

# GENEWS

THE OFFICIAL UEGCL NEWSLETTER Issue 11 | 2024



**UEGCL**  
Generating for Generations

**Theme**  
*Capacity Building: A cornerstone of  
Operational Excellence at UEGCL*



## WORD FROM EDITORIAL

**Enock KUSASIRA**  
Head Communication & Corporate Affairs

Dear Readers

Welcome to the pages of yet another ISSUE of our bi-annual newsletter, GeNews, entitled **“Capacity Building: A Cornerstone of Operational Excellence at UEGCL.”** In these pages, we bring to you a package of information, testimonies and insights regarding the critical role that capacity building plays in driving our agenda forward and maintaining our operational excellence.

At UEGCL, we are firm in the belief that continuous professional development and learning are essential to the core of our business success. In this ISSUE, staff are showcasing their commitment to development and

adoption of advanced technologies. The bold statement is that these programs do not only help enhance operational efficiency but also play a vital role in fostering a culture of innovation and resilience.

Dear reader, in here, you will find articles focusing on a plethora of training programs, workshops, and a myriad of innovations that have been instrumental in advancing our team’s expertise. It is an exciting reading with personal stories from our staff who have benefited from these opportunities. The testimonies help to point to a tangible impact of capacity building on professional development of staff.

From the stories, it is clear that a building can only be as strong as its foundation. The driving force of any organization is the people and the people constitute the organization’s capacity. By equipping our employees with the necessary tools and knowledge, we are ensuring that UEGCL remains a leader in the energy sector, ready to meet future challenges head-on.

I hope and pray that, as you dive deep into the thick of the subject of this Newsletter, you will gain full insight into the fact that capacity building programs at UEGCL, are deliberate plans designed to allow the company realize its vision, mission and core values.

Enjoy the reading!



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**DR. ENG. HARRISON .E. MUTIKANGA**  
Chief Executive Officer

## CEO'S FOREWORD

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

Dear reader,

I welcome you to Issue Eleven of our bi-annual Publication, GeNews newsletter. The theme of this edition "Capacity Building: A Cornerstone for UEGCL's Operational Excellence", captures one of our strategic priorities which is none other than enhancing the capabilities of our team and ensuring that we remain an integral player in the electricity sub-sector.

UEGCL has over the years experienced exponential growth following the expansion of its operations and maintenance base especially with the takeover of the 50MW Namanve Thermal Power Plant, the 380MW Nalubaale /Kira Power Plants and now

the recent addition of the 600MW Karuma HPP. Our key focus now is to develop a robust talent management framework, development of leadership and succession planning strategies as well as putting in place staff retention initiatives through very formidable capacity building programs. Our Capacity building plans are anchored in the desire to have the right people with the right job skills. We are very intentional at promoting knowledge management for organizational learning and career growth

We fully appreciate that the human resource is the greatest of all resources-our employees.

Any successful organization's quest to sustain performance improvement strategy is underpinned by its desire to improve the knowledge, skills, and dedication of its team as a way of ensuring its success. As such, capacity building is not just a strategic priority; it is the very foundation upon which UEGCL anchors its operational excellence. By investing in continuous learning and professional development, we empower our employees to innovate, adjust, and excel in their roles.

This edition therefore highlights some of the celebrated initiatives and milestones in our journey towards robust capacity building. It is important to emphasize

that UEGCL has hugely benefited from specialized training programs, collaborative projects and leadership development, and as such, each story in this edition underscores our deep commitment to fostering a culture of excellence and growth.

As we celebrate a growing mandate and expanded business

portfolio in the energy sector, it is important that we remain keen and eager to do more in building our internal capacity. Our focus on capacity building ensures that we are not only prepared to meet current challenges but also to seize future opportunities as they arise. With support from all our stakeholders, we are building a

knowledgeable and highly skilled workforce that will drive UEGCL's continued success. Thank you all our stakeholders for your support in the publication of this edition. Your collaborative spirit is an energizer to us and we can only promise to continue our sacred duty of Generating for Generations.



*We fully appreciate that the human resource is the greatest of all resources- our employees. Any successful organization's quest to sustain performance improvement strategy is underpinned by its desire to improve the knowledge, skills, and dedication of its team as a way of ensuring its success.*





# A CHAT WITH DAVID ISINGOMA, CHIEF STRATEGY AND BUSINESS DEVELOPMENT

**David Kaahwa ISINGOMA**  
Chief Strategy and Business Development Officer

### What's your name and current position at UEGCL?

I am David Isingoma, the Chief Strategy and Business Development Officer at UEGCL. Congratulations on the launch of the new 5-Year Strategic Plan 2023-2028. How has the journey been so far, one year into implementation? From a bigger picture, the implementation has gone smoothly. However, I want to point out a few issues. The

rollout of the plan was delayed and launched nearly in the second quarter of the financial year, missing a quarter in the implementation. But over time, we have picked up the pace in implementing the strategy. During its first year of implementation, the biggest achievement has been the issuance of the Completion Certificate for the 600 MW Karuma plant. We have also built collaborations with different strategic stakeholders to further

fuel our agenda as per the new strategy. Over the same period, we have registered a gradual increase in energy sales due to robust operations and maintenance practices at all our plants. Moving into the second year of implementation, we intend to emphasize the need for the financial sustainability of our company.

**The new strategic plan emphasizes effective capacity building for operational excellence.**

“  
*During its first year of implementation, the biggest achievement has been the issuance of the Completion Certificate for the 600 MW Karuma plant.*”

### How is your department driving this plan across the company?

Capacity building is one of the key aspirations for the company. As a strategy, we have marketed the strategic plan and highlighted the importance of capacity building as UEGCL widens its operations. We have established healthy ties with the Norwegian, Indian, and Swedish governments regarding funding different

training programs for our staff. We also have proposed collaborations with the Egyptian government, which we hope will lead to more viable training opportunities.

### According to the new developments, each UEGCL-operated power plant will be run under the Internal Performance Contract (IPC). How will this improve operational excellence?

The IPCs have been designed to be

collaborative, where both the Head Office and the plant have obligations to fulfil. Plant staff have Key Performance Indicators (KPIs) that will drive the efficiency of our operations. Furthermore, IPCs give plants the autonomy to find solutions to their problems, but where needed, we guide the Head Office. Finally, when staff perform well, they receive incentives. All these factors drive operational excellence.

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## BUSINESS EXCELLENCE: THE NECTAR FROM ENHANCING STAFF CAPACITY

Eng. Dennis Williams SSEGAWA  
Manager Strategy Execution (SBD)

As the roses and lilies wither by the day, it has been undoubtedly intimated that any academic qualification starts to regress in value immediately after its award. Well, the sound of this is akin to barking up the wrong tree but upon deeper scrutiny, ...where's the lie? Whereas a reasonable debate could be taken with a pinch of salt, and may be inconclusive, the interrogation would rather seek the rationale upon which this notion is premised. In this era characteristic of automation, AI and ever-increasing competitive workspaces, albeit with opportunities taking the inevitable nosedive glide, we would have to volte-face the strategies to position ourselves and maintain the

superior advantage in our respective job specializations. Often, staff visibility and manipulative tactics at work (kwetega) have adulterated workspace perceptions by superiors, on capabilities and brilliance, resulting in skewed promotions.

It thus comes with little wonder that the more outspoken and visibly present employees have often made way with this incongruity, sometimes hastily rising through the employment hierarchies, yet with even bigger inabilities than their peers. And whilst the griping neurons ponder over this within one's mental faculties, the overarching question will prevail: **"... what additional skills and**

**aptitudes do you possess..., and can use to sustainably deliver your roles and responsibilities?"**

And well, after the resultant crinkum-crankum is brought to an interim halt, the impeccable retort will there be, laden with riposte prudence: **the development of individual capacity...** ssi kyo?

Building one's capacity (to accomplish tasks) aligns with the deliberate undertaking to be "more productive, excelling in performance and versatility for deployment". It's imperative to therefore note that this phenomenon also applies to higher-order echelons including organizations, companies and utilities

and, beyond a shadow of a doubt, is the basis of having a competitive advantage and realizing continuous improvement. Contemporary transformational management techniques at the strategic level have included this approach as part of the capacity inputs to augment processes, that yield sustainable results. Such approaches, as adopted by multiple organizations,

include the Balanced Scorecard (BSC) through the Learning & Growth perspective (Organization capacity) among others. Modern management theorists recognize human resources as the most valuable asset and have thus promoted the need to invest in its improvement as paramount. Continuously improving a workforce's capabilities will lay a robust foundation to supplement academic

qualifications and build exceptional expertise. Remember, the highly dynamic professional environs dictate the need to enhance knowledge and skills, lest before long, one could become obsolete in knowledge, making them that qualified but inept staff that grandiloquently takes up the office sitting spaces yet with expired knowledge and wet behind the ears!

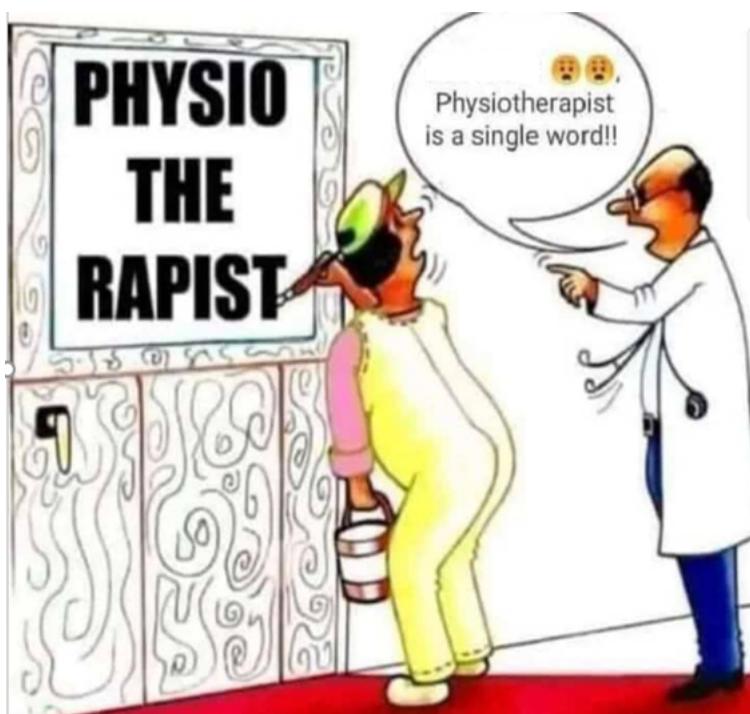
“

**... what additional skills and aptitudes do you possess..., and can use to sustainably deliver your roles and responsibilities?"**

It is, therefore, judicious to undertake continuous professional development primarily as an individual, but also at the organizational level to ensure that the much sought-after relevance is preserved and that staff don't get left behind with the lagging sloth pack. To

top it off, organizational team cohesion and realization of intended results at operational and strategic levels cannot be achieved with a work pool of stagnated professionals, doing the same thing over and over again, yet expecting different results.

Furthermore, the outright lack of understanding of the business as well as knowledge to execute specialized works poses an even more precarious risk considering the resulting impacts. Staff development should be relayed across all the domains



“.....No instruction is too clear NOT to be misunderstood.”

of the work ranks to guarantee equity, not forgetting the fact that no **instruction is too clear to not be misunderstood**. This vivid writing on the wall cannot better re-emphasize the permuted slogan of “doing the right things” and not merely “doing things right”. Multiple organizations have found themselves locked in the horns of the dilemma, with the question: “What if we invest in training our staff and then they leave?”. This obfuscated rhetoric has, however,

been reciprocated with the higher risk of “what if we don’t train them and they stay?” in response.

The facet of capacity development, therefore, has remained such an interesting phenomenon, not only because of the resultant benefits to the staff in part, but also the ultimate impact of its outcomes on the company strategy and market dominance. From a strategic and performance perspective, the inclusion of

performance drivers meant to foster individual, team and corporate development of capacity shall remain deliberate, with a well-nourished culture to plough back the requisite resources propagated at the Management level.

Thus, irrefutably, the triumphs of capacity development can only flourish further with directional leadership, cultural congruence and the structures in place to systematically identify, focus, plan, prioritise and implement actions designed to positively influence the status quo for the continued betterment of the company and the country. Staff capacity development dissolves ability differences and evens out technical inequalities - Abdul Kalam. Finally, we should put the nose on the grindstone through a deliberate training and capacity development culture, at the staff and company level.

**Alluta continua...; vitória é certa!**

<sup>1</sup>hoodwink strategy to get a situational advantage



## EMPOWERING EXCELLENCE: AN HR PERSPECTIVE AT UEGCL

Daisy ARIHO  
UEGCL HR Department

Uganda Electricity Generation Company Limited (UEGCL) is a primary contributor to Uganda’s energy sector and a key enabler for the realization of Vision 2040. UEGCL is dedicated to generating efficient and sustainable electricity while setting new standards in Operations and Maintenance. This commitment to excellence is embedded in the company’s ethos, with our staff at the heart of this journey.

UEGCL plays a crucial role in the energy sector by developing, operating, and maintaining power generation facilities across the country. As of now, UEGCL holds a significant market share in Uganda’s energy production space, contributing a substantial portion of the nation’s electricity supply. Through continuous investment in infrastructure and innovation, UEGCL aims

to enhance the reliability and efficiency of power generation, ensuring a sustainable energy future for Uganda.

Over the past decade, UEGCL has seen significant growth in its workforce, expanding from less than 40 employees to over 400 today. This remarkable growth underscores our commitment to developing and nurturing our talent. By focusing on strategic talent management, we ensure that our employees are well-equipped to meet the challenges of the energy sector.

Recognizing that our greatest asset is our internal stakeholders—our staff—we strive to maximize their potential through a comprehensive Human Resource strategy. This strategy impacts every aspect of our operations, from recruitment and training to development

and retention of talent. At UEGCL, we value, support, and provide a work environment that enables our employees to excel. **As Peter Drucker famously said, “The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity.”**

Our human resources practice begins with a strong commitment to attracting and selecting the best talent. From our intentional Graduate Training programs to Management-level hiring, our comprehensive recruitment process identifies people with the skills and abilities needed and aligns well with UEGCL’s values and vision. We create clear job descriptions, facilitate multiple interview stages, and conduct rigorous background checks to ensure we hire the best candidates.



*As Peter Drucker famously said, "The most valuable asset of a 21<sup>st</sup>-century institution, whether business or non-business, will be its knowledge workers and their productivity."*

The company also values diversity and inclusion and is committed to building a dynamic and innovative workforce. We achieve this by using cutting-edge recruiting technology and UEGCL's digital platforms to reach large numbers of potential candidates, thereby strengthening our talent pool with diverse perspectives and experiences. Our commitment to diversity encompasses various elements, including gender, age, ethnicity, and cultural background, ensuring a rich and inclusive work environment that fosters innovation and growth.

Upon recruitment, a new employee undergoes an intensive induction program for a fortnight. This program includes a comprehensive orientation session on UEGCL's history, mission, values, and strategic goals. New employees are further guided around the company through interactive site

tours and question-and-answer sessions that encourage free interaction. Departmental presentations are conducted by senior-level employees to aid the onboarding process. These sessions give new employees a deeper understanding of the company's strategic direction and help them feel welcomed, valued, and part of the company from the start. Key sites included in the orientation tours are the Karuma, Isimba, Nalubale, and Namanve Power Plants, among others.

As human resources professionals, we strive to foster a culture of inclusion and belonging. We achieve this by implementing various initiatives to improve employee engagement and inclusion. We build a platform where every voice is heard and valued, celebrate each employee's unique life experiences, and enrich our company culture. Regular feedback

mechanisms, such as monthly conversation meetings, allow employees to express their opinions, concerns, and ideas, giving them a sense of ownership and empowerment. Additionally, team-building activities strengthen bonds and create a cohesive work environment that extends beyond individual roles and departments. We ensure open communication and promote transparency and accessibility at all levels within our organization. This strengthens trust and allows employees to actively participate in organizational decision-making.

In the dynamic energy sector, adapting and innovating make a significant difference. At UEGCL, we believe our staff is our most valuable asset, and we are dedicated to their continuous growth. Our strategy includes a diverse range of training and

development programs tailored to meet our employees' varied interests and needs. These initiatives encompass workshops, seminars, conferences, in-house collaborations, hands-on training, and scholarships. In 2023, UEGCL achieved an impressive 95% implementation of our training plan, successfully funding over 90 training programs, courses, and conferences. This initiative reached over 65% of our employees, significantly contributing to their professional development. Additionally, UEGCL has supported more than 20 employees with fully or partially funded scholarships over the years, further demonstrating our commitment to their advancement. By investing in our team's growth, we are not only enhancing their skills but also strengthening our organization's capacity to innovate and lead in the energy sector.

We understand that mentoring plays a vital role in personal and professional development. Our mentoring programs, such as the UEGCL Mentorship Program, have seen 40% of females in the program promoted to different roles. Similarly, the Graduate Trainee Program connects industry veterans with budding talents to

facilitate knowledge transfer and career growth. Staff who have benefited from scholarships and capacity-building initiatives have experienced significant career growth, with promotion rates increasing by 30% within three years of completing their programs. This underscores our commitment to not only developing our employees but also providing clear career progression paths.

We also strive to create a workplace where everyone feels respected and valued, regardless of their background. Our multigenerational workforce is the foundation of this diversity. Experienced employees bring a wealth of experience and deep industry knowledge, serving as mentors and providing valuable historical insight. At the same time, young employees bring fresh ideas, energy, and an understanding of the latest technologies, driving innovation and modernization. Together, we leverage the strengths of every generation to create a synergistic environment that makes us stronger and more adaptable. We support continued growth through development programs relevant to different age groups so that our employees have

ample space to grow and contribute to our success. By valuing this diversity, we strengthen our inclusive culture and our ability to continue to innovate and operate a successful business.

Our commitment to these practices is deeply rooted in UEGCL's core values: Innovation, Accountability, Sustainability, and Collaboration. By upholding accountability, we ensure that all employees are treated with respect and fairness. Our pursuit of sustainability drives us to provide top-notch training and development opportunities. Through innovation, we embrace new ideas and technologies brought by our diverse workforce. Lastly, collaboration allows us to build a collaborative and supportive environment where every employee can thrive. These values not only guide our HR strategy but also ensure that we remain a leading and progressive organization in the energy sector.

The company uses performance sculpting and excellence engineering as innovative methods to empower employees and cultivate a culture of excellence in capability building. Performance sculpting involves setting clear, achievable goals and



guiding employees towards those goals through regular check-ins and constructive feedback, ensuring that

they reach their full potential. Excellence engineering, on the other hand, is a systematic approach to capacity

building that promotes superior skills and abilities. This approach includes targeted training programs and

workshops, utilizing the latest resources to foster continuous improvement and drive innovation.

To further empower excellence, we implement performance incentives that reward employees for achieving their goals and demonstrating exceptional performance. These incentives include bonuses, recognition programs, and opportunities for career advancement. By linking rewards to performance, we motivate our employees to excel in their roles, thereby enhancing overall productivity and fostering a culture of high performance and continuous improvement. Through this comprehensive approach, we ensure that our employees are equipped with the skills and motivation needed to drive UEGCL's success and maintain our leadership in Uganda's energy sector. Under the new 5-year strategic plan (2023-2028), a key feature of the Human Resource talent strategy is the Capacity Development Plan (CDP). This plan systematically assesses and develops the skills and abilities of our employees, aligning their personal development needs with broader corporate goals and UEGCL's strategic direction. The CDP is a strategic imperative, involving a detailed

examination of current workforce competencies and future business needs. This collaborative process engages stakeholders from various levels and departments to ensure that the plan closely aligns with specific development needs.

For UEGCL to realize the benefits of the CDP, its implementation must be intentional. This includes actioning a range of individually tailored and targeted training programs, practical workshops, and mentoring programs to bridge skills gaps. This helps foster a growth mindset among employees to thrive in the evolving energy sector. UEGCL invests in professional growth and development to improve individual performance and optimize organizational capabilities. A better UEGCL will have a capable and empowered workforce to meet challenges, drive innovation, and remain competitive in the energy sector.

As Human Resource Professionals at UEGCL, our commitment to operational excellence is driven by our people. Through strategic talent management and development plans, we enable our employees to achieve great things. Our people-first approach drives our success and secures our position at

the forefront of Uganda's energy sector. Together, we will keep generating safely for generations. Empowering excellence comes with challenges and opportunities, including attracting and retaining skilled talent, keeping up with industry advancements, maintaining a positive workplace culture, ensuring diversity and inclusion, adapting to regulatory changes, ensuring health and safety, integrating new technologies, and balancing workloads to prevent burnout. To address these challenges and capitalize on the opportunities they present, we offer competitive compensation, invest in continuous professional development, foster open communication and recognition, enforce diversity policies, stay informed about regulatory changes, implement robust safety protocols, provide thorough training for new technologies, and promote flexible working arrangements and wellness programs. By proactively addressing these challenges, UEGCL ensures the continued empowerment and success of our workforce.



\*Images of PEUGEOT Uganda's first delivery to UEGCL.



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## THE JOURNEY "IN THE CONTEXT OF CAPACITY BUILDING AT 600MW KARUMA HP"

Andrew GENA  
Shift Charge Engineer - Karuma HPP

At Karuma HPP, employee capacity building is an ongoing and continuous process involving learning and development for the employees and management at the Karuma Hydropower plant.

The crucial essence of capacity building has remained constant in my career. Sometimes, I reflect on my optimistic younger self, who believed that technological advancements alone would swiftly elevate our lives. However, I realize that it demands a more comprehensive approach.

I have witnessed and am one of the beneficiaries of the collaborative efforts of UEGCL and the Norwegian Government grant. The overall

objective of the Grant code-named "HOME" (Hydropower Operation & Maintenance Excellence) programme was to establish UEGCL as a professional operator of the hydropower plants under its jurisdiction in Uganda. The programme was expected to set UEGCL on the course towards Operation & Maintenance excellence of the new Isimba (183MW) and the soon-to-be-commissioned Karuma (600MW) Hydropower Plants through the provision of a wide range of capacity-building activities for staff. In my opinion,

employee empowerment is a concept in which employees are authorized to make decisions on their own

and are accountable for their actions. Empowerment is mandatory for achieving any goal and it is directly related to employee and customer satisfaction as stated in "Human Capital Management: aimed at ensuring talent attraction, development, retention and performance management while ensuring gender Diversity, Equity and Inclusion." (strategic plan 2023-2028) Employee empowerment is a key factor and plays a vital role in employee retention. It is, therefore, the responsibility of the Karuma management for its employees to manage work according to their ability and requirement keeping in view the organization's goal that has also created a better

work environment and employees can manage their work without overburdening, to achieve that, all employees have been

trained in UEGCL plant safety regulation. I have always had a belief that the organization should develop a good team

and give employees a fair chance to act according to the best of their abilities.



**Human Capital Management:** aimed at ensuring talent attraction, development, retention and performance management while ensuring gender Diversity, Equity and Inclusion.

Selecting employees for training based on merit must be given top priority because every employee is different from each other in their abilities, capabilities and responsibilities, if management is biased in selecting employees for training on their liking and disliking then optimum, results from training cannot be achieved. Before the start of any training, every employee is informed about the training, the expectations and outcomes, and also the benefits.

All employees are expected to participate with full zeal and confidence.

Another perspective that Karuma has adopted is to bring trainers from within UEGCL as an organisation so that employees can easily share their problems and difficulties with the trainer and the trainer is also in the position to solve these problems effectively, this was witnessed during plant safety regulation training and Operating Regulation for High Voltage System training. Training evaluation was done to check the results and outcome of the

training program which is expected to enable improvement in future training programs.

Technical Capacity Building

Technical capacity building at Karuma HPP is facilitated through the provision of technical support activities, including coaching, training, specific technical assistance and resource networking, enabling individuals to develop technical skills, problem-solving or team-building skills and leadership Karuma HPP has adopted the above process of assisting staff and identify key areas of development and gain

necessary insights.

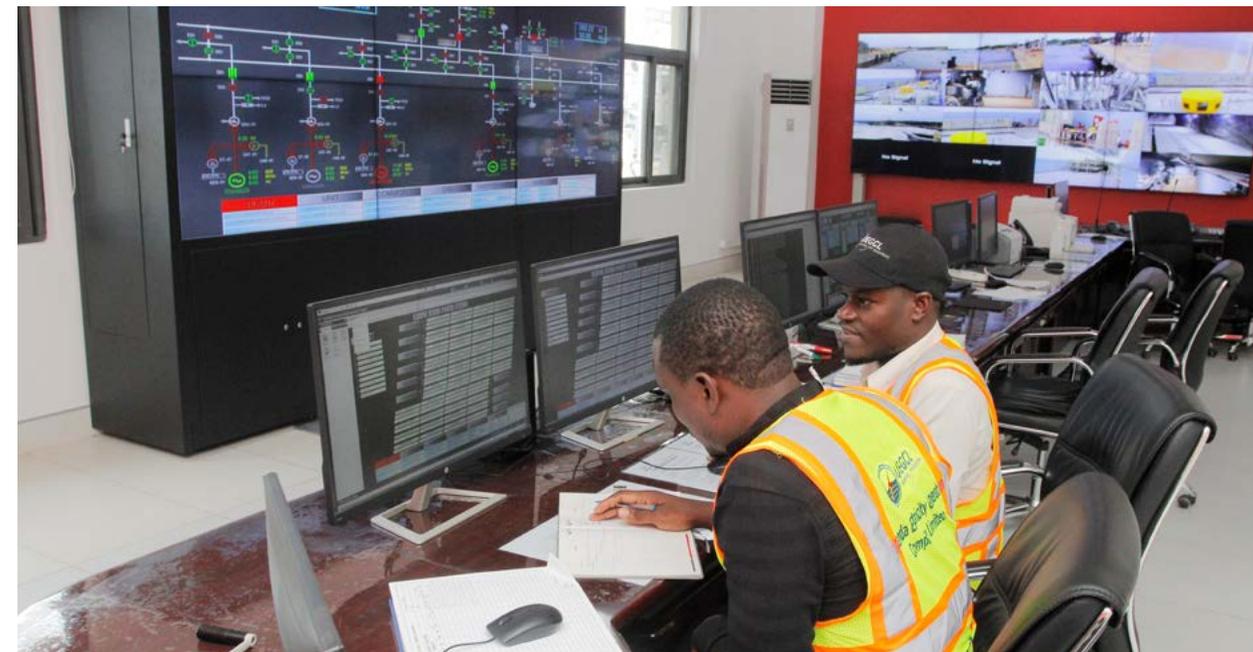
For the time I have been in the Karuma Hydropower plant, I have participated, witnessed and benefited from the following trainings but limited to; Shift charge operation training, Power system protection training, Control room operation training, Plant safety regulation-PSR training, Operating regulations for high voltage system-ORHVS training, Governor training, Ring gate training, Transformer training, Generator training, and Excitation system training.

As you may be

aware, knowledge and experience are needed to solve incidents, apprehend problems and implement necessary changes to augment Organizational capacity to preempt change and withstand pressure. To that end, Karuma HPP capacity building involves building on the available knowledge base in technical fields.

In my understanding "Capacity building is not a once-off event but must rather be seen as a ladder where information access, facilitation and empowerment, technological development,

mentorship role of consultation and programmed learning and important pillars for increasing of capacity." Karuma hydropower plant has also adopted the approaches which included "shadowing," or "twinning" of an international expert with one (or more) Ugandan trainer(s), for example, Karuma staff participated in International health and safety passport training by ECITB. However, the hands-on training at the Karuma hydropower plant facility, if maintained can be valuable in its own right, and also can significantly enhance knowledge imparted



The Karuma HPP (600 MW) Control Room

during workshops and classroom sessions. The activity included direct interactions and training of O&M staff, a typical example is the Lubrication of Rolling bearing and Bearing maintenance training by SKF Kenya held at the Karuma training center. In addition, shadow training has been used to help organize maintenance diagnosis and repair. The success of hands-on training approaches depends strongly on the individuals involved (both trainer and trainees), and how it is set up. At the Karuma hydropower plant, Hands-on training was adopted during

Ring Gate repair work conducted by experts who were resolving various equipment issues, such as problems with the ring gate synchronization error. Operation and maintenance staff have found hands-on training to be extremely valuable. The training was more ad hoc basis than shadowing, yet it was so valuable to the extent that many Karuma O&M personnel were greatly involved.

Karuma Hydropower Plant Management has taken up this issue of capacity building of the workforce to make them fit the new realities. My recommendation

is that, for better exploitation of available resources, continuous review and development needs to be instituted through research and development initiatives, emphasizing the most vital, human resource, which in this context is human capital.

Acknowledge and reward employees who actively participate in capacity-building activities and demonstrate improved skills and performance. This can be done through performance reviews, promotions, recognition programs, or opportunities for career advancement.

*Acknowledge and reward employees who actively participate in capacity-building activities and demonstrate improved skills and performance. This can be done through performance reviews, promotions, recognition programs, or opportunities for career advancement.*



## NAVIGATING TRANSFORMATION: SCORING ON CAPACITY BUILDING

**Hellen Kisambira ABISE**  
Administration Officer - Isimba HPP

In the journey of organizational transformation, capacity building stands as a fundamental pillar for achieving and sustaining operational excellence. Uganda Electricity Generation Company Limited (UEGCL) through its comprehensive company Talent Management Framework exemplifies this principle. By investing in the development of skills, knowledge, and capabilities of its employees, UEGCL not only strengthens its operational framework but also prepares itself to meet future challenges effectively.

Capacity building encompasses the processes and activities that empower individuals, teams,

and organizations to enhance their abilities, competencies, and resources. At UEGCL, this translates into equipping employees with the necessary technical expertise, leadership skills, and industry knowledge to excel in their roles and contribute to the company's overarching goals. By fostering a culture of continuous learning and development, the Company would ensure that its workforce remains adaptable, innovative, and resilient in a dynamic energy sector.

UEGCL invests significantly in structured capacity building programs tailored to the needs of different departments and job roles. These programs

cover technical aspects ranging from power generation, safety protocols, environmental sustainability, project management, and leadership.

Knowledge Sharing avenues and Collaboration: UEGCL encourages a culture of knowledge sharing and collaboration among its employees. This involves forums, workshops like the annual Research and Innovation workshop, where ideas are exchanged, best practices are shared, and innovative solutions are developed. Such initiatives not only build individual capabilities but also foster a cohesive and high-performing organizational culture.

Partnerships and

Industry Engagement: UEGCL collaborates with strategic partners like the Norwegian and Swedish Embassies, industry experts, and academic institutions like CEDAT at Makerere university, Centre for Research and Energy and Energy Conservation (CREEC), University of Leeds among others, to stay abreast of industry trends and best practices. These partnerships facilitate access to specialized knowledge, technology advancements, and global benchmarks, thereby enriching the company's capacity building efforts. Well-trained and skilled

staff contribute to improved operational efficiency, reduced downtime, and enhanced productivity across all operational areas.

Empowered employees are equipped to navigate complexities, seize opportunities, and drive continuous improvement within the organization and in this way the Company is able to stay ahead of competition and address challenges proactively.

To sum it up, capacity building is not just a strategic initiative but a cornerstone for operational excellence

at UEGCL. By investing in its workforce and empowering employees through training, knowledge sharing, and strategic partnerships, UEGCL strengthens its capabilities to thrive in a transforming energy landscape. As the organization continues to evolve, its commitment to building and enhancing capacity ensures that it remains resilient, innovative, and well-positioned to achieve its mission of providing reliable and sustainable electricity generation for Uganda's development.



## MENTAL WELLNESS AND THE WORKPLACE

*Jackline Bahizi KAMBABAZI*  
Human Resource Manager

The month of May was 'Mental Health Awareness' while the month of June is 'Men's' Mental Health Month'. During these two months of 2024, we have had two cases reported in the media of men dropping to death due to suicide attributed to possible mental illness.

By definition, mental wellness is the state of feeling good about yourself, managing stress, and being able to handle life's challenges. It is about having a positive mindset, maintaining healthy relationships, and enjoying life. It is important to note that mental health and wellness are important at all stages of life right through childhood and adulthood. Mental wellbeing

among children is often overlooked, with high prevalence rates. For example, in Uganda alone, statistics indicate that 30% of children may have mental illnesses. It is important to note that this percentage may only reflect those who have reported to health facilities for diagnosis. Many children have been expelled from schools and have failed to finish their education due to drug abuse. It's important for parents to be vigilant and support their children, raise awareness about the dangers of drug abuse, and importantly, be able to recognize signs of mental illness in their children. This will ultimately help the children and also support parents' mental well-being and focus as they go about their

work and official duties.

In 2020, the media reported that fourteen million adult people in Uganda are suffering from mental health challenges. Mental illnesses can be triggered by a number of factors, such as financial demands, marital or relationship problems, loss of a loved one, excessive workload, feelings of not being recognized or appreciated at work and at home, lack of control, burnout, unclear job expectations, office bullies, monotonous work, lack of social support, and work-life imbalance, among others. Furthermore, the merger of government agencies, has created a lot of uncertainty about job retention. This can be a source of anxiety and

depression, leading to mental illness. Additionally, research according to the American Association of Anaesthesiologists (ASA) has shown that post-COVID-19, there was a rise in burnout, with 79% of workers in a particular company exhibiting work-related stress. 36% are weary, 32% emotionally exhausted, and 44% physically fatigued. This has an impact both at work and at home.

It is important to understand how to recognize signs of mental health challenges well knowing that mental illness can affect any of us despite having what an ordinary person would describe as a 'good and well-paying job' or despite looking like 'everything is in place'.

The workplace can provide support if an employee is showing signs of a mental breakdown. Employers and supervisors should recognize that an employee dealing with mental illness may be unwell, unmotivated, less productive, and a safety risk at work.

Mental illness may not manifest physically, so there is need to be on the lookout for the tale a tale signs.

### Identification/signs that all may not be well

- What are your thoughts and how is your focus? Are you able to concentrate? Do you have memory problems? Are you experiencing negative perceptions? Are you consistently and constantly worried? Are you anxious and have racing thoughts? It is important to note that what you spend time thinking about has the power to affect your emotions.
- How do you feel emotionally? Do you feel unappreciated and unrecognised? Do you feel that your life is worthless? Do you experience general unhappiness? Do you feel overwhelmed? How does the feeling that you are the one supposed to be promoted and not your colleague make you react?
- What are the physical changes in

your body? Do you have unexplained body weakness and fatigue? Do you experience chest pains, increased heart palpitations?

- How are you reacting to people around you? Are you constantly moody? Are you irritable and short tempered? Do you prefer being alone and isolated?
- Are you feeling & exhibiting nervous traits, body shakes, sweating excessively, sleeping too much?

### What one can do

For every person suffering from mental illness, there is another person either indirectly or indirectly affected. This can be a close relation or even at the workplace where the desired outputs may not be realised hence affecting the organisation as a whole. Hence the need to know how to cope and manage as indicated below:

- Filter negative information from social media and apps.
- Prioritize tasks and postpone non-urgent matters; not everything requires

- immediate attention.
- Spend quality time with family and friends, and avoid isolation.
- Take intentional vacations to recharge, utilize your leave days.
- Practice self-care to increase energy, productivity, and reduce anxiety and depression. Examples include taking breaks, exercising, saying 'NO', listening to music, praying, sleeping well, eating healthily, and forgiving.
- Think positively and seek help when needed, as it's a sign of strength, not weakness.
- Accept that some things can't be changed and move on.
- Support colleagues during difficult times by listening empathetically, respecting their space, offering help, encouraging self-care, and suggesting professional help if necessary.
- Above all, acknowledge that there is a problem and seek help if the above coping mechanisms do not help.

### What the employer can do



- **Leadership Communication:** Regular communication from leadership, such as assurances from the CEO during merger talks, can reduce employee anxiety and foster a positive mindset.



- **Mental Health Programs:** Extend support programs like periodic mental health awareness sessions, enhanced wellness packages with medical insurance (this is usually one of major discussion points when engaging medical insurance service providers), and a dedicated wellness facility with customized interventions.



- **Team Building:** Organize team building events to improve mental wellness and resolve challenges.



- **Physical Fitness:** Implement structured physical fitness sessions for all staff, approved and resourced by management (currently in progress at UEGCL).



- **Supervisor Training:** Train supervisors to identify and support staff experiencing mental health issues.



- **Work-Life Balance Policies:** Enforce policies like the Alternative Work Arrangement Policy (policy in place and approved at UEGCL) to help employees balance work and personal responsibilities, such as working from home to care for family members.



- **Clear Goals and Policies:** Ensure clear goals, job expectations, and documented policies are in place to avoid ambiguity and promote a supportive culture.

In conclusion, prioritizing mental wellbeing will lead to increased productivity, staff retention, and staff engagement. Workplace interventions targeting employees'

mental health need to be prioritized in order to achieve strategic goals. The power of the mind is something that can no longer be overlooked. Individuals need to be self-aware and practice coping mechanisms to prevent mental illness. We should not react when it is too late and learn to realise that 'it is okay not to be okay' (this applies to both males or females). No one should be stigmatised or isolated! We need to keep channels of communication open such that someone has where to run to even before going for professional help.



## CAPACITY BUILDING: INSIGHTS FROM THE UEGCL'S BALANCED SCORECARD EXECUTION

*Vanessa AIJUKA*  
Graduate Trainee Strategy and Business Performance

In today's competitive business environment, the continuous development of organizational capabilities is critical to achieving and sustaining operational excellence. Operational excellence and capacity building are closely related concepts that together, drive an organization's success.

From a Strategic Planning point of view, there are a variety of planning tools that exist worldwide, however, UEGCL chose to focus on the Balanced Scorecard Approach upon which the entire 5-year Strategic Plan (2023-2028) is hinged. This scorecard is balanced because it looks at the company from two angles the internal angle and the external angle within the four perspectives which are the

Organizational Capacity, the Internal Business Processes, financial stewardship and customer satisfaction. While UEGCL, as a government-owned entity, prioritizes service delivery over profit-making, it is crucial to balance customer satisfaction with financial stewardship. Achieving financial efficiency is essential to meet our return on asset requirements and ensure timely debt payments for our plants and projects. Therefore, customer satisfaction and financial efficiency must be harmoniously integrated to fulfil our service mandate and sustain financial health.

The Balanced scorecard is explained using the bottom-up approach where change is mainly driven from the perspective at the bottom which is the

organizational capacity. This goes on to show the extent to which capacity building is very crucial not only for UEGCL but also for other companies. The organizational capacity perspective includes the skills that the employees have as well as leveraging ICT to enhance the work that is done by these employees.

As a company, the 5 Year strategic plan contains High-level Strategic elements some of which include the vision, mission and purpose, core values as well as Strategic Themes. These Strategic themes serve as the core pillars of the company that are to support the company in the achievement of the Vision, they are the things that the company must excel in should they practice them diligently on a day-to-day basis. These Strategic elements

include Stakeholder and Reputation Management, Sustainable Business Growth, Operational Excellence and Human Capital Management. This goes on to show the extent to which UEGCL values Operational Excellence and Human Capital Management.

Operational Excellence includes execution of the Business Strategy consistently, reliably and competitively with safety, managed risk, and optimal operating costs at all UEGCL's plants including Nalubaale-Kiira, Isimba and Namanve through the utilization of the O&M Business Model that includes Delegation of Authority to promote accountability as well as the Internal Performance Contract to support operational efficiency. Human Capital Management

looks at talent attraction, development, retention and performance management while ensuring gender Diversity, Equity and Inclusion.

As one of the privileged beneficiaries of the graduate training program at UEGCL, I have come to view capacity Building beyond online course sessions or physical course sessions, capacity building for me has been a continuous process of learning and unlearning a lot of what goes into Strategic Planning especially from my team leaders through day to day interactions and also through the 1:1 monthly performance conversations that we ought to have with our supervisors every month as well as from the different workshops organized by the different departments regarding different

aspects of the Business.

Capacity building provides a foundation of skills and knowledge to employees by facilitating them with the necessary skills and knowledge to perform their tasks effectively. This is foundational for achieving operational excellence as skilled employees can execute processes more efficiently and accurately. It also fosters a culture of continuous learning and development which also encourages employees to seek out and implement process improvements.

Investing in employee engagement enhances job satisfaction and engagement and engaged employees are more committed to the organization's goal, leading to higher productivity and hence contributing to



*Investing in employee engagement enhances job satisfaction and engagement and engaged employees are more committed to the organization's goal, leading to higher productivity and hence contributing to operational excellence.*

operational excellence. This has been done by UEGCL through exploring partnerships with different universities such as Leeds in the United Kingdom which has seen a few of our employees head there for their Master's Programs. The Strategy Function has also had training done on the PuMP (Performance Measurement Improvement Program) methodology that shows a step-by-step guide in terms of using Key Performance Indicators to measure the progress of the Strategic Objectives that have since been adopted through the use of the performance reporting templates with XmR charts to aid the visual representation of this progress which goes on to emphasize the proficiency of these employees in their roles leading to a noticeable increase in productivity.

There have also been different sessions set up by the Human Resource Team such as the recent webinar that provided information on the prestigious Chevening Scholarship and how the different employees in UEGCL and be part of a wide range of learners from the different parts of the world specifically

chosen to pursue lifelong academic dreams in the best universities in the United Kingdom. As part of the Organizational Capacity Perspective, and to promote a culture of continuous learning, all employees from the different departments are required to earn a few hours of Continuous Professional Development every quarter to be able to improve on the skills they have and to also learn new skills. The company has ensured to hold Quarterly Management meetings that have seen the different members of the Top and Middle Management Teams come together to discuss the different issues affecting the company. In those discussions, the CEO has personally taken the initiative to invite speakers to address key topics such as Safety. We were privileged to hear from a guest who has since joined the Civil Aviation Authority, and he provided an insightful talk on Safety another one of our current employees gave us a talk on the Sears Model and how the frequently underestimated attitude of the employees can affect the company's progress in the Long run.

Our most recent

Quarterly Management meeting provided valuable insights into operations and maintenance, featuring presentations from our staff who explored key lessons from the book Truth to Power by Andre De Ruyter, the former CEO of ESKOM South Africa. This case study highlighted the significant challenges ESKOM faced due to deferred maintenance in their efforts to maintain electricity supply, offering us a chance to learn from the experiences of other utilities.

These sessions not only provide learning lessons to the employees but also for purposes of sustainability and putting the lesson learnt into action, key action points with clear timelines and responsible persons are made in the next meeting. the progress of these key actions is also presented which is crucial in promoting the operational excellence of UEGCL. In addition to that those sessions are also characterized by updates on the progress of the company's Strategic Plan and updates on the progress of the Strategic Direction are given including the

status of the closure of the identified gaps.

As part of Building capacity for excellence, the teams at UEGCL have also attended refresher training on the Integrated Management System (IMS) that is crucial for enhancing the Quality of our internal audits and ensuring that we continue to generate power for generations to come. This training on quality management and compliance standards

ensures that our end products as a company meet the high-quality benchmarks and regulatory requirements and it also facilitates enhanced process controls and regular audits leading to a more consistent and reliable production process hence supporting operational excellence.

In conclusion, capacity building is not a one-time effort but a continuous journey that

requires commitment and strategic focus. For UEGCL to achieve operational excellence, capacity building should be prioritized through investing in organizational capabilities. Through various initiatives such as targeted training programs, leadership development, process optimization, technological integration and fostering a culture of continuous learning.



The Strategy Review Workshop



## BUILDING A SUSTAINABLE FUTURE: THE ROLE OF CAPACITY BUILDING IN ENVIRONMENTAL CONSERVATION/ SUSTAINABILITY

*Doreen ABAMURUNGI*  
Environment Officer Isimba HPP

In today's rapidly changing energy landscape, sustainability and operational excellence have become more crucial than ever. At Uganda Electricity Generation Company Limited (UEGCL), we are dedicated to fostering a culture of continuous learning and development to drive forward our environmental initiatives and ensure a sustainable future for generations to come. As the global focus on Environmental, Social, and Governance (ESG) factors intensifies, UEGCL plays a crucial role in balancing the needs of society with

the imperative to protect the planet for future generations.

As an Environment Officer at UEGCL, I have been fortunate to engage in comprehensive capacity-building experiences, including training in Renewable Energy with a change project in End of Life of E-Waste Management, Floating Solar, and Integrated Management Systems (IMS), as well as participation in the prestigious Conference of Parties in Climate Change (COP27 in Sham El Sheik Egypt).

These experiences have

been instrumental in shaping our approach to environmental stewardship and operational excellence.



### **I)Renewable Energy Training and a Change Project in End of Life of E-Waste Management:**

My training in Renewable Energy has been a catalyst for driving innovation and sustainability within

UEGCL. Beyond the conventional focus on renewable energy sources, I have undertaken a specialized change project in the area of End of Life of E-Waste Management. This initiative seeks to address the growing challenge of electronic waste and champion sustainable management and recycling practices. By exploring innovative solutions in the handling of E-Waste, we aim to reduce environmental impact and optimize our resource usage. Our efforts in E-Waste management align with our commitment to sustainability and demonstrate the versatility of renewable energy training in addressing broader environmental concerns.



**ii) Floating Solar Expertise:** The training in Floating Solar has offered

valuable insights into pioneering solar energy solutions capable of revolutionizing our approach to energy generation. By harnessing the potential of water bodies for solar energy deployment, UEGCL is not only maximizing its renewable energy capabilities but also mitigating land use and environmental disturbances. Through integrating floating solar technologies, UEGCL is advancing its environmental objectives while enhancing its operational efficiency.



**iii) Integrated Management Systems (IMS):** My training in IMS has enabled me to develop and implement robust environmental management systems that align

with international standards and best practices. By integrating IMS into our operations, UEGCL can effectively manage environmental risks, ensure regulatory compliance, and continually improve its environmental performance.



**iv) Participation in COP27:** Attending COP has been a transformative experience that has broadened my perspective on global climate change issues and solutions. Engaging with experts, policymakers, and industry leaders at COP has provided me with valuable insights into emerging environmental challenges and inspired me to drive forward UEGCL's environmental initiatives with renewed dedication and purpose.

As an Environment Officer at UEGCL, I am committed to leveraging my training and experiences to champion environmental sustainability and operational excellence within our organization. By embracing capacity building as a cornerstone of our approach, we can empower our workforce to drive innovation, adopt best practices, and lead the way towards a greener, more sustainable future.

Capacity building is not just about acquiring knowledge and skills—it is about fostering a culture of continuous improvement, collaboration, and environmental stewardship. Through our collective dedication, we can pave the way for a sustainable future that harmonizes with our operational objectives and positively impacts our surroundings and communities.

As we continue on our journey towards operational excellence and environmental sustainability, let us embrace the power of capacity building to drive positive change, innovation, and lasting impact at UEGCL.

Thank you for joining me on this transformative journey towards a brighter, greener future.

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## EMPOWERING HYDROPOWER MAINTENANCE EXCELLENCE: A JOURNEY OF KNOWLEDGE AND GROWTH

**Robert Kelly MUSABE**  
Electrical Engineer - Isimba HPP

Supported by a generous 5-year grant from the Norwegian government code named the UEGCL Hydropower Operation and Excellence (HOME) program, 5 operation and maintenance staff including myself had the opportunity to participate in a Hydropower Maintenance Routines training at the Kafue George Regional Training Centre (KGRTC) in Zambia. The comprehensive eight weeks training program that commenced on the 14th of February and concluded on the 8th of April 2022 was aimed at equipping the team with essential skills and knowledge in Maintenance Management specific to hydropower generating facilities. This marked a

significant milestone in enhancing the technical capabilities of maintenance staff from both Isimba and Karuma HPPs.

The training had ten modules, ranging from Mechanical Principles to Supervisory Management. The training encapsulated crucial aspects such as Maintenance management, Engineering mathematics, Workshop technology, Safety in hydropower plants, Oil Hydraulics, Water hydraulics and Turbines, Electrical theory, Power station equipment, and Auxiliary equipment. This immersive learning experience not only broadened our technical expertise but also instilled a fresh perspective on

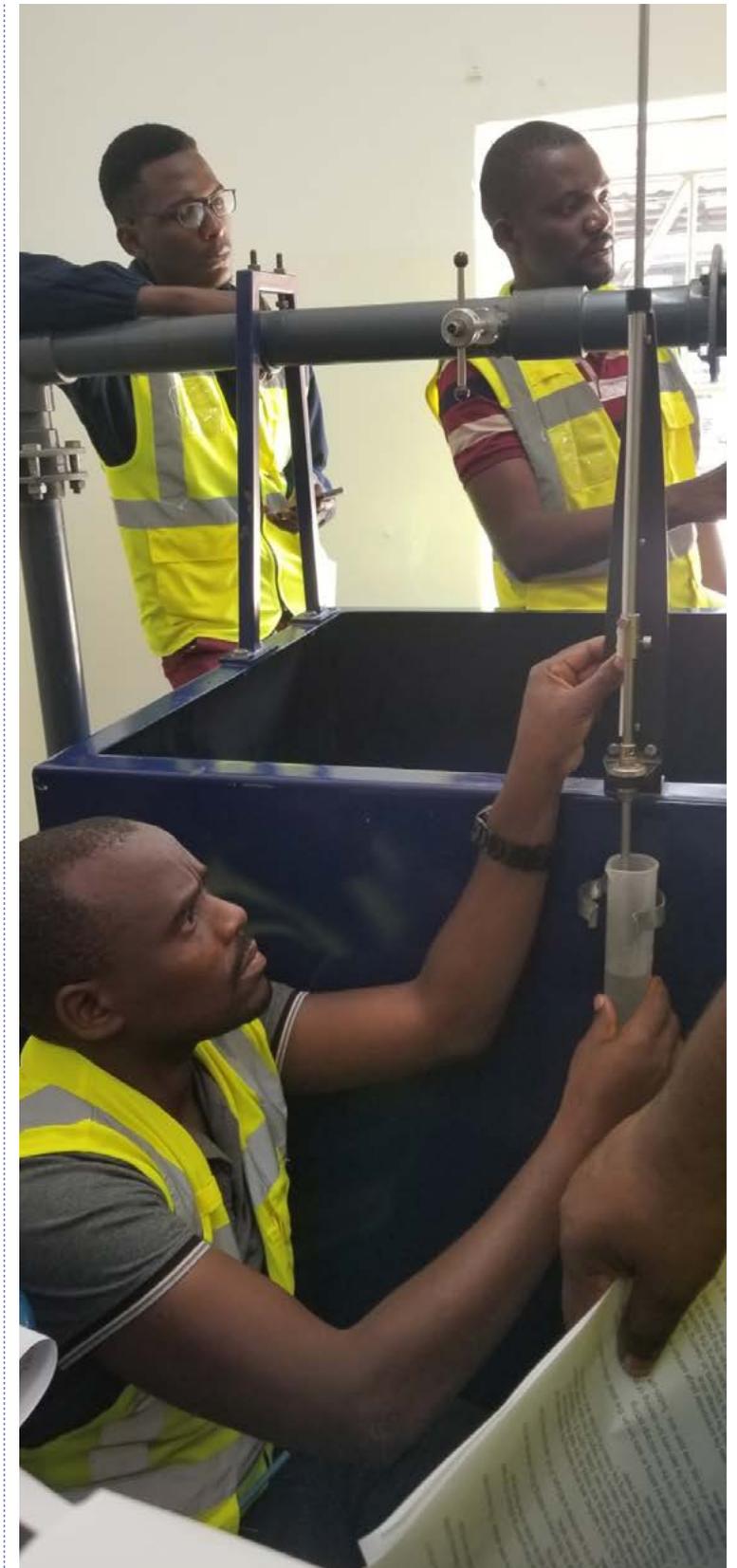
maintenance practices within the hydropower sector.

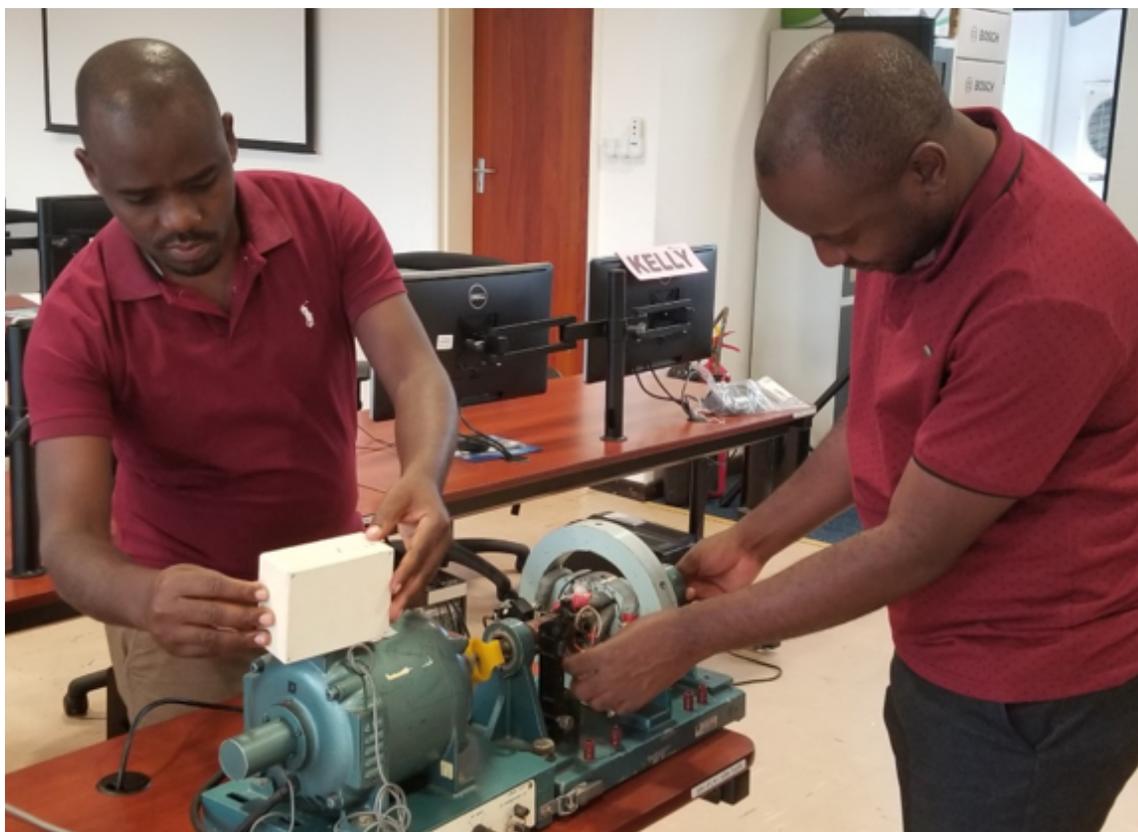
The training also included practical sessions on oil hydraulics, which emerged as a highlight for me. The hands-on exploration of linking electrical signals to valves and maneuvering hydraulic cylinders provided invaluable insights. The direct correlation between mechanical drawings and practical hydraulic circuits not only deepened my understanding but also alleviated challenges in interpreting hydraulic systems at Isimba HPP. Furthermore, the segment on supervisory management, particularly delving into the realm of emotional intelligence, proved instrumental

in fostering improved interpersonal relationships – a skillset that extends beyond the confines of the workplace, permeating various facets of life.

The training regimen, punctuated with enriching study tours to diverse power plants and leisurely excursions, culminated in a memorable experience. Among these, a visit to the awe-inspiring spectacle of Victoria Falls stood out as a true marvel of nature. Its perpetual cascade of water amidst verdant valleys left an indelible impression of nature's grandeur

In conclusion, the Hydropower Maintenance Routines training not only enriched our technical acumen but also fostered a spirit of innovation and excellence as we uphold maintenance standards in hydropower plants. Transitioning from an industrial background to the dynamic realm of power generation, this training marked a pivotal juncture in my professional journey.





## MY OPINION ON NON-DESTRUCTIVE TESTING (NDT) TECHNIQUES IN HYDROPOWER PLANTS

**Jonathan BUSUNGWE**  
Mechanical Engineer, Isimba Hydropower Plant

**H** ydropower remains a pivotal player in the global energy landscape, providing renewable and reliable electricity generation. However, to ensure optimal performance and sustainability in hydropower facilities, continual capacity building is paramount. In this context, I lean on the strategic development of skills, knowledge, and infrastructure within hydropower plants to enhance efficiency, safety, and environmental stewardship.

Comprehensive technical training programs are essential for the operations, maintenance, safety personnel, and everyone who plays

an important role in understanding the intricacies of hydropower systems. This may include expertise not limited to turbines, electrical systems, dam safety protocols, and environmental management practices, to mention but a few.

In the second last quarter of 2018, during the generating unit #1 (U#1) turbine runner refurbishment at the 250MW Bujagali HPP, where I was honoured to be the project engineer, I realized that there was still a gap in in-house specialization and skilling. This was because the Non-Destructive Testing (NDT) techniques applied on the runner hub body, runner servomotor body, and

the servomotor sleeve, plus the associated parts machining, were all executed by external parties/contractors. Perhaps this was because of contractual reasons. Being a certified American Society for Non-Destructive Testing (ASNT) NDT Level II professional, I could, together with General Electric specialists, easily interpret and guide Bujagali Energy Limited on the key results based on the set acceptance and rejection criteria. U#1 was successfully restored to the grid after tireless efforts as agreed with the National Control Center.

Relating the aforementioned case to the 183.2MW Isimba HPP with the same turbine selection and

similar design, there is a high likelihood that a similar technical challenge may manifest sooner or later. This is, of course, expected based on the bathtub curve under the asset life cycle in engineering principles.

Capacity building and empowerment for the maintenance staff would be very key in terms of preparation for such related challenges. Therefore, the available avenues to acquire the training, examination, and certification ought to be considered. In the long run, it would save UEGCL costs, especially if the certified staff have the proficiency to effectively conduct these tests with the use of the applicable NDT methods, for example,

ultrasonic tests, magnetic particle tests, and liquid penetrant tests, among others, and associated tools. The future of NDT holds exciting possibilities for enhancing safety, reliability, and efficiency across a wide range of industries through technological innovation and interdisciplinary collaboration.

As a new face at UEGCL, I strongly believe that specialization and certification of personnel are vital capacity-building aspects that I expect to be highly embraced, not only in NDT but also in other related areas not limited to advanced levels of machine condition monitoring for the best operational

excellence results.

NDTs play a critical role in maintaining the reliability, safety, and efficiency of hydropower plants. By employing these techniques, professionals can detect defects, assess material integrity, and mitigate potential risks, thereby ensuring uninterrupted energy production and safeguarding both the environment and public welfare. As the demand for clean energy continues to grow in Uganda, the importance of NDT in hydropower plants will only increase, underscoring the need for ongoing innovation and investment in inspection and maintenance technologies.

“

*Quality isn't just seen; it's tested: NDT ensures reliability in every layer.*



## TRANSFORMING GRADUATES INTO PROFESSIONAL ENGINEERS: EMISSARIES OF UEGCL'S STRATEGY AND VISION

**Anthony M. WANENDEYA**  
Graduate Trainee Civil Engineer

On 3<sup>rd</sup> April 2023, a new energy policy for Uganda (the 2023 Energy Policy) was approved by the Cabinet replacing the 2002 Energy Policy that guided the direction of the energy sector for 20 years. According to the old 2002 Energy Policy for Uganda, inadequacies in research and development topped the list of the major issues in the sector. The main reasons for the inadequacies were then attributed to budgetary constraints, lack of appropriate

curricula in energy studies at institutions of higher learning and understaffing in key areas arising from a failure to attract graduates into the sector. Policy Objective 8 (*Enhance energy sector governance, capacity building and integrated planning*) and Guiding Principle 4 (*Capacity Building and Employment Creation: Building human and institutional capacity and facilitating employment opportunities for Ugandans*) of the 2023

Energy Policy point out the utility of enhancing capacity in the energy sector and its relevance for Uganda's development. The national content policy further reinforces the need for building the capacity of young Ugandans, but unlike in the oil and gas sector, where the guidelines and procedures are somewhat marked out, players in the electricity subsector have to design and plan capacity-building strategies that meet their unique operational needs.

## So how is UEGCL preparing the next generation of Engineers?



### Source capture

Source capture is a term popular in the realm of carbon emissions management. In this process, the carbon is extracted at the source before it enters the environment. The method is preferred because of its effectiveness and ability to limit exposure to great amounts. UEGCL employs this strategy by partnering with different universities and spreading information on the areas of research that the young engineers at these universities can pursue. Through engagement with these university students, UEGCL gets the advantage of taming a young mind to fuel its strategy and vision.



### Onboarding

After 'capturing' young talent, UEGCL ensures their smooth transition into the company through a comprehensive onboarding process. New engineers joining the company have the opportunity to learn from and observe UEGCL's extensive asset portfolio. They can see the distinctive Kaplan turbines at Isimba HPP, marvel at the Francis turbines at Karuma HPP, and gain insights into the intricate heavy oil-powered generators at the 50MW thermal power plant in Namanve. Moreover, after UEGCL regained operational control of the Nalubaale and Kiira hydropower plants in 2023, the company's onboarding experience was further enhanced. These facilities are geographically dispersed across

various regions of Uganda, providing the added benefit of witnessing UEGCL's diverse community engagement programs, such as the construction of schools and the provision of community water supplies.



### On-job training

The transition from a recent graduate to a competent engineer can be riddled with tedious uncertainty. While the Graduate Engineers roughly understand the general path to becoming Registered Engineers, they lack the practical know-how to navigate it effectively. The most career-influencing guidance comes shelled in the first employment offer. This initial training period is crucial, as the skills they acquire will set

the foundation for their entire career. Recognizing this, UEGCL seeks training programs that foster self-sufficiency in young engineers. The beneficial result is equipping them with the tools to not only excel within the company but also possess the capabilities to be independent thinkers. While UEGCL invests heavily in training to retain these talented individuals, the true value lies in nurturing engineers who can negotiate, tackle challenges, and manage teams. These are the skills that significantly benefit the company.

Engineers are typically individuals of a high

intellectual calibre but this comes at a cost which is the "curse of the intellect". Boredom from repetitive tasks is one of the curses of the intellect. Research suggests that highly intelligent individuals are more prone to boredom due to their ability

to quickly process and understand information, leading to a desire for more complex and challenging tasks. This can result in feelings of frustration and dissatisfaction when faced with repetitive or mundane tasks. Site rotations for

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Aerial View of 600MW Karum

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young engineers is UEGCL's antidote for task monotony. Through rotations at construction sites, young engineers have the opportunity to learn and apply their knowledge, gaining experience that advances in complexity, quality, and responsibility as they progress in their careers.



### Continued mentorship

Mentoring is encouraged in many areas of life as an effective way to

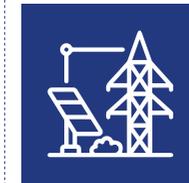
preserve a message or teaching for future generations. The stock of mentors available at UEGCL is commendable with a vast array of experience extending from academia to professional engineering practice. Mentoring becomes easier with increasing personal familiarity



with the subject being taught. If an engineer decides to teach others how to design bridges, then that person better know the ins and outs of such a structure, in addition to the latest technologies, theories, and methods. Continual growth in knowledge of a particular subject helps an instructor to stay ahead of students and be regarded as an expert. It is in this process that the preservation and transmission of valuable teachings and experiences happens.

Another important facet of the mentors at UEGCL is that they are concerned about growth in all areas of a person's life-physical, intellectual, spiritual, or emotional. They understand that knowledge and experience are important to pass along to others for the sake of the industry, the company, and

Uganda as a society. To supplement the mentorship, the company supports many employee engagement activities with a diverse range of topics like personal finance, health and clean cooking.



### Energy sector Academy

UEGCL's effort towards becoming a centre of excellence in hydropower project development and operations is a step in the right direction. By focusing on training young engineers into world-class practitioners, UEGCL is contributing to the overall growth and development of the industry as an academy of sorts. While some of these

trained professionals may eventually join other companies within the sector, this movement of talent benefits the entire industry by raising the standard of engineering practice across the board. The prospects of regional integration through the establishment of a regional power pool make the idea of UEGCL as an energy sector academy even more lucrative. A future where the company not only exports electricity to the regional market but also human resources through the strategic Professional Services Unit (PSU). On top of diversifying UEGCL's revenue base, these initiatives would put the company in a better position on its path to becoming the leading electricity generation utility in Africa.



## EMPOWERING LEADERSHIP: A SHIFT SUPERVISOR'S PERSPECTIVE ON CAPACITY BUILDING AT UEGCL

**Grace AWINO**  
Shift Supervisor NKHPS

In the dynamic realm of energy production, the role of a shift supervisor is pivotal in ensuring seamless operations and optimal performance. At Uganda Electricity Generation Company Limited (UEGCL), the journey of capacity building holds profound significance for individuals like myself, entrusted with the responsibility of overseeing critical aspects of power generation. This narrative delves into my firsthand experience as a shift supervisor at UEGCL, highlighting the transformative impact of capacity-building initiatives on operational efficiency

As a shift supervisor at UEGCL, I have had the privilege of witnessing firsthand the

company's unwavering commitment to employee development. From the onset, UEGCL has fostered a culture of continuous learning, offering a myriad of training programs aimed at enhancing technical proficiency, leadership skills, and safety consciousness. I had an opportunity to train in India at the Koldam hydropower plant on the Operation and Maintenance of Hydro power plants.

Through specialized technical training programs, I have honed my skills in the operation and maintenance of power generation equipment. From turbine operations to control systems management, UEGCL's training initiatives have equipped me with

the knowledge and expertise necessary to navigate the intricacies of power generation processes effectively.

Effective leadership is paramount in guiding my team towards operational excellence. UEGCL's leadership development programs have provided me with invaluable insights into strategic planning, team management, and decision-making, empowering me to lead by example and inspire my team to achieve collective goals. UEGCL places utmost importance on safety in the workplace, and I have undergone rigorous safety training to ensure compliance with industry standards and protocols. From hazard identification to emergency response procedures, UEGCL's

emphasis on safety has instilled in me a deep-seated commitment to prioritizing the well-being of my team and safeguarding operational integrity.

The impact of UEGCL's capacity-building initiatives on operational efficiency is palpable, with tangible benefits resonating across various facets of power generation operations as follows: Enhanced Performance:

Equipped with advanced technical skills and knowledge, my team and I have been able to optimize the performance of power generation equipment, minimizing downtime and maximizing output. The seamless coordination and adept handling of operations have significantly contributed to improved operational efficiency and reliability.

Streamlined Processes: UEGCL's emphasis on continuous

improvement has led to the implementation of streamlined processes and best practices, resulting in enhanced efficiency and productivity. From routine maintenance procedures to troubleshooting protocols, these standardized processes have facilitated smoother operations and reduced the likelihood of errors or disruptions.

Adaptation to Emerging Technologies: In an era of rapid technological advancement, UEGCL has remained at the forefront by investing in training programs focused on emerging technologies such as renewable energy systems and smart grid solutions. As a shift supervisor, I have been able to leverage this knowledge to optimize the integration of new technologies into existing infrastructure, thereby enhancing efficiency and sustainability.

As a shift supervisor at Uganda Electricity Generation Company Limited, my journey of capacity building has been instrumental in shaping my professional growth and contributing to the company's operational excellence. Through continuous learning and development, I have acquired the skills, knowledge, and leadership acumen necessary to navigate the complexities of power generation operations effectively. The transformative impact of UEGCL's capacity-building initiatives on operational efficiency is a testament to the company's commitment to excellence and innovation in the energy sector. As we collectively strive towards a future powered by sustainable energy, I am confident that UEGCL will continue to lead the charge, driving progress and prosperity for Uganda and beyond.

## A MAP OF UGANDA SHOWING UEGCL FOOTPRINT



## BEYOND THE ROAD: BUILDING CAPACITY FOR A SMOOTH-RUNNING UEGCL TRANSPORTATION SYSTEM.

*Jude MUBUKE*  
Transport officer

The Uganda Electricity Generation Company Limited (UEGCL) is a pivotal player in the energy sector, driving the nation's electricity generation initiatives forward. Central to achieving operational excellence at UEGCL is a robust capacity-building strategy, particularly in transportation. Efficient transport systems are crucial for the execution of UEGCL's operations, from site management and equipment delivery to workforce mobility and emergency response. This article delves into how capacity building in transportation is a cornerstone for operational excellence at UEGCL.

Transportation

is a cornerstone of operational excellence at UEGCL, integral to effective site management, workforce mobility, logistics, and emergency response. The ability to transport equipment, materials, and personnel efficiently and safely is essential for maintaining and enhancing the operational capabilities of UEGCL. To this end, UEGCL has recognized the importance of robust capacity building in its transportation sector, implementing various strategic initiatives to optimize this critical function.

A key element of UEGCL's transportation capacity building is comprehensive training and development programs. These

initiatives include regular training sessions for drivers, focusing on enhancing their skills in handling specialized vehicles, adhering to stringent safety protocols, and efficient route planning. Additionally, workshops are conducted for the transport management team to equip them with advanced knowledge in fleet management, including the use of modern technology for tracking and maintenance scheduling. This continuous education ensures that the personnel responsible for transportation are well-prepared to manage the demands of UEGCL's operations effectively.

Technological integration is another pillar of UEGCL's

strategy to enhance transportation capacity. The implementation of fleet management systems, such as the FMS tracking System and fleet management software, allows for real-time monitoring of vehicle locations, optimization of routes, and timely maintenance. This technological approach not only increases operational efficiency but also contributes to significant cost savings by reducing fuel consumption and minimizing vehicle downtime. Furthermore, the use of data analytics helps assess transportation performance, identify bottlenecks, and make informed decisions to continuously improve

the system.

Infrastructure improvement is also a crucial aspect of UEGCL's transportation capacity building. The company has invested in the acquisition of modern, fuel-efficient, and environmentally friendly vehicles to replace older models, thereby reducing maintenance costs and enhancing reliability. Upgrading transport hubs with better facilities for vehicle maintenance, fueling, and storage further ensures that the fleet remains in optimal condition and can be deployed rapidly when needed.

Safety and compliance are fundamental to

UEGCL's transportation strategy. Regular safety tips to drivers and other vehicle users as well as vehicle inspections are conducted to ensure compliance with regulatory standards and to promote a culture of safety within the organization. These measures help prevent accidents, reduce downtime, and protect the well-being of employees, contributing to a more reliable and efficient transport system.

Therefore, UEGCL's commitment to capacity building in transportation is a testament to its dedication to operational excellence.

*The company has invested in the acquisition of modern, fuel-efficient, and environmentally friendly vehicles to replace older models, thereby reducing maintenance costs and enhancing reliability.*



## STRENGTHENING OPERATIONAL EXCELLENCE: INSIGHTS FROM THE GLOBAL CAPACITY BUILDING PROGRAMME ON RENEWABLE ENERGY

*Alan Denis OROMA*  
Sociologist KHPP

Between March 2023 and February 2024, participants in the Sida-funded Global Capacity Development Programme on Renewable Energy, facilitated by LIFE Academy in Sweden, embarked on a transformative journey aimed at enhancing their operational excellence in renewable energy. This comprehensive 12-month training program, in which the Uganda Electricity Generation Company Limited (UEGCL) is a partner, was meticulously structured into six phases, integrating online webinars, presentations, group assignments, mentor meetings, and the development of

Change Projects.

Thirty professionals from five African countries—Kenya, Rwanda, Uganda, Tanzania, and Zambia—representing key strategic organizations in renewable energy and energy efficiency, participated in this initiative. Aligned with UEGCL's capacity-building agenda, the program focused on developing a competent human resource base capable of fostering a business culture that impacts national policies, regulatory frameworks, and investment incentives for renewable energy technologies and sustainable energy systems. The program provided participants with

increased knowledge, essential tools, and critical contact areas to drive effective change processes for operational excellence.

The program commenced with foundational pedagogy in project planning and needs analysis, presented on the LIFE Network platform. This phase laid the groundwork for the participants, providing them with the necessary skills to identify and analyse their specific needs and challenges.

The regional phase took place at the Kafue Gorge Regional Training Centre (KGRTC) in Zambia, a hub for specialized training in hydropower and related skills. Here, country

teams were formed, and common challenges were identified for the development of relevant Change Projects. For Uganda, the focus was on the adoption of electric pressure cookers (EPCs) through enhanced financing initiatives, developed by participants from UEGCL, UMEME, Uganda Investment Authority and Centre for Research in Energy and Energy Conservation (CREEC).

Thereafter, participants worked on finalizing their Change Project plans with support from regional mentors through biweekly Zoom meetings. This phase also included semi-digital meetings where country teams met locally (in Entebbe for Uganda) with online support from LIFE Academy and regional mentors to complete their project plans.

During the semi-digital workshops, discussions on renewable energy financing, policies, and project management were held. Participants identified and engaged with stakeholders to gather different perspectives on challenges and possible

solutions, thereby creating awareness and building support for their Change Projects.

In the Swedish phase (Karlstad and Stockholm), participants presented the status of their Change Projects and collaborated with mentors through group work, lectures, study visits, and hands-on activities at various Swedish renewable energy institutions. This phase facilitated networking with Swedish authorities, companies, and organizations, expanding the participants' knowledge and contacts.

Back in their home countries, participants focused on implementing their Change Projects according to their plans. Regular meetings with stakeholders were arranged to create awareness and engage them in the implementation process. The program concluded with a presentation of the results, lessons learned, and discussions on the way forward to ensure the sustainability of the project work initiated during the training.

The renewable energy capacity-building program, in which UEGCL collaborated with Sida/LIFE Academy, acted as a cornerstone for operational excellence. Key takeaways included; a holistic approach to renewable energy, emphasizing the integration of various renewable energy sources and synergies between different technologies; the importance of energy efficiency, sustainable development, community engagement, and collaborations between academia, industry, and government; a commitment to environmental stewardship in renewable energy practices as crucial tenets for capacity building in operational excellence.

Overall, the program highlighted the significance of a diversified energy portfolio and reinforced the need for continuous development and collaboration to foster a sustainable and efficient renewable energy sector.



## BUILDING BRILLIANCE: THE CAPACITY BUILDING BLUE PRINT

*Cynthia Francisca BABIRYE*  
This is ICT Officer - Nalubaale-Kiira HPP

As Uganda strives to achieve its vision of becoming a middle-income country by 2040, the energy sector plays a vital role in driving economic growth and development. At UEGCL, we recognize that capacity building is essential for achieving operational excellence and sustaining our mission to sustainably generate reliable, quality, and reasonably priced electricity for socio-economic development.

Capacity building enables us to adapt to the changing energy landscape, embrace new technologies, and innovate our services. As the energy sector continues to evolve, we must stay ahead of the curve and

develop the capabilities necessary to integrate renewable energy sources, improve energy efficiency, and reduce our carbon footprint. Our partnership with international organizations has enabled us to leverage best practices and expertise in developing renewable energy projects.

Additionally, capacity building has a multiplier effect on the economy. Investing in our people and systems creates a ripple effect that benefits the entire value chain, from construction to manufacturing. Our commitment to capacity building is a commitment to the growth and development of Uganda.

### The key components of capacity building include:



#### 1. Human Resource Development:

Specialized training programs equip staff with the technical skills required for operating and maintaining hydro facilities, including electrical systems and environmental regulations. This ensures that the workforce can effectively manage the intricacies of hydropower generation.



## 2. Environmental Management:

Responsible environmental stewardship is critical for the sustainability of hydropower operations. Training in this area ensures that UEGCL complies with environmental regulations and implements best practices for habitat conservation and water resource management. This not only minimizes ecological impacts but also fosters community trust and regulatory compliance.



## 3. Crisis Management:

Developing robust emergency response plans and training staff to handle potential disasters, such as floods,

equipment failures, or security threats, is vital. Effective crisis management strategies ensure that UEGCL can quickly and efficiently respond to emergencies, minimizing operational disruptions and ensuring safety.

Our capacity-building initiatives are aligned with the country's development goals and are crucial for achieving the National Development Plan III objectives. We believe that our commitment to capacity building will have a lasting impact on the energy sector and the country as a whole. By investing in the skills and knowledge of our employees, we ensure optimized performance, environmentally sustainable and socially responsible operations, regulatory compliance, public support, and overall operational sustainability.

A well-trained workforce and robust systems enable UEGCL to adapt and recover from operational disruptions

and environmental challenges. This resilience is crucial for maintaining continuous operation and ensuring the longevity of the power plants. For instance, we have faced the challenge of floating islands that disrupted operations at the Nalubaale-Kira Power Stations, yet our well-trained workforce has kept the power stations running despite these challenges.

### Effective capacity-building strategies include:



- **Customized Training Programs:** Tailoring training programs to the specific needs of UEGCL hydropower plants maximizes their effectiveness. Focusing on areas such as advanced turbine technology, environmental compliance, and safety management ensures that staff are well-prepared for their roles.



- **Collaborative Partnerships:** Engaging with industry experts, academic institutions, and environmental organizations provides comprehensive training and access to best practices. These partnerships enhance the quality of capacity-building initiatives and ensure alignment with industry standards.



- **Continuous Learning:** Implementing ongoing education programs keeps staff updated with the latest advancements in hydropower technology and environmental

management. Continuous learning fosters a culture of innovation and improvement within UEGCL.



- **Monitoring and Evaluation:** Regularly assessing the effectiveness of capacity-building initiatives ensures that they meet UEGCL's operational goals. Feedback from these assessments can be used to refine and improve future programs, ensuring that capacity-building efforts are continually aligned with the organization's needs.

Capacity building is fundamental for the efficient and sustainable operation of UEGCL hydropower plants. By investing in human resource development, operational efficiency, environmental

management, and crisis preparedness, UEGCL can enhance its performance, ensure sustainability, and build resilience against future challenges. This strategic approach not only optimizes energy production but also contributes to the overall stability and growth of Uganda's energy sector.

As the ancient Greek philosopher Aristotle once said, "We are what we repeatedly do. Excellence, then, is not an act but a habit." By making capacity building a habit, UEGCL can achieve excellence and create a brighter future for ourselves and our stakeholders.

### Generating for Generations



## STRENGTH IN COMPLETENESS

**Jerome AYELLA**

Graduate Trainee Procurement and Disposal Unit

“The General is the bulwark of the state; if the bulwark is complete at all points, the state will be strong.” Though rooted in military doctrine, this statement aptly captures the essence of the Uganda Electricity Generation Company Limited (UEGCL) and its mission to power our nation. Hydroelectric power should be omnipresent, lighting up every corner of our land. Achieving this vision requires a comprehensive approach, a completeness that ensures every facet of the company is balanced and capable. This completeness is not just about fulfilling our mandate but striving to be the leaders in power generation across the continent. Completeness is the capacity to deliver on our

mandate, ensuring every part of the company works harmoniously, like yin and yang. Our employees are the cornerstone of this completeness. Just as power plants, dams, and power lines must be robust and efficient, so too must our workforce. Their capacity must be continuously developed and optimized. This is why the capacity-building program at UEGCL is crucial.

Similar to the strategic discussions in a football team’s dressing room, these programs are essential for devising tactical plans for our mission. Although regular and routine, there is a need to tailor these programs to be more focused and specific. Like a general honing his strategy, we must identify and address particular areas

and topics that might be overlooked in broader sessions. Each employee is an individual with unique strengths and weaknesses. Recognizing and developing these individual capabilities ensures that the team as a whole is strong and complete.

UEGCL’s commitment to completeness is already yielding results. The establishment of the Nyagak III, Karuma, and Isimba hydropower plants showcases the achievements of our native engineers who have risen through the ranks. These projects, some completed and others nearing completion, have significantly increased our megawatt capacity—a step towards Uganda’s 52,000-megawatt goal. This progress is commendable, but there

is always room for more.

To further our mission, we must expand the avenues for innovation. Like the prudent servant in the parable of the talents, we must utilize our resources wisely and seek to grow beyond our given mandate. Our procurement team plays a vital role in this by ensuring we source top-notch contractors for the construction and maintenance of our dams, securing the best value for our investments. Widening the doors for innovation

means not just fulfilling our state-given mandate but exceeding it. We have a responsibility to foster innovation and technological advancement. This requires a relentless pursuit of excellence, empowering our employees through continuous training and development. We should cultivate a culture of collaboration where every voice is heard, and every idea is valued. Our strength lies in our diversity, and in the unique perspectives each team member brings.

In conclusion, UEGCL is more than just a company; it is a catalyst for change. Our commitment to completeness underpins our mission to sustainably generate reliable, quality, and reasonably-priced electricity for socio-economic development. We are guardians of progress, champions of sustainability, and builders of a brighter future. Together, we will illuminate every corner of our land, bringing power to the people and driving our nation forward



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## CAPACITY BUILDING: A PERSPECTIVE AS AN ICT TECHNICIAN

*Emmanuel NDEGYEYA*  
ICT Technician

As an ICT technician at UEGCL since June 4, 2018, till date, I've witnessed firsthand the pivotal role that capacity building plays in fostering operational excellence within our organization. Throughout my tenure, I've been engaged in various capacity-building initiatives that have not only enhanced my skills and knowledge but have also contributed significantly to the overall efficiency and effectiveness of UEGCL's operations.

One of the primary ways in which capacity building has been instrumental is through continuous training and upskilling programs. One notable milestone in my professional development was

the ITIL training I undertook in July 2019. This training profoundly enhanced my understanding and practice of IT service management. This initiative equipped me with the latest technological advancements and best practices in the field of ICT, enabling me to stay abreast of industry trends and standards. By regularly updating my skills, I've been better equipped to address the evolving needs and challenges of UEGCL, ensuring that our IT infrastructure remains robust and resilient.

In addition to the ITIL training, I also participated in a SharePoint training program in February 2020. This training was pivotal in enhancing

my capabilities in managing and utilizing SharePoint for collaboration and document management.

Another significant area of capacity growth was my study of modern desktop analytics. This study has equipped me with advanced skills in monitoring and managing desktop environments, contributing to enhanced efficiency and productivity at UEGCL.

I am also pursuing the Cisco Certified Network Associate (CCNA) certification. This certification is crucial in enhancing my networking skills, further contributing to operational excellence at UEGCL.



I have also supervised projects including the implementation and maintenance of new network infrastructure, system upgrades such as biometric system enhancements and CCTV upgrades, installation of PBX telephony system, and software deployments like Desktop Central agents, DLO agents (Desktop Laptop Option), and Sophos antivirus agents to various user endpoints. These experiences have significantly enhanced my project management skills. They involved coordinating with multiple stakeholders, managing timelines, and ensuring that deliverables met the required standards.

### **Assignment to Namanve: September 1<sup>st</sup>, 2022 up to date.**

On September 1<sup>st</sup>, 2022, I was assigned to Namanve Thermal Power Plant as an ICT Technician. This role has provided new opportunities and challenges, further enhancing my capacity and contributing to operational excellence at UEGCL.

### **Network Improvements**

At Namanve, I have been actively involved in improving the network infrastructure. These enhancements have ensured reliable and high-speed connectivity, supporting the critical operations at the plant.

### **Implementation of Follow Me Printing**

I successfully implemented the Follow Me Printing solution at Namanve, which requires users to use pins to access printers. This system has improved document security and reduced printing costs by eliminating unnecessary prints.

### **Addressing ICT Issues**

Attending to the ICT needs of Namanve staff has been a primary responsibility. I have ensured timely resolution of technical issues, maintaining high levels of user satisfaction and operational efficiency.

### **Ensuring High-Quality ICT Services**

I have worked diligently to ensure that ICT services, such as internet connectivity, are of the highest quality. By collaborating with the right service providers, I have maintained uninterrupted and efficient ICT services at the plant.

The above-mentioned capacity buildings have facilitated the cultivation of a culture of innovation and collaboration within our organization. Through workshops, seminars, and knowledge-sharing sessions, I've had the opportunity to exchange ideas and learn from my colleagues across different departments. This cross-functional collaboration has not only broadened my perspective but has also fostered synergy and creativity, leading to the development of innovative solutions to complex problems.

Additionally, capacity building has played a crucial role in promoting employee engagement and retention at UEGCL. By investing in the professional

development of its workforce, the organization has demonstrated a commitment to the growth and advancement of its employees. This has resulted in higher job satisfaction, increased motivation, and ultimately, greater productivity and performance across the board.

Looking ahead, I believe that continuing to prioritize capacity building will be paramount for UEGCL as we strive for excellence in all aspects of our operations. By empowering employees with the skills and knowledge they need

to succeed, we can not only enhance individual performance but also drive organizational success and achieve our strategic objectives.

Capacity building has been a cornerstone for achieving operational excellence at UEGCL. The ITIL training in July 2019 significantly enhanced my capabilities in IT service management, while the SharePoint training in February 2020 improved our collaboration and document management processes. Additionally, studying modern desktop analytics, attaining the CCNA certification, and

gaining practical experience through supervising various projects have collectively contributed to better service delivery and alignment with organizational goals. My assignment to Namanve since September 2022 has further expanded my capacity, enabling me to implement crucial improvements and ensure high-quality ICT services.

As an ICT technician, I am committed to leveraging these skills and knowledge to support UEGCL in its mission to provide reliable and sustainable electricity generation for Uganda.



*This initiative equipped me with the latest technological advancements and best practices in the field of ICT, enabling me to stay abreast of industry trends and standards.*



## FINANCE AS A STRATUM IN ENERGY

**Edward NYAKUNI**  
GT-Accountant Finance Department

In the dynamic world of energy generation, Uganda Electricity Generation Company Limited (UEGCL) stands out as a beacon of innovation and operational efficiency. At the core of its success lies a robust framework of capacity building, particularly crucial for aspiring finance professionals like graduate trainee accountants. I wish to explore the pivotal role of capacity building in fostering operational excellence at UEGCL from the perspective of a graduate trainee accountant.

For young professionals embarking on their careers, capacity building is not just about acquiring technical skills; it's a journey of self-discovery, growth, and empowerment.

At UEGCL, graduate trainees are provided with a comprehensive training program designed to equip them with the knowledge and competencies needed to excel in their roles. From financial reporting and risk analysis to budgeting and compliance, trainees undergo rigorous training tailored to the specific demands of the energy sector. The National Energy Policy of 2023 outlines the government's commitment to achieving universal access to electricity and clean cooking fuels by 2040. This involves significant investments in both on-grid and off-grid solutions, including solar home systems and mini-grids, to improve rural electrification (IEA). The government also implements

social tariffs and free connection plans to make electricity more affordable for low-income households (IEA).

Moreover, capacity building extends beyond technical proficiency to encompass soft skills development and professional grooming. Through mentorship programs, workshops, and on-the-job training, trainees at UEGCL are nurtured to become well-rounded professionals capable of thriving in a fast-paced and challenging environment. They are encouraged to develop critical thinking, communication, and leadership skills, essential for driving organizational success.

One of the key benefits of capacity building at

UEGCL is the exposure it provides to diverse experiences and perspectives. Trainees have the opportunity to work across different departments and projects, gaining valuable insights into the inner workings of the company and the energy industry as a whole. This holistic approach not only broadens their understanding but also fosters innovation and creativity as they contribute fresh ideas and solutions to real-world challenges. Additionally, the program ensures that trainees are well-versed in the latest technology tools used in finance and accounting, such as NAVISION and its upgrade to Business Central, as well as advanced procurement systems. This exposure to cutting-edge technology equips graduate professionals with the necessary skills to effectively manage financial operations, streamline procurement processes,

and enhance overall efficiency in their future careers.

Furthermore, UEGCL places a strong emphasis on ethical conduct and integrity, instilling in trainees the importance of upholding high professional standards. As future financial leaders, trainees are taught to navigate complex ethical dilemmas with integrity and transparency, ensuring the trust and confidence of stakeholders in the company's financial management practices.

Another critical aspect of capacity building at UEGCL is the emphasis on continuous learning and development. Trainees are encouraged to pursue further education, professional certifications, and career advancement opportunities to enhance their skills and expand their horizons. By investing in the growth and

development of its talent pool, UEGCL ensures a steady supply of skilled professionals capable of driving innovation and excellence in the finance function.

In conclusion, capacity building serves as a cornerstone for operational excellence at Uganda Electricity Generation Company Limited, particularly for graduate trainee. Through comprehensive training, mentorship, exposure to diverse experiences, and a commitment to ethical conduct, UEGCL empowers its trainees to become future financial leaders capable of steering the company towards its strategic objectives. As UEGCL continues to evolve and adapt to the changing landscape of the energy sector, its investment in capacity building will remain integral to its long-term success and sustainability.



## ENERGIZING UGANDA: UEGCL'S CAPACITY BUILDING BLUEPRINT

**Noella Nsaba MUTESI**  
Customer Care Officer

The Ugandan energy landscape demands a relentless pursuit of operational excellence. For Uganda Electricity Generation Company Limited (UEGCL), achieving this necessitates a robust commitment to capacity building. This is not merely a passing trend but a transformative approach empowering UEGCL to excel, innovate, and build resilience.

Capacity building, as defined by (Wood & Yates, 2013), strengthens an organization's skills, abilities, processes, and resources to thrive in a dynamic environment. For UEGCL, this encompasses a wide spectrum of activities, from technical training

and professional development to organizational improvement and community engagement.

The strategic significance of capacity building for UEGCL is multifaceted. Firstly, it enhances technical competence. The energy sector's technical complexity demands specialized knowledge. UEGCL prioritizes continuous technical development through targeted training programs for its staff. Notable examples include training programs at the Kafue Gorge Regional Training Centre in Zambia. Collaborations with institutions like Kafue Gorge underscore UEGCL's dedication to excellence and

adaptability in the rapidly evolving energy landscape. These programs equip the workforce with the latest technologies, industry best practices, and regulatory standards, ensuring efficient and safe operation and maintenance of UEGCL's assets.

Secondly, capacity building fosters innovation and adaptability. The energy industry is characterized by rapid technological advancements and shifting market dynamics. To maintain a competitive edge, UEGCL cultivates innovation and adaptability through workshops, seminars, and collaborative projects that encourage creative problem-

solving. Employees are challenged to think critically and develop solutions to complex challenges.

Thirdly, building leadership and management skills is paramount. Effective leadership is crucial for achieving strategic goals. UEGCL prioritizes developing leadership and management skills at all levels. Through leadership training programs, mentorship, and succession planning, UEGCL cultivates a cadre of capable leaders who can drive the company's vision forward. For instance, UEGCL's mentorship program pairs graduate trainees with experienced mentors, providing guidance, support, and hands-on experience. This approach helps trainees develop practical skills, understand company culture, and prepare for future leadership roles.

Furthermore, UEGCL recognizes its role in the broader community as a key player in Uganda's energy sector. Capacity building

extends beyond the organization to include community engagement and empowerment initiatives (Ranjith & Sagar, 2013). By investing in local communities, UEGCL helps build a skilled workforce and fosters positive relationships with the public. These efforts include educational outreach, such as the partnership with Gayaza High School that has seen over 800 books distributed to schools in surrounding areas, and vocational training programs.

The impact of UEGCL's capacity building efforts is evident in its numerous successes like the successful rehabilitation and modernization of the Nalubaale and Kiira power stations that exemplify the company's commitment to technical excellence and process optimization. These projects not only enhanced the reliability and efficiency of Uganda's power supply but also provided

valuable learning experiences for UEGCL's engineers and technicians.

Looking ahead, capacity building will remain a cornerstone of UEGCL's strategic framework. The company plans to expand its training programs to incorporate emerging technologies like floating solar and smart grid systems. Additionally, UEGCL aims to strengthen partnerships with academic institutions, industry leaders, and international organizations to further enhance its capacity building initiatives.

In conclusion, capacity building is the foundation of UEGCL's operational excellence. By continuously investing in its staff, communities, processes, and partnerships, UEGCL is well-positioned to navigate future challenges and deliver its mission of sustainably generating reliable, quality, and affordable electricity for socio-economic development.



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