Busaana among others. One can only ponder upon the life-changing impact such an act of compassion has had on the people of the community. These and many more are some of the projects UEGCL has undertaken to improve the social livelihoods of people in the affected communities.

As we commemorate and celebrate 20 years of existence, I am personally honored and grateful to be a part of this enormous family that is contributing tooth and nail to the development of our great nation Uganda. Being able to put my skills such as communication, interpersonal, organization and leadership to great use is satisfactory enough. I can only wish the best for every employee of this exquisite company while deeply praying for UEGCL to reach uncharted heights and continue generating for generations.



The dam section at the 600MW Karuma Hydropower Project with spillway gates open.

SINOHYDRO CORPORATION LIMITED

is committed to building Karuma Hydropower Project into a modern and efficient state of the art underground hydropower plant with a production capacity of 600 megawatts and the largest hydropower project in Uganda.



The project has created jobs, improved lives of neighboring communities through corporate social responsibilities such as donation of a fully built market, boreholes, provision of hospital supplies, donation of construction materials to nearby schools, churches, and mosques. The contractor also donated a fully built hospital to Masindi military barracks, and we are currently constructing a civilian hospital at Dii Cuinyi and Amaji primary school both in Oyam district and shall be handed over to the Government of Uganda upon completion.

Once completed, the project will double Uganda's hydropower production capacity and greatly reduce power tariffs, this will in turn promote growth of local manufacturing industries and job creation for the people of Uganda.





Edgar KANSIIME
Public & Media Relations Officer –
Isimba HPP

HOW UEGCL AVOIDED THE “LOST IN TRANSITION” SCENARIO. ISIMBA HPP LESSONS FROM PROJECTS TO OPERATIONS & MAINTENANCE.

The last 2-years have seen a dynamic shift in the core business of UEGCL. Two Decades back, the Company was incorporated to take over the generation activities of the now-defunct Uganda Electricity Board (UEB) together with all or any part of the property, assets and liabilities associated with it under the Public Enterprise Reform and Divestiture Act.



The last 7 years have seen UEGCL become more centric in the supervision of the two flagship hydropower projects; Karuma HPP and Isimba HPP

The last 7 years have seen UEGCL become more centric in the supervision of the two flagship hydropower projects; Karuma HPP and Isimba HPP

On 21st March 2019, H.E. Yoweri K. T. MUSEVENI officially commissioned the 183MW Isimba HPP. The absence of Chinese Technicians in the control room and at the different powerhouse floors was so telling. The plant was

being wholly run by the UEGCL Operations and Maintenance (O&M) team, Ugandans. How did UEGCL manage to prepare seamlessly for the onset of

the O&M phase at Isimba? Below, we shall interrogate some of the basic steps that the management of UEGCL explored to ensure that the finished product,

a fit-for-purpose plant, was being handed over to a competent team of Ugandans.



UEGCL CEO - Dr. Eng. Harrison E. MUTIKANGA gestures at the display monitor in the IHPP control room

Despite the known risks, many companies insufficiently plan and execute transitions from the project team to the ongoing O&M team. Often, they underestimate the care and attention needed to execute a smooth transition. As a result, such companies can fall well short of achieving a project's intended business value. This can in turn result in significant costs to the company,

including degraded customer (JETCL) service, operational inaccuracies and inefficiencies, compliance risks, employee dissatisfaction and potentially lost business and revenue. In power generation, reliability is key.

I joined UEGCL as an Environment Officer under the Isimba Project in late 2017. Surprisingly, I found a team of over 25 O&M staff members.

The team was recruited a year earlier. This was one of the ways that the company planned to make the imminent transition smooth. The company had to adopt the mindset that a project is not really "done" until there are successful transitions to O&M. Once the O&M team was at the site, they became heavily involved in the supervision of the Electro-Mechanical and Hydro-Mechanical installations at the plant.

Fast forward, this early intervention proved worthy as it equipped the O&M team with a needed 'project history.

To ensure that the O&M team was technically competent to take over the plant, they were taken to Kafue in Zambia and Guangzhou in China, for similar plant Training. All units essential for the smooth operations of the

plant were included in these pieces of training. During the similar plant training, the team was exposed to operational plants of a similar design as Isimba HPP. The company recognized the criticality of preparing early for the transition (and not waiting until the project was nearly complete) at both the individual and team level (i.e. the responsibilities of each functional team on

the project). Safety, being one of UEGCL's core values, was highly catered for in this transition. The safety standards of a functioning plant are way higher than that of an active construction site. The O&M team underwent rigorously certified Safety pieces of training such as Plant Safety regulations, Root-Cause Analysis training, First Aid training, etc.



Control & Instrumentation Engineer - Mr. Phillip LUTAAYA during his rounds at the plant



Ultimately, project-to-operations transitions are about people and ensuring that the right people are in place to transfer their knowledge and/or shift into operations.

Ultimately, project-to-operations transitions are about people and ensuring that the right people are in place to transfer their knowledge and/or shift into operations. With Isimba, management planned an appropriate transition process, identified the teams and individuals necessary to execute it, ensured sufficient resources throughout the transition, and thoroughly communicated to all involved. As such,

the Human Resource department carried out recruitment of persons with different professions and competencies. Rather than assuming that the projects team would transition to post-project operational roles, management focused on defining the post-project organization structure, and the associated roles and staffing levels required to support what the project team had built. This was an extensive effort requiring input from project and operations leadership and the HR team. However, in some cases, the project team members also served in the new O&M structure. These included Civil engineers, HSE officers, etc.

UEGCL also employed the services of Norconsult to aid as O&M support. It's always good practice to engage an external firm to provide strategic and tactical assistance with the transition if you lack sufficient internal staff to adequately plan and execute a massive project-

to-operations transition. The O&M support experts were vital in assisting key O&M leaders in adapting to the new organizational model, defining team roles/responsibilities, and auditing and improving some O&M processes.

In conclusion, companies that successfully plan and execute a project-to-operations transition can realize multiple business benefits, including enhanced operational staff preparedness, increased productivity, more satisfied employees and ultimately the success of their original project team's efforts. Conversely, companies that mismanage major project transitions waste their project resources and potentially expose themselves to multiple and often enormously costly business risks.

18 YEARS OF LIGHTING UP UGANDA

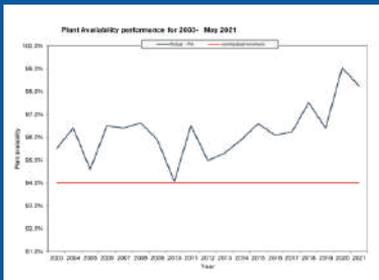
PROVIDING THE MUCH-NEEDED ELECTRICITY FOR UGANDA'S DEVELOPMENT

Eskom Uganda Limited was awarded a 20-year concession to operate and maintain Nalubaale and Kiira hydro power plants which have a total installed capacity of 380 MW on 01st April 2003.

Over the past 18 years, Eskom has lived by its mission:

“ To provide affordable, reliable and accessible electricity while creating value for our stakeholders ”

Eskom has adopted prudent utility practices to generate enough electricity for the country. We pride in our plant performance maintaining 95% plant availability on average since 2003.



Eskom is the largest hydro electricity generating company in Uganda contributing **27.1%** to the nation's power grid at the lowest cost of **1.47 US c/kWh** equivalent to **7.3%** of domestic selling price.

Eskom has so far invested UGX 146 billion (**USD 39.410M**) in Kiira and Nalubaale and will invest another **USD 23.592M** by 2022 to sustain the health of the plants for years to come.

KEY PROJECT HIGHLIGHTS

The following are some of the key projects that Eskom has invested in; -

- Refurbishing the Main Dam structure at a cost of **USD 3.2M (UGX 11.4B)**. Civil structures are the foundation of any hydropower plant. The structure was last grouted in 1999 and over the years the grout curtain had deteriorated, observed by the water seepage. The Project aimed at curing leakage is currently at 82% completion.



Main Dam structure before refurbishment



Main Dam

- USD **1.4 M (UGX 4,919B)** was invested in 11kV cables on all the 10 units at Nalubaale to prevent system performance deterioration caused by cable failure on the 67-year-old plant.



Installed 11 kV Cables at Nalubaale Power Plant

- Eskom has further invested **USD 236,148.8 (UGX 840M)** in Nalubaale Power Station Compressed Air System with an expected 32-year life span to improve plant availability, safety, and system reliability. The system was last upgraded in 1989.



Eskom MD, Ms. THOZAMA GANGI commissioning the Air Compressor system.



- Unit 10 blade servo refurbishment is currently ongoing. The unit was first commissioned in July 1968 and later refurbished and upgraded from 15MW to 18MW in April 1992. The refurbishment involves dismantling, Engineering and Reassembly, Testing and Commissioning. The project is estimated to cost USD 1.84M.

Similar faults in unit 10 were registered on Units 3 and 6 and these were rectified in 2018 and 2014, respectively.



Unit 10 Refurbishment ongoing



Unit 3 refurbishment completed in 2018.

- In 2017, Eskom invested USD 2M in two interbus transformers, which were upgraded from 40MVA to 60 MVA stabilizing power supply to the greater Busoga region.



40MVA Interbus Transformer before refurbishment



60MVA Interbus Transformer after refurbishment

CORPORATE SOCIAL INVESTMENTS (CSI)

Investments have been made in environment, health, education, and sports to a tune of **UGX 9.293B (USD 2.525M)** in communities in Jinja, Buikwe and Gulu since 2003.

Under Education, Eskom Uganda has continued to restore the lost glory of Njeru Primary School which started in 1960 at Owen Falls Dam and later transferred in 1963 to its current premises in Njeru village. In 2017, Eskom refurbished the main classroom block and the main administration block in 2019.

Recently, Eskom completed the works to fence off the school to secure school land, premises, and safety of pupils. This support has translated into growth in enrolment and improved academic performance. To date Eskom has invested **UGX 337M (USD 97,787)** in Njeru primary school and has plans to put up a fully equipped ICT laboratory and solar system.



Njeru Primary School Fence

• Eskom has been supporting the Gulu War Affected Training Centre (GWATC) since 2010, investing **UGX 298M (USD 83,656.)** The school which started with tailoring training has since expanded to offer hairdressing, catering, mechanics, and computer literacy to 1,549 students. A fully equipped computer lab was installed in partnership with MTN Uganda.

Under Health, Eskom constructed and equipped a maternity ward at Kimaka Health Centre II in 2017 in partnership with the area member of parliament, to reduce infant and maternal deaths. In 2018, Eskom handed over a much-needed state-of-the-art ultrasound scanning machine to the Eskom-Balyeku maternity ward. The ultrasound scanning machine which cost UGX 97M is the first of its kind in the entire Busoga region. The Health Centre II then has been upgraded to a level III. To date, the ward has accommodated **660 deliveries** since 2017.



Eskom-Balyeku Maternity ward



Eskom MD handing over the ultrasound scanning machine

Under environment, Eskom has engaged in World Environment Day activities, planting 10,000 trees at Igenge Hills around Busoga Kingdom and along the riverbanks in Jinja. Eskom also donated 10,000 seedlings to Wanyanga Girls Senior secondary school and has invested UGX 233M to install solar streetlights along Gabula road in Jinja City.

Under Sports, EUL has sponsored the Jinja Club golf tournament for 8 years, Jinja corporate league games and the Nile Golf tournament whose proceeds go towards greening the Nile.

OTHER CONTRIBUTIONS SAFETY – WAY OF LIFE AT ESKOM

Eskom Uganda is very keen on safety, and the reason we have attained high safety and operational standards; Quality Management System ISO 9001:2015, Environmental Management System ISO 14001:2015 also and Occupational Health, Safety and Management System ISO 45001:2018. On 28th April 2021, Eskom achieved 10 years and 9 months (3,927 days) without Lost Time Injury (LTI) to its employees which is a sign of commitment to the Eskom SHEQ policy that ensures that safety and health are an integral part of our operations. This is also aligned to our value of Zero harm. Zero harm to our staff and contractors; zero harm to equipment and power plants and zero harm to the environment.

Another remarkable milestone was achieved on 6th May 2021, marking 5 years (1,825 Days) without LTI to our contractors.

TAXES: Since the start of the concession in 2003, Eskom has paid taxes and other statutory levies amounting to **UGX156 billion (USD 44million)**. We are truly Ugandan and are proud of the contribution we are making to the growth of the Ugandan economy.

SKILLING UGANDANS: One of the areas that Eskom prides herself in is her contribution to the skills building in the energy sector in Uganda. To date **UGX 9.650 billion (USD 2.648M)** has been invested in staff development. Some of our employees have gone on to attain masters' degrees through the Employee Bursary Scheme.

Eskom continues to offer industrial training to 30 students per annum, to allow them to gain hands-on experience to complete their diplomas or degrees. Out of a complete team of 140 employees, Eskom has 98% Ugandan employees. This is to ensure that local talent is developed and equipped with skills that are required to run the power plants and that Uganda is self-sustainable.

We have trained over 100 graduates who have gone on to fill critical roles not just at Eskom but within the Ugandan power sector.

UEGCL EVENTS IN PICTURES

UEGCL hosts the first-ever WOMEN GATHERING

To celebrate & empower the women part of UEGCL, the first women's gathering was held at Skyz Hotel, Naguru on 9th March, 2021. The gathering was conducted under the International Women's Day theme 'Choose to Challenge' and was facilitated by renowned life coach, Dr. ADUBANGO Eunice. Dr. Adubango emphasized the importance of personal growth at individual & professional level.

“With the unwavering support of management, we have been able to consistently bring together the women to reach their highest potential. It is on that note that I encourage all of you to aim for greater achievement at work and in your personal lives. The world is waiting and counting on you to make an impact.”

said Joyce NAKALEMA
Chief Human Resource Officer, UEGCL in her concluding remarks.

The gathering was attended by female staff from all UEGCL's work stations i.e. Head Office, Karuma HPP, Isimba HPP, and Jinja Office.



UEGCL Board inspects Karuma and Isimba HPPs.



“During our last oversight visit to Karuma HPP, we reported a number of non-conformances but we are happy the contractor (Sinohydro Corp Ltd) has started taking corrective measures”



Dr. Eng. Harrison E. MUTIKANGA
CEO, UEGCL



“We know the Isimba HPP contractor (CWE) is on course but we want to encourage the contractor to speed up the work and ensure the project is completed within the time frame (Defects Liability Period)”



Eng. Proscovia Margaret NJUKI
Board Chairperson, UEGCL



Wilberforce MANIRAKIZA
Civil Engineer Dam Safety-Karuma HPP

MANAGING DAM SAFETY RISKS THROUGH UEGCL EMERGENCY PREPAREDNESS PLANS.

We completed 15 days of a Dam Safety and Emergency Awareness Campaign along the White Nile Cascade covering Jinja up to Nwoya districts. Uganda Electricity Generation Company Limited (UEGCL) undertakes this activity annually as per its Dam Safety Management System to inform the annual review and update of Emergency Preparedness Plans (EPPs) for Isimba and Karuma Dams.

Dams come with significant benefits through control and storage of water for renewable energy production, human or agricultural consumption, flood protection, recreation, tourism etc. However, they also

come with associated potential risks that could lead to loss of life, property damage and devastating environmental effects in case of failure. Therefore, the fundamental objective of Dam Safety remains geared towards protecting people, property and the environment from harmful effects of mis-operation or potential failure of the dams and reservoirs.



the fundamental objective of Dam Safety remains

geared towards protecting people, property and the environment from harmful effects of mis-operation or potential failure of the dams and reservoirs.

I usually facilitate several workshops with a presentation on Dam Safety and Emergency Preparedness to key stakeholders around the Karuma Dam. These stakeholders included District Disaster Management Committees, Police Commanders, and other influential leaders among others.

The Emergency Management Authorities are usually



UEGCL dam safety team during a community engagement



taken through the potential emergency conditions, which are identified during the development and annual update of EPP for Isimba and Karuma Dams. These include but are not limited to; extreme floods, terrorist attacks and major earthquake events.

The pre-planned activities undertaken before or during an emergency to minimize property damage and loss of life include;

1. Monitoring and Detection of abnormal conditions in the dam done by UEGCL daily, notwithstanding the 24/7 water level monitoring and operation of the dam. For example, Karuma Dam is instrumented with over 600 specialized instruments and instrumentation points used to acquire data that is analyzed to determine the behavior and condition of the dam. This is coupled with visual inspections and reservoir surveillance for the early detection of defects and public safety incidents.
2. Assessment and classification of the detected events are done coupled with emergency repairs and notification where necessary.
3. The events are classified into three response levels;

- Response Level 1, the initial level when an abnormal condition/ unusual problem or situation is identified at the dam but is still under operators' control. Dam failure is not considered imminent and no specific action is expected from other stakeholders.
- Response Level 2, when the situation deteriorates and is or may adversely affect the integrity of the dam. At this point, the situation can still be kept under the operator's control with external assistance but bears a risk of getting out of control. There is a high potential of uncontrolled release at a later stage as the situation develops and could lead to dam failure. The key stakeholders and Potential Affected People (PAPs) are informed to go on standby and prepare for potential evacuation.
- Response Level 3, when the situation is no longer under the control of the operator and potential uncontrolled release of a large quantity of water is an inevitable or actual failure of the dam has already occurred. This

requires an immediate warning and large scale evacuation of all the PAPs

All these levels inform the procedure of Notifications following specific Notification Charts and actions to be taken by Emergency Management Authorities including evacuation.

The Emergency Management Authorities were also introduced to tools that can be used to warn the PAPs among which include sirens, radio, television and all other available media platforms. Other tools like inundation maps were developed after dam break analysis to show the extent of the effect of a dam failure and form part of our EPPs. These are supplemented by Evacuation routes and safe havens, which need to be identified.

In conclusion, we agreed that if we work together and everyone performs his or her roles and responsibilities, then we could prevent any loss of life even if a dam failure ever occurs. As UEGCL, we are fully committed to the World Declaration on Dam Safety of "Better Dams for a Better World" as we "Generate for GENERATIONS"



◀ Noella NSABA
CUSTOMER CARE OFFICER

WOMEN LEADING THE ENERGY TRANSITION; THE CONTRIBUTION OF WOMEN TOWARDS CLEAN ENERGY AND UEGCL FEMALE INVOLVEMENT OVER THE PAST 20 YEARS.

Globally, the need and demand for energy supply continues to progressively rise most especially in Africa. The current era of the Industrial revolution that is now sweeping across Africa is now here hence attributing to the need for more power and electricity.

Through the help of renewable energy that is available to all countries at all levels of development within their territories, millions have been able to access clean energy. (Stephen Lacey, Energy Gang Podcast, 2020). As countries strive to achieve the United Nation's Sustainable development goal 7 which aims to enable everyone to have access to clean, modern and

affordable energy, it is of great importance and urgency that women take part in all energy value chains since they happen to be the major beneficiaries of energy resources, particularly in the developing world.

It is however unfortunate that despite the fact that women have a great impact on the growth of energy development, their participation in the growth of this sector continues to be low over the years.

According to World Bank (2021), women's empowerment is a key ingredient for overall development. While men are already involved in energy projects, women are not always involved equitably. Currently, women do not participate on an equal footing with men in the

energy sector. While figures and methodologies vary, the most optimistic figures show that women only make up a third of the sustainable energy work force. The low participation of women in sustainable energy is such a big hindrance to commendable productivity and development but also an infringement on the rights of women. Over the years, it has been demonstrated that female participation in corporate boards is good for the bottom line yet women and girls have the potential to take on and perform anything they choose to do at both a personal and professional level just like men if and when given a chance.

A 2017 World Economic Forum report indicated that gender

equality is 170 years away and it is because of such statistics that a case for action is needed to focus on delivery as well as acknowledge the inequity within the work environment playing field as well as accelerate efforts towards achieving gender equality in the shortest time possible.

The world today needs more women to be empowered as leaders in the energy sector. Companies should affirm high level support towards women in order to make it possible for the advancement of universal energy access. In the energy sector women's leadership should be promoted internally to bridge the gap between men and women in the working arena.

On the brighter side, embracing diversity is something that many actors in sustainable renewable energy have willingly accepted and many also recognize the fact that greater complexity in the field requires greater creativity that comes from teams that can bring a variety of experiences, perspectives and problem solving approaches to the table.

The diversity being talked about includes the recruitment of women for jobs in all energy areas, from engineering, chemistry to crafts and compliance. By doing this, talent deficit and leakage is lessened. Positions and opportunities across the energy value chain have to make it possible for both males and females to tap into each other's talents, ask questions, team up and share knowledge. This way, long term benefits for not only the sustainability of an organisation and the wider community but also for shareholders can be achieved.

Why is it important for women to be involved in the big Energy league?

Mass media in the past years shows that involving women

in management and corporate boards is one ingredient of achieving higher earnings in energy. Success stories of the energy sector in Uganda were a big highlight on different media platforms from the year 2016 to date under the leadership of women for example when Honourable Irene Muloni was appointed Energy Minister in 2016, Uganda registered a successful spell of developing the biggest energy projects in the country; 183MW Isimba Hydro power project (HPP) which was commissioned in March 2019 and 600MW Karuma HPP which once commissioned will increase on Uganda's installed energy capacity. The former Minister of Energy, Honourable Mary Goretti Kitutu kept the fire burning when she came along in 2019 and it is through her that projects like rural electrification of village homes has continued to take place, while also giving way for smaller hydro power projects like Muzizi HPP 48 MW to be constructed, without a doubt the new Energy minister Ruth Nankabirwa will do even greater things for the energy sector. In neighbouring Kenya on June 23rd 2019 Mrs. Rebecca Miano the current Kenya Electricity Generation Company Limited (KenGen) Chief Executive Officer in a television interview, stated that "women once given the opportunity can transform a company's outlook and profits." Mrs. Miano leads by example when last year she was able to lead Ken Gen into a 9% profit increase from Ksh.6.2 billion to Ksh 6.8 billion.

In Uganda, KenGen's sister company Uganda Electricity Generation Company Limited (UEGCL) boasts of woman leadership through its Board Chairperson Eng. Proscovia Margaret Njuki that happens to also be Uganda's first female electrical engineer. Through her expertise and vast knowledge of engineering her leadership saw the company rise from a UGX

9.5 billion loss in 2014(UEGCL Annual Report, 2014) to a 161 billion profit in December 2020. ((UEGCL Annual Report, 2020)

The growth in profits can be largely attributed to commercial operations at Isimba Hydro Power Plant but one cannot deny the stellar work put in by Board, management and employees that are a cocktail of committed men and devoted women who over the past 20 years share a common vision of making sure the company is one of the leading power producers in the Great Lakes Region.

The management team of UEGCL consists of 3 women i.e. Joyce Nakalema - Chief Human Resource Officer, Flavia Anyiko - Head Risk and Beat Nabacwa - Head of Business Performance department that have generated amazing ideas for the running of the company.

UEGCL is an equal opportunity employer and has employed a number of women in the different departments i.e. operations, projects, risk, audit, legal, human resource, communication and corporate affairs, finance and business development who have provided wise counsel to help the company flourish and achieve one of Uganda's sustainable development goals of generating affordable and reliable energy.

It is therefore without a doubt that females have the power to make things move and work if given a chance.

The energy sector has savings and productivity gains if women have access to top leadership positions. Uganda as a nation and its growing power sector is no exception; hence the need to pave way for more women positioned in high key sector areas of the economy.

The future is now and the future is female.



◀ Alfred ODAMA
Security Officer IHPP

RE: ISIMBA HPP AND LAND ENCROACHMENT: A CHALLENGE AT HAND

H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda, commissioned Isimba Hydro Power Plant on 21 March 2019. Consequently, the Operations and Maintenance of the plant were then taken over by UEGCL.

During commissioning, issues of Reservoir land demarcations and subsequent compensation

had not been fully settled. This left a big dilemma that needed to be resolved lest social grievances would prevail. The Project Affected Persons (PAPs) previously compensated came back onto the project land while others resorted to reselling the land. A number of the PAPs claimed not to have been compensated. It was against this background that the security team initiated weekly upstream reservoir

land patrol and surveillance. During these patrols, a lot was unearthed.

Recently, a team of UEGCL staff carried out a reservoir land boundary audit in both Kayunga and Kamuli districts. Uganda People's Defence Forces (UPDF) & Uganda Police Intelligence officers, and officials from our parent ministry, Ministry of Energy and Mineral Development (MEMD), supplemented the team.

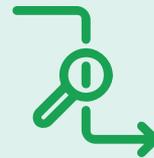
Purpose of the activity



To establish the correct project land boundary line



To identify encroached areas



Trace the extend of mapping stones



Flood affected areas



Collapsed slopes affecting boundary lines



Find out contested demarcations



Suggest solutions to the identified challenges

Facts on ground

- The land team explored the land that is adjacent to the Right Embankment Dam (RED) gate. The extents if the land here was found to stretch from the start of the bridge to where the river bed ends. This land lacks any physical mark stone.
- While in Bugumira village, Kamuli district, most of the sections of the land were found to have been cultivated by members of the community.
- The team proceeded to Bulangira village and found out that at a certain point, the water had gone past the original boundary into someone's garden. (no formal claim had been registered with the LCI chairperson until this day.)
- On the Kayunga side, a police officer had encroached a section of land in Nampanyi Village on. The survey teams immediately rectified this.
- In Nakatoke village, a company called Victoria Treasure, currently operating at Garuga in wakiso had fenced off part of the reservoir land

with intensions of fish farming. The team was able to identify a one-mark stone with the help of a community volunteer who happens to have worked with the surveyor. It was further established from the community that National Environment Management Authority (NEMA) officials had visited this piece of land upon invitation from Victoria Treasures, however, no communication had been sent to UEGCL as the implementing agency.

- While on the water, it was realized that a big chunk of land was fenced off on claims that the owner had not been compensated and the other part of the land had been

cleared for purposes of putting up a beach. There was a house constructed on the land on claims that the owner had not been compensated.

- It was also realized that many parts of the slopes have collapsed hence taking away part of compensated land.
- On Kayunga's side, at Nakakonge village former LC5 chairman Kayunga fenced off a chunk of land up to the reservoir land.

NB: It was observed that several people in these communities claim that the mark stones that were previously installed were placed in their land hence alleging that the project owner had encroached on their land.



NB: We observed that several people in these communities claim that the mark stones that were previously installed were placed in their land hence alleging that the project owner had encroached on their land.

Actions Taken

- The neighbor bordering the land at Bugumira village was cautioned against encroachment on the project land.
- The team visited the area that had been swallowed by water and agreed that MEMD would bring a surveyor to verify the extent to which the water had submerged the land belonging to some of the community members.
- A telephone call was made to the manager of Victoria Treasure, a company that fenced off the land up to the river and agreed to remove the poles fixed.
- The LC 1 chairman Mr. Noah Ariong Etyang was approached and informed about the encroachment and the agreement made by the manager of the intended fish farm. He agreed to make a follow-up.
- A meeting with the members of the community was held with the police officer alleged to be involved in land encroachment. The police officer was cautioned to stop cultivating on the land.

Recommendation:

- There is a need for more security deployment to continuously patrol the project land boundaries. This will increase surveillance on the land and early detection of encroachments.
- There is a need to do community sensitization from time to time to inform the community of the project and the dangers of encroaching on the project land.
- Planting of mark stones as guided by the surveyor should be done faster to avoid further inconveniences.
 - UEGCL & MEMD should limit squatters stay on the land.
 - There is a need to plant trees at the borders. The type of tress should be the fast-growing type. Priority should be given to areas with eminent encroachment.
 - There is also a need to survey the land, have it expedited and certificate of Titles or other documents such as agreements be acquired as soon as possible. This will help avoid demarcation issues.
- There should be a follow-up on the case of Victoria Treasures, a company that has encroached on the project land. NEMA should be approached before it issues a license to this company to proceed with the fish farming.
 - An initiative should be taken by responsible people within the relevant offices to know the established project land boundary for institutional memory.
 - Local councils within the reservoir area should be empowered to protect the land from community encroachment and equally be made to understand their roles as government representatives.
 - There is a need for UEGCL to meet with the MEMD/ RAP team and the project coordinator to discuss the progress of the process of obtaining the gazettes and the certificates of title of project land that has been encroached on by formerly compensated members of the community on Kamuli side near the Right Embankment Dam.



Dr. Eng. Badru M. KIGGUNDU - Chairperson, Project Steering Committee (C) inspecting the progress of works in the Main underground power house at Karuma HPP during the committee's visit on 15th April, 2021.



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◀ Jackline Bahizi KAMBABAZI
Human Resource Manager

HUMAN RESOURCE OVER THE YEARS

As UEGCL celebrates 20 years, I want to use this opportunity to congratulate all the staff upon this achievement. Each of you has contributed to UEGCL's growth into what it is today. UEGCL started with a paltry of nine (9) staff but has since grown to the current 197 and is still growing. We envisage that in the next five (5) years, we shall have over 450 staff!!



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**450
staff!!**

As UEGCL grows, we also have to be cognizant of the fact that Human Resource Management trends have also evolved and this will be the main focus of this article which will form a basis for evaluation of whether UEGCL has been able to adapt.

The traditional organization is going away and this has become more profound in these COVID 19 times; Currently, workstyles and methods of engagement are becoming more agile with

more people working from home, working online and in open offices with co-worker stations (staff not assigned a particular workstation). We are currently developing a policy to support work from home and also take into consideration Flexi work.

With the automation of work, this means some professions may dissolve with a need for completely new skills. What does this mean for an organization like UEGCL? This is where our current plan to carry out a competence profiling exercise comes in handy; this will ensure that after the competence assessment, any competence gaps identified are quickly filled to equip staff with more relevant competencies that will enable them to transition with the times.

Human Resource Management twenty (20) years ago was highly administrative and mainly about managing personnel; however today, the new role requires HR to be a strategic business partner, a change partner, talent manager, coach, advisor and culture change agent. HR Professionals are now expected to understand the business and on top of that, they need to be trusted, respected, listened to but above all have a point of view and take a position at the central table. Despite all these changes, there is a need for HR to be the mediator by being the ears of the organization even as they link employee needs with organizational aspirations. The need to uphold confidentiality and maintenance of records

also remains paramount. The HR team at UEGCL is now focused on keeping up with the times by attaining new skills and being very intentional towards growth.

As HR trends continue to evolve, the HR function is also expected to evolve with the trends. Trends like receipt of email applications from candidates, use of a social and professional network to source candidates, improving brand visibility to attract talent and the building of a unique Employer Value Proposition (EVP) to retain talent. We have launched an HRMIS (Human Resource Management Information System) to automate HR processes among which is the recruitment process. Also, intentional moves to build a unique EVP are being implemented; for example, intentional staff engagement activities, staff recognition, career development opportunities, Graduate Trainee Programmes, stimulation of innovation, among others.

Two (2) decades ago, the use of social media especially at work was unheard of! When social media started infiltrating people's lifestyles, companies developed firm rules on the use of social media. Some of these were so stringent to the point of even blocking some sites. This however could not be sustained as the newer generation of employees came up with ways to beat the stringent rules. On realizing the employee capabilities, companies have since opted to develop social media policies to tap into the benefits of social media and also opted to sensitize

employees on the risks around social media and how these can be mitigated. This at UEGCL is supported by Social Media guidelines which are part of the Human Resource Policy and Procedures Manual.

We cannot talk about HR trends and miss out on the generational differences!

The workforce was made up of mainly baby boomers (1945-1964) and a few Generation 'Xers' (1965- 1981); Millennials (1982-1993) now make up the largest chunk of the workforce. This means that we now have a mix of different GENERATIONS working together including the current Generation Z (1994-2010).

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(1994-2010).

All these have their different generational personalities and expectations which must be acknowledged, appreciated and managed for continuous improvement and leveraging on the creativity and experience of the entire workforce. Leaders at UEGCL are periodically having engagements where aspects in this regard are brought to their attention for continuous

acknowledgement and seeking ways to benefit from the mix of GENERATIONS.

In conclusion, with the changing times and in the VUCA (Volatile, Uncertain, Complex and Ambiguous) world that we currently live in, HR professionals increasingly need to use data to inform their organization's strategic decisions. This data will help companies

improve everything from recruitment to health and safety to team performance. There is also a need to assess the current workforce, create employee development plans, succession plans, perform gap analysis and also find ways to increase resources for the future and at the same time develop predictions for future trends to stay ahead of the times.





◀ Godfrey RWAKAFUNJO
Civil Engineer – Isimba HPP

MICHELLE, KAPLAN AND CONCRETE; Why they all matter to you.

I have been squeezed to the wall by GeNews Issue 7 readers often chastising “Engineer, you promised another series in Issue 8 and we can’t wait”. At first, I brushed it off until it became more recurrent. Forget those loan payment reminders that surface every 29th of each month, this was trailing in like that daily invitation message for a wedding meeting of

a distant nephew you’re planning not to attend. I’m your witter and you’re my dear readers I treasure relationships and often deliver as promised.

Let’s get to the gist of the matter

Back to Michelle – Yeah Michelle: I see you are smiling because you recall her from issue 7, one thing

that differentiates us (Ugandans) from the rest of the world is our desire to know the happy ending, but these days it normally ends in tears.

First, halt! take a standstill, let us shift a little bit and take another projectile path to issues of national importance.



Celebrating

20

years of UEGCL

“spinning the turbine”

800

revolutions per minute (rpm) is exactly what the four Kaplan turbines of Isimba do 24hrs 7days a week.

Celebrating 20 years of UEGCL “spinning the turbine” 800 revolutions per minute (rpm) is exactly what the four Kaplan turbines of Isimba do 24hrs 7days a week.

The Gigantic energy that is spurring growth in industries, powering offices, schools and hospitals can be seen evacuating through the 132 kV high voltage line. The other sister Kaplan turbines from Kira and Nalubale have been doing it and they’re veterans in the field.

The rumbling water, the trill, the sound of a Kaplan turbine, the hydraulic jump of water through the spillway is all breath-taking. At the amazing Hydropower Sector all branches of engineering come together to create a phenomenal system; call it a Generating Asset. From Civil, Electrical, Mechanical and Environmental Engineering. Again! what’s with Operation and Maintenance, are we

going to maintain the Isimba plant for GENERATIONS? Of course, YES. UEGCL motto “Generating for GENERATIONS” is visionary and has placed rather a heavy load for us to carry on. The Dam Civil structures (normally composed of the embankment, concrete both reinforced and non-reinforced as well as steel structure) of Isimba are designed to last for 100yrs. In summary, the plant will be in operation up to 2119. The onus of responsibility to the future generation lies in our hands. In his later days Roh Moo-hyun had an obsession with GENERATIONS, he often quoted “Let us make future GENERATIONS remember us as proud ancestors just as, today, we remember our forefathers”

Whereas most generation technologies (Hydro and Electro-Mechanical) have a life of 20–40 years, a well-maintained hydropower facility can operate for more than 100 years



a well-maintained hydropower facility can operate for more than

100 years

Theodore Roosevelt Dam in the US has been in operation for the last 110years generating 36MW, supplying

water for irrigation as well as flood control. Hoover Dam (2,080MW) has been operating for the last 85 years while our Nalubale (180WM) is 67yrs and still generating.

Therefore, concrete structures which are the core components of every dam, when continuously maintained in good condition can last for decades without major work or overhaul, whereas facilities allowed to deteriorate require constant attention and frequent major refurbishment.

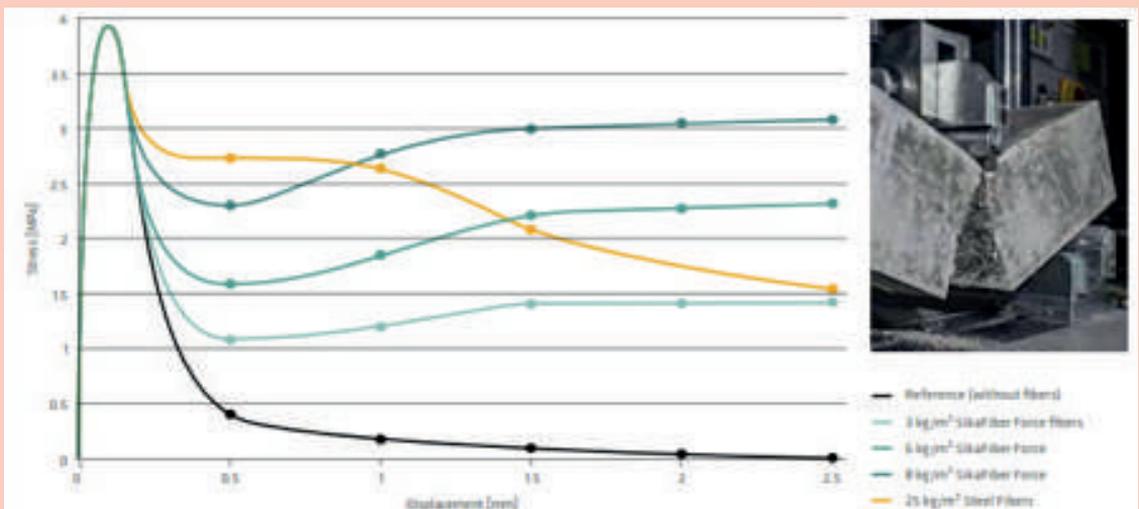
To appreciate the magnitude of concrete deterioration over time one needs to fully understand the Concrete creep coefficient and shrinkage strain as stipulated in EN 1992-1-1:2004+AC2:2010. Concrete creep coefficient is often expressed as: $\beta(t,t_0) = [(t - t_0) / (BH + t - t_0)] 0.3$, where time t is given in days.

This is the sole reason time measured in terms of “GENERATIONS” is a critical factor.

Concrete is an inexpensive, durable, strong and basic building material often used in dams for core water retaining walls, spillways, stilling basins, control towers, and slope protection. Any long-term deterioration or damage to concrete structures caused by flowing water, chemical attack, carbonation, imposed loads, or other natural forces must be corrected. Neglecting to perform periodic maintenance and repairs to concrete structures as they occur could fail the structure from either a structural or hydraulic standpoint. This in turn may threaten the continued safe operation and use of the dam.

Concrete technology is on global spontaneous growth, reputable companies are investing millions of dollars in research and innovation.

- One of the most recent developments in concrete repair has been the use of synthetic materials for bonding and patching. Epoxy-resin compounds are used extensively because of their high bonding strength.
- The second is the emerging use of Fiber-reinforced concrete that is ideal for improving the durability and toughness performance of concrete and mortar. Fibbers in concrete help reduce shrinkage cracks, increase strength, increase energy absorption and reduces dangerous spalling at high temperatures.



EN 14651 Residual Strength Test on a fibre reinforced concrete vs one without fibres

These new developments complement the other recently but now widely used technologies that include: concrete injections & grouting, waterproofing admixtures, rapid hardening admixtures, light-generating concrete, 3D printing, crystallisation technologies and use of geosynthetics all geared at enhancing concrete properties.

Preventative Maintenance is what every structure need and it's what the Isimba Hydropower Plant facilities receive. Proactive

approaches have been adopted by Isimba HPP teams, including regular inspection, spot rectification of any defects and involvement of external experts. Maintenance standards and manuals come in handy to ensure sustainability, thus a robust facility will be handed to the next GENERATIONS.

So yeah, it ended in tears with Michelle because a new relationship needs a lot of commitment, care, vision and focus; just like a new Hydropower Plant.

KARUMA HPP CSR: COMMISSIONING OF MASINDI UPDF BARRACKS HEALTH CENTRE IV

DATE: 16TH APRIL, 2021



Facilities:

1. Laboratory
2. Surgical Ward
3. Theatre
4. Mortuary
5. Nurse houses (2)
6. Doctors' house (1)
7. VIP latrine



Hon. Dr. Mary Goretti KITUTU - Former Minister of Energy & Mineral Development accompanied by H.E Jiang Ji QING - Economic & Commercial Counsellor - Embassy of China cut the ribbon to commission the Masindi UPDF Health Centre IV constructed under the 600MW Karuma HPP CSR.



Hon. Dr. Mary Goretti KITUTU - Former Minister of Energy & Mineral Development planting a tree at the health centre IV.



Hon. Dr. Mary Goretti KITUTU - Former Minister of Energy & Mineral Development (R) & Hon. Eng. Simon D'UJANGA - Former State Minister of Energy stand in honor of the national anthems at the commissioning ceremony



H.E. Jiang Ji QING - Economic & Commercial Counsellor - Embassy of China officially hands over documents of the newly refurbished health centre to Hon. Dr. Mary Goretti KITUTU.



Hon. Eng. Simon D'UJANGA - Former State Minister for Energy addressing the guests during the commissioning ceremony.



The fully equipped theatre at the health centre



Hon. Rtd. Col. Charles ENGOLA - Former Minister of State for Defense (R) receives official documents of the health centre on behalf of UPDF from Hon. Dr. Mary Goretti KITUTU (L).



Maj. General Sam OKIDING - Commander Masindi Artillery Division, UPDF delivers his speech



Andrew GENA
Electrical Technician IHPP

WHY WE NEED CONTINUOUS AND SUSTAINABLE IMPROVEMENT IN ELECTRICAL SAFETY.

The key to sustainability involves leadership.

Quality organizations do more than the status quo; they go an extra mile and that is where great leaders come in. Interestingly, great leaders can come from anywhere in the organization. This can be anyone who understands the system of continual improvement

and how to get all the accountable stakeholders working together. It might be an experienced electrical technician who is allowed to design an electrical safety program using recognized standards and has the backing of a wise manager who understands that great leaders need effective people to execute the task.



I strongly believe UEGCL staff at the Isimba hydropower plant achieved zero lost time injury due to electrical hazards because of the great leaders in place.

I strongly believe UEGCL staff at the Isimba hydropower plant achieved zero lost time injury due to electrical hazards because of the great leaders in place.

The collaborative effort of a multidisciplinary team, an inspection of the electrical equipment, maintaining the electrical equipment's insulation, enclosure integrity and operational reliability, planning every job and document first-time procedures, de-energize electrical circuit before work, Anticipating unexpected events, identify and minimize the hazard, protect the worker from shock, arc and other hazards, Use the right tools and PPE for the job, Report and investigate incidents and near misses, written work procedures and using standard operating procedures. The company has all reasons to celebrate two years of operation of the Isimba Hydropower plant with zero lost-time injuries to her staff. (This paragraph is a bit lengthy and the point is missed, I do not know if the editorial team can try to minimize the content)

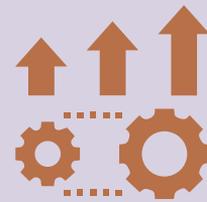
Benjamin Franklin once said, "For every minute spent organizing, an hour is earned." The other side of the same coin is true. The key concept is the word sustainability. Those that open their eyes to the possibilities of the expert knowledge available will have the potential for continual improvement. It does not matter where you are today, as long as you do not stand still or go backwards. Sustainability requires

effective individuals who are empowered by great leaders. The sustainability model needs a process to build a program that is important and enduring. This would include the alignment of an electrical safety program to facilitate, rather than hinder, an achievement. The system inspires trust amongst staff that will allow them to make the best use of time, money and resources. Using a health and safety policy as the skeleton and framework of the electrical safety program clarifies its purpose, establish metrics for achievable goals and, most important for sustainability, and demonstrate to individuals that their work is contributing to the goals of a sustainable electrical safety program. It is important to establish a system and method that will allow for effective implementation. An established system will make provisions for a team of individuals whose purpose is to improve electrical safety.

Sports analogies help recognize these opportunities within the workplace. Hockey in the old days was played with great intensity, fast skating, hard checking, and shooting. Work harder than the other team, and we win. Teams looking for an edge over their competitors started to develop "effective systems" designed to break down the other team and increase their chances to win. The left-wing lock is a controlled fore-checking "system" that was popularized by the Detroit Redwings to the great dismay of those that played against them. The Red Wings were the dominant team of this

period. It would have been simply unheard of not very long ago to employ such an effective system.

The opportunities abound for those willing to use a recognized health and safety standards to execute their electrical safety program. The Deming cycle "Plan—Do—Check—Act" accomplishes exactly that.



PLAN: Design electrical safety program and components to improve results, establish goals, identify resources, establish responsibilities, identify measures of success. DO: Implement the plan and measure its performance. This includes training, hazards assessments, work practices. CHECK: Assess the measurements and report the results to decision-makers. This includes audits, skill and knowledge assessments, incident investigations. ACT: Decide on changes needed to improve the process. Review progress with management, re-evaluate needs and gaps, re-establish management commitment.

PLAN: Design electrical safety program and components to improve results, establish goals, identify resources, establish responsibilities, identify measures of success. DO: Implement the plan and measure its performance. This includes training, hazards assessments, work practices. CHECK: Assess the measurements and report the results to decision-makers. This includes audits, skill and knowledge assessments, incident investigations. ACT: Decide on changes needed to improve the process. Review progress with management, re-evaluate needs and gaps, re-establish management commitment. managers who were in charge and control of the work station where a worker(s) was injured on their watch. Being challenged in a court of law by aggressive lawyers wanting to know what they were doing to protect those under their care can be a debilitating experience for those in charge. The guilt suffered is only compounded if the injured worker is a friend, colleague or young worker. The classic story of knocking on the door to

tell the spouse of a tragic incident is a moral cost that no one ever wants to endure. The moral costs can also seriously affect the culture in your organization that can affect the financial bottom line as well. The financial side of an electrical incident involves direct and indirect costs and can be a disaster for the company involved. Damage to process the equipment lost production, environmental cleanup and legal costs, as well as the reputation of the company in the local community, can all be factored in. Cause investigations, insurance premium increases and the displacement of staff from regular duties add up very quickly. Contractors who must maintain an exemplary safety record to bid on jobs can be devastated very quickly, from an economic point of view. The costs of hospitalization can be very significant for electrical burn victims running up into the millions of dollars and can continue for years after the event. In the financial aspects of the business case described above, there may be a “hidden” value to the business or enterprise. Most

businesses are dependent on electrical technology for energy, control, data, and communications essential to their operations. An organization that manages its electrical safety program as an asset, rather than a cost, will likely find opportunities to derive benefits across a broad set of business performance parameters. When mishaps occur in critical electrical and control systems, a more likely consequence than injury occurs for example disruption of the operations. In a hydropower plant, an incident resulting in disruption to operations can have very high significant financial losses, loss of production, damage to facilities and equipment.

Continuous improvement should be one of the objectives of an electrical safety program and the Deming cycle Plan—Do—Check—Act model provides a widely accepted methodology, however, the underlying goal should be zero electrical incidents and injuries.



中国水利电力对外有限公司
China International Water & Electric Corp.



183MW ISIMBA HYDROPOWER PLANT AND ISIMBA-BUJAGALI INTERCONNECTION PROJECT

CWE was contracted by the Government of Uganda under an EPC contract to construct the 183MW Isimba HPP. The Project was initially made up of 2 critical parts; First, dam with a length of 1599 meters in axis and a height of 36.9 meters at the maximum. Second, is the 42km 132Kv transmission line.

Later, the Employer and the Contractor mutually agreed to split the scope of the Facilities stipulated in the Contract into Component 1, covering the hydropower plant and Interconnection project and Component 2, encompassing the Public Bridge with approach road and the 3.5km Access Road.

Component 1 of the project was commissioned by H.E. Yoweri Kaguta .T. Museveni on 21st March, 2019. Consequently, the president again commissioned the Isimba Permanent Bridge in January, 2020. Currently, CWE is focusing on treatment for remaining snags and defects under the supervision by UEGCL and the OE.

During project implementation, CWE has had a number of CSR interventions in both Kamuli and Kayunga districts. These included; donating agricultural machinery, carrying out monthly medical clinics, Rehabilitation of schools, and donating millions in cash and logistics to the MoH during the onset of the Covid-19 pandemic.

CWE remains committed to supporting the socio-economic transformation of Uganda.



Vincent KISEMBO
Monitoring and Evaluation Officer

STAKEHOLDER ENGAGEMENTS AND LESSONS LEARNED; A CASE OF ISIMBA 183MW HPP IN KAYUNGA AND KAMULI DISTRICTS.

For starters, stakeholder engagement is not a new phenomenon. Stakeholder engagements and management are as old as Human Civilization and that God Himself was a managerial stakeholder and a corporate partner whose profits could be distributed to the poor at the end of each year (Key, 1999, P. 319). At Uganda Electricity Generation Company Limited (UEGCL), Stakeholder engagements took a center stage at the time when Isimba and Karuma Hydro Power Projects were being planned for construction in 2008 and beyond. However, Stakeholder engagement went to the climax at the time of designing and subsequent implementation of the Community Development Action Plan (CDAP) under the Isimba Hydro Power Project in 2018.

The Community Development Action Plan (CDAP), involves a series of community-driven improvement initiatives in basic social needs of the modern world including interventions in Health, education, water and sanitation,



(CDAP), involves a series of community-driven improvement initiatives in basic social needs of the modern world including interventions in Health, education, water and sanitation,

livelihoods among others that are geared towards supporting host communities of UEGCL hydropower plants, to overcome social-economic pressures that were brought about as a result of the construction of hydropower facilities. The aim of CDAP, too, is to improve the social-economic wellbeing of the host communities.

Since 2018, UEGCL has been able to collectively identify local and national stakeholders to help the company implement its social and environmental plans in a manner that ensures the sustainability of any intervention in the communities. Precisely, UEGCL stakeholders include District Local Governments, Local Civil Society Organizations, cultural establishments and other

government ministries. UEGCL stakeholders are continuously engaged, through organizing public meetings (before Covid 19), engaging through public radio stations and round table meetings. The purpose of these engagements is to ensure that all community-driven projects are collectively and participatory planned, implemented and monitored in a sustainable manner as a means for enhanced sustainability of these community projects.

In the last two years alone, there are several

infrastructures at selected schools and Health Centers that have been constructed under Isimba 183 HPP in Kayunga and Kamuli Districts. Notable in Kayunga include; Nakatoke P/S, Busaana Secondary School, Nakakandwa P/S. In Kamuli District, infrastructures among others are; Nankandulo H/CTV, Mbulamuti H/CTV, Kiyunga HC111, Buluya HC11 These facilities have notably improved the livelihood status of the host communities since the facilities are addressing the critical needs



These facilities have notably improved the livelihood status of the host communities since the facilities are addressing the critical needs

that were identified by the communities/stakeholders themselves without any influence from UEGCL.



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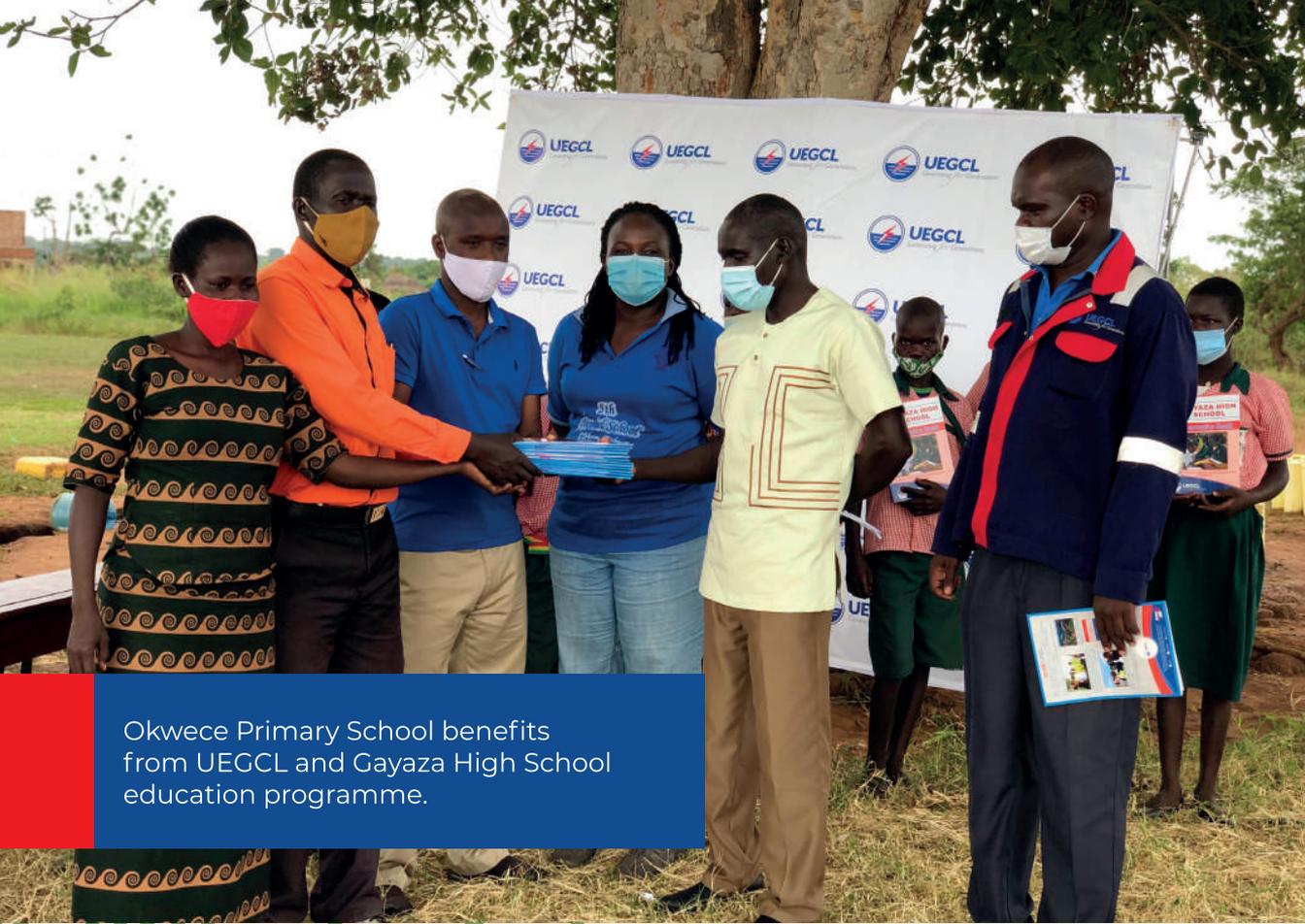


Lessons learned as a result of our engagements to stakeholders

- a) UEGCL continuous social monitoring and evaluations that are routinely conducted, indicate that incorporating ideas of host communities in community-driven projects such as CDAP contributed to the success of projects that have been implemented in the Districts of Kayunga and Kamuli. These projects include an establishment of infrastructure at selected schools and health centers. Schools and Health facilities where such infrastructure was put, were identified by communities (key stakeholders-users).
- b) UEGCL has also learnt that when different ideas are sought and incorporated in the agenda of the project, the result is ownership, continued monitoring, and sustainability of the project even after completion.
- c) UEGCL planning platforms are organized and exclusively managed by its stakeholders without disadvantaging any group. Our stakeholders at the local level, attest to this approach as people-centered which other state and non-state actors can, too, learn and replicate in their programming.
- d) Development programmes like Community Development Action Plan (CDAP) require a participatory decision-making approach to satisfy the growing aspirations of the people.
- e) UEGCL has learnt that Stakeholder engagements in community-driven projects are a natural result of empowerment and that empowerment for decision making is not an end in itself, but is an objective of development. This, therefore, signifies that even in the subsequent future planned projects, UEGCL will strive to ensure that stakeholders are allowed to participate in the entire projects cycle for sustainability.
- f) UEGCL has learnt that Stakeholder participation can facilitate coordination and cooperation between the UEGCL and the host communities (Key Users of CDAP).
- g) It was observed that the effectiveness of planning in rural funded programmes like those that host our Hydropower Plants depends on the ability of management to engage the stakeholders in the planning process.



Rt. Hon. Rebecca Alitwala KADAGA- Former Speaker of the Parliament of the Republic of Uganda cuts a ribbon on a plaque at the newly constructed Buluya HC 2 General ward. This was during the Isimba CDAP commissioning in Kamuli District.



Okwece Primary School benefits from UEGCL and Gayaza High School education programme.



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Night view of the newly commissioned Isimba Public Bridge.





UEGCL Dam Safety Engineers gesture during their routine inspections at Isimba Hydropower Plant.



Alan Denis OROMA, Moses MUHUMUZA,
Richard KEPO and Samuel AGABA

UEGCL WALKS WITH KARUMA COMMUNITIES TOWARDS A BRIGHT FUTURE.

The Government of Uganda, through the Ministry of Energy and Mineral Development (MEMD), with Uganda Electricity Generation Company Ltd (UEGCL) as the Implementing Agency, is developing the 600 MW Karuma Hydro Power Project along the River Nile to increase electricity generation at affordable costs to support the country's social and economic transformation. UEGCL implements the Community Development Action Plan (CDAP) for Karuma Hydropower Projects. CDAP mitigates increased pressure on local social infrastructure, social services, livelihoods, and natural resources, expected to arise from the implementing projects in Kiryandongo, Oyam, and Nwoya Districts. CDAP strengthens community systems to withstand social service pressures by creating stability in services used by host communities.



There has been a population increase and urbanization within Karuma due to the large army of workers at the power plant development and demand for social services.

There has been a population increase and urbanization within Karuma due to the large army of workers at the power plant development and demand for social services. CDAP contributes to stabilizing the social structure for a well-functioning Karuma community alongside the hydropower station. In implementing the CDAP programs, socio-economic studies interrogated the priority needs of communities in thematic areas of education, health, rural electrification, water and sanitation, livelihoods, and environmental conservation using participatory approaches.

CDAP is a government program implemented using phased approaches of resource allocation and prioritization. In the first phase, Government prioritized education infrastructure. This phase includes 12 teachers housing units, Six classroom blocks, and three five-stance VIP latrines. The infrastructure is in three schools, located in Kiryandongo, Oyam, and Nwoya Districts namely, Purongo, Nora, and Dima Primary schools, while the second phase will follow in the next financial years. Engagements with stakeholders, including community leaders, local politicians, district officials, school administrators, and contractors, implemented. The perceptions of stakeholders provide essential feedback. In engagement with several stakeholders, their perceptions indicated that; UEGCL met our expectations by agreeing with the proposed sites (Akot Polly Susan-Head teacher Nora Primary School). Thus, some stakeholders from the project host communities view the CDAP delivery as meeting their expectations.

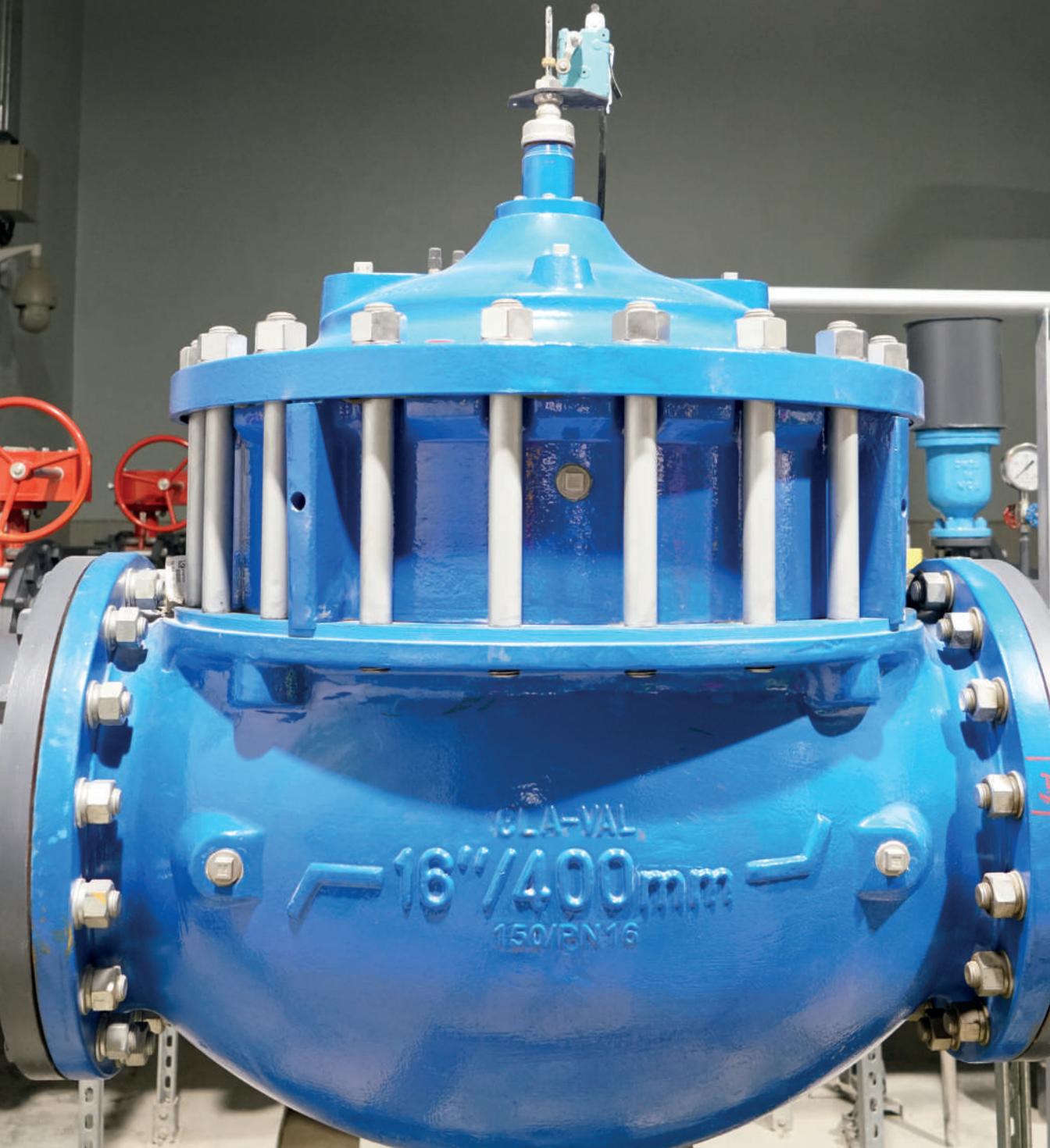
CDAP works at Dima Primary School is good news to the host people and community since the community needed education infrastructure (Mutunda Sub-County Council Speaker-Dabanja Bosco Maya). The head teacher of Dima Primary School adds that; this support to the school for constructing classrooms, latrines, and teacher's houses is excellent; for which she acknowledges UEGCL work. Local politicians from Nwoya noted that; The community would benefit from the project, and as Purongo sub-county, we have much interest in the CDAP Project (chairperson LC III, Purongo Okot John Bosco).

The headteacher of Purongo Primary School, Mr Odong Boniface Ochan, said that CDAP engagement was fruitful and participatory for all participants and appreciated UEGCL for the community-led approach in project implementation.

In the case of Oyam, the chairperson, Kamdini Sub-county (Mr Ogwang Sam Paul), notes that; the long-awaited CDAP project will address the challenges faced by Nora Primary School; this engagement has been beneficial because it has provided knowledge about the project.

In conclusion, CDAP infrastructural development in the education sector is a community gem. Education institutions and communities showed appreciation, indicating that the project will address school needs and benefit the community. The classrooms, latrines, and teacher's houses will resolve challenges of pupil classroom ratio, pupil latrine ratio, and teacher's accommodation and improve education standards.

Drainage and dewatering room in the Main Underground Powerhouse at Karuma (600MW) HPP.





◀ Brenda Nakyasi OWOR
Customer Care Officer IHPP

INNOVATION: THE ENGINE OF ORGANISATIONS.

The existence, growth and development of any organisation has a lot to do with the values that it holds fort. For any institution to grow, flourish and develop there are aspects that are held so dear, so fondly and so generously. Even the smallest institution of a family has values. Well this is not any different from UEGCL. For two decades now she has celebrated a life due to her adherence and compliance to the company's core values. One of the values that has interested my mind over the time is innovation.

UEGCL's continued promotion of this value has seen the company spout in many diverse ways so let's engage our minds here.

Innovation is crucial to the continuing success of an organization, and one may wonder how well a person can remain relevant in an organization in this fast moving world as a layman puts it. It involves creating and developing more effective processes, products and ideas for a business or an organization. One ought to think of ways of how to work better and smarter. This calls for a high degree of self-assessment, internal reflection and research. Notably, to say, it sets the pace for innovative thinking. Well, with the current times, the effect of this pandemic has had many organizations and companies debating on how they can remain on top of their game and ensure that their largest resource is well utilized. Staff work in shifts, others from home, travels are limited, and many have opted for automated machines to do some of the assignments. This pops the big question where does this leave you?

The need for continuity in business calls for enhancement of skills to prove relevancy. The IT world has taken on the raise by providing reliable platforms where business continuity is guaranteed. Online applications such as Webex and Zoom that had previously been considered less impactful have come to life since meetings are held online. The need for real-time delivery without conflicting efficiency has sent companies to derive ways of working better. UEGCL prides in having Innovation as one of her core values. The promotion of this ideology has caused many advancements in the manner of nurturing and growing it. The recently concluded Research and Innovation Workshop is one of the testimonies to this.

Staff were encouraged to submit written content on how the service of power generation can be improved, notwithstanding the need to safeguard the company assets and resources. Reference made from real experiences at the different work stations and these laid a benchmark for the recommendations to avert the reoccurrence. The benefits of Innovation outweigh the shortcomings, hence explore some concerning UEGCL. Innovation improves productivity; A great deal can be done if the ambiguity in processes and bureaucracy is cut out. Improved productivity makes work and service delivery gainful and meaningful, what better way to keep staff engaged and productive.

Reduction in costs; Operational costs are directly proportionate to the time spent to materialize a task or deliverable. Innovation helps derive

means of how to shorten the time without jeopardizing the quality of service.

Increased competitiveness; rewarded innovation breeds healthy competition among staff and companies as well. Once innovative ideas are celebrated; staff are trickled to derive new ways of process controls that shall win them that recognition and improve service delivery. Breeds new relationships and partnerships; piloting innovation grows new relations with business departments. Innovation is directly related to I.T therefore, companies in the same line of business can come up to support the improvement, testing, and critiquing a given idea. Improves profitability; when processes are streamlined, room for error reduces. The cost of maintenance and correction of mistakes is minimal, hence profitability.

Improves the organization brand through increased publicity; Companies have outgrown being secretive about their successes in the field of innovation. They freely share their content with the world on different media forums. This accelerates brand visibility and growth.

A lot can be penned down in this area, however it is the primary focus of an employee to actively participate in sessions that can foster the growth and stimulation of this attribute. Don't be left out, accept the new normal. As UEGCL we believe our proprietors had envisioned how important innovation has helped our organisation evolve for the past 20 years.



◀ Margaret KOOJO
Personal Assistant to CEO

A LUNCH DATE WITH MAGGIE

Tell us about yourself

My name is Margaret Koojo OJAMBO, a secretary by profession. Over the years, I have acquired various Certificates in Executive Personal Assistants, Management and other related areas.

When did you join UEGCL and in which position?

I joined UEGCL in October 2003 as an Administrative Assistant which role was majorly to give administrative support to the then existing Management. I served in this capacity for 4 years (2003- 2007). In the year 2008, there was a structural review and I was promoted to the position of Personal Assistant (PA) to the Managing Director/ Chief Executive Officer (CEO) a role I currently hold. I have served UEGCL for a continuous

uninterrupted period of seventeen (17) years thus making me a long-serving employee of UEGCL.

What changes have you seen over the years?

At the time I joined UEGCL in 2003 the company was still in its infancy stage having been disbanded from the then Uganda Electricity Board (UEB) in 2001. The Top Management team was comprised of 4 members i.e. the Managing Director, Manager Finance & Administration/Company Secretary, The Technical Manager & The Senior Civil Engineer.

During these 17 years, I have seen UEGCL grow from a 4-Man Company to currently over 200 employees with 15 members of Top Management.

Do you think the brand of UEGCL has grown over the years?

The Brand has also grown as our mandate has also changed from Concession Monitoring to the Development of Hydropower Stations and other Renewable Energy Projects. Concession Monitoring was for two (2) dams i.e. Nalubaale & Kiira, currently, we have 183MW Isimba up and running, 600MW Karuma HPP will soon be commissioned, Nyagak 6.6MW & Muzizi HPP are ongoing and see plans for more to come.

Tell us about one of your best moments while working at UEGCL so far.

One of the best and greatest time at UEGCL was in 2005 when UEGCL Management Team was presenting to Public Accounts Committee (PAC) and the Chairperson

PAC demanded a female presentative on Team. I was there to fill that gap since I was the only lady in the Company. That was the first time I stepped into Parliament - I am yet to see any other that surpasses that.

Some other great moments were:

- My first time on the Plane was in 2004.
- Promotion from Administrative Assistant (AA) to Personal Assistant to CEO- 2008- to date.
- Working with the CEO, comes with a lot of learning/career development &, growth, fame and respect.

What has driven you over the years in UEGCL?

CEO's Office is the apex of the UEGCL pyramid while working in this office it gives me an opportunity to interface with high-level stakeholders (both internal and external) in person and in communication which requires a high level of maturity, professionalism, efficiency & commitment.

What do you like about your job?



I love working in CEO's Office as a PA because I have some degree of control and freedom within my job

I love working in CEO's Office as a PA because I have some degree of control and freedom within my job and I am valued for my opinions no matter how

small they are. Get rewarded for my contributions, CEO trusts me to produce quality work and therefore I work hard to maintain that, which keeps me busy and engaged. The work environment is secure, neat and safe since Safety is one of our core values. CEO appreciates my effort, a simple positive remark like, "thank you" motivates me a lot, I feel positive about the contribution I have made to the Company for the last 17years.

What benefits have you got out of your job here at UEGCL?

- I have an identity, not just a name.
- I have the widest smile while seeing the text of monthly salary
- Having friends at work make working fun! My job allows me to meet numerous new people who can be either my friends or mentors.
- While at UEGCL I have managed to educate my children.
- When one is young and having a rocking life, you do think about what will be after retirement. Well, my job has a solution for that, UEGCL has schemes i.e. NSSF & RBS, (retirement benefits scheme) which leads towards a tension-free retirement life.
- Improving me as a person, learning the skills will certainly

help me in fulfilling my purpose. as PA-CEO I add value to the organization and ultimately to the world.

- UEGCL has leave benefit offers that are fully paid, not common in other organisations.
- I have grown a family of Friends while at UEGCL
- Lunch and breakfast are served to all staff at no cost, no worry about lunch /breakfast this keeps staff engaged and productive.
- Training is expensive while self-sponsored, but UEGCL offers training to its staff as it develops career growth and development.
- Therefore, over years I have an everlasting satisfaction of a contribution to the growth of the country, particularly in the Energy Sector.

What plans do you have for retirement?

When I retire in 2years time I intend to go into commercial farming.

Advice to the younger generation or staff to work well as you have done over the years

I advise the younger generation or staff to work hard, be patient, be smart on every task, and produce quality work.

#STAYSAFEUG

CORONA VIRUS PREVENTION



*Only get information about Covid-19 from
the official Ministry of Health platforms.
Avoid peddling misinformation.*



*Elbow bumps and namaste for now.
Save the handshakes & hugs for later.*

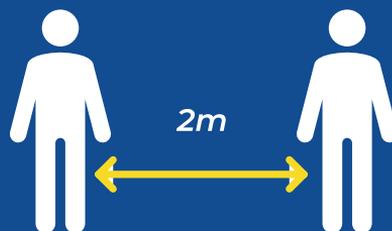
Emergency Toll free number: 0800-990-000

#STAYSAFEUG

CORONA VIRUS PREVENTION



*Rub hand sanitizer all over your hands,
making sure to get between your
fingers and on the back of your hands.*



*Social distancing only works when
we all participate.*

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Congratulations Upon The Successful Commissioning Of Isimba Hydropower Station

Inside the Isimba (183MW)
Main Power House as seen
from Unit #2



2

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