

GENEWS

THE OFFICIAL UEGCL NEWSLETTER

Issue 13 | 2025



UEGCL
Generating for Generations

Issue 13 | 2025



Word from the Editorial

Enock KUSASIRA

Head Communication and Corporate Affairs

Dear Reader,

I gladly welcome you to this new edition of Gnews Newsletter.

As we make a significant leap into the digital age, The Communication and Corporate Affairs Unit has made a strategic decision to transition from our traditional hardcopy, theme-based magazine to a more dynamic online quarterly newsletter.

This transformation reflects our commitment to innovation and keeping in sync with the emerging trends and needs of our stakeholders.

This new format brings on board agility, responsiveness and ease. Our readers will receive timely updates as well as being informed of the progress of the company throughout the year.

We strongly believe that this quarterly dispatch will give you a detailed understanding of the

journey and impact that UEGCL continues to make in Uganda's socio-economic development.

This issue brings you a full package of the great milestones that UEGCL registered in the first quarter of the Financial Year 2025/2026 and key among these was the commissioning of 6.6Nyagak HPP on 1st August 2025.

Enjoy the reading!

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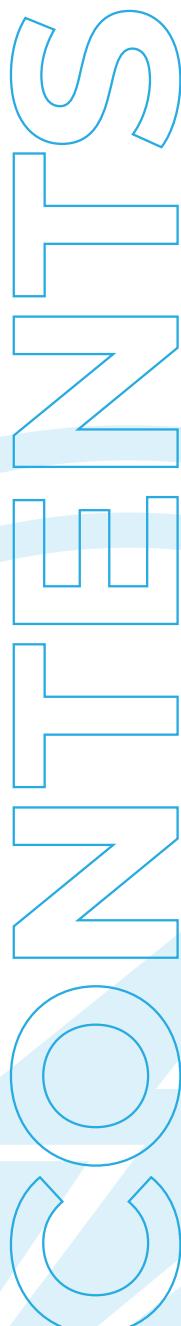
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CEO's - Foreword

Dr. Eng Harrison E. MUTIKANGA
Chief Executive Officer

Dear Readers,

Welcome to the inaugural quarterly edition of GeNews, which is now fully digital and designed to deliver timely insights from across Uganda Electricity Generation Company Limited (UEGCL). This new format reflects our commitment to more agile communication and deeper engagement with you, our valued stakeholders.

Over the past quarter, we registered strong operational performance across our entire generation portfolio, maintaining high plant reliability and contributing stable power to the national grid. Most notably, we commissioned the 6.6MW Nyagak III Hydropower Plant, further advancing Uganda's goal of universal access to electricity.

At the same time, our asset maintenance and rehabilitation programmes have yielded measurable results. Across our facilities, we continue to see improved efficiency, reduced downtime, and stronger operational discipline; a testament to the effectiveness of our technical teams and the value of sustained infrastructure investment.

Crucially, we have upheld our strong safety record while deepening community engagement around our installations. Environmental initiatives, including water resource management and reforestation, remain integral to our identity as a responsible power producer.

As we navigate the rest of the year, we are mindful that Uganda's electricity ambitions depend not only on adding new capacity, but also on preserving and optimising the assets we already have. UEGCL remains committed to prudent asset management, innovation, and strategic collaboration to strengthen our portfolio and meet the country's evolving energy needs.

Finally, to our staff, your professionalism remains the foundation of our success. To our Shareholders and Board of Directors, thank you for your clear strategic direction. And to all our stakeholders and partners, your trust and collaboration continue to energise our mission. Together, we are building a resilient and future-ready electricity generation company and energy sector for Uganda.



Personal Reflections on Nyagak III. A Story of Grace and Gratitude.

On Friday 1st August 2025, Nyagak III HPP was commissioned by the Hon. Dr. Canon Ruth Nankabirwa Ssentamu the Minister of Energy and Mineral Development.

This milestone was achieved 10 or so years since the Implementation Agreement and Shareholders Agreements had been signed between GoU and the private partners (DOTT Services Limited and Hydromax Limited). As we drove back to Kampala with my friend Moses Anguyo, I had opportunity to reflect on the journey of Nyagak III HPP.

The project was structured and initiated by UEGCL with support from MEMD and KFW. Eng Mary Mwogeza and her team at the time, prepared and reviewed all the project initiation and structuring documents including agreements, tender documents, terms of reference, contracts etc. all through the period from 2013 to 2017 when the initial ground breaking for the project happened. By the time I joined the project in 2019, the project had already been reset for a new restructuring following the exit of the development partner. The commissioning of Nyagak III HPP was also a moment for me to reflect on my own personal

journey in UEGCL over the last 10 years. When I joined UEGCL in 2015, I had just crossed over into my 30s and I was as vibrant and fiery as they can get. For four years between 2015 and 2019, I was in Isimba as Assistant Project Manager. But I also had my fair share of troubles.

On one occasion I was involved in a traffic incident in Matugga on Bombo Road, which ended with me appearing before a disciplinary committee. Management could not comprehend how someone deployed at Isimba HPP could be involved in a traffic incident on the other side of town!

Sometime in 2017, UEGCL sent me, Flavia Anyiko and Cindy Ssenoga to Marakessh Morocco for the Africa Hydro Conference. While there I met and networked with some experts from the World Bank. Like any young engineer with big plans and ambitions to work internationally and travel globally, I networked and interacted extensively with the World Bank attendees at the conference. By the end of the conference, they had agreed to sponsor me to attend another conference by the International Hydropower Association that was to take place in Addis Ababa, Ethiopia later that year.

UEGCL later nominated other staff to attend this conference in Addis Ababa. My boss at the time, Eng Chad Silas Akita was one of the nominated attendees. As his Assistant Project Manager, I was expected to stay behind and act in his stead. That same weekend I took a flight (sponsored by my new-found friends) to attend the pre-conference sessions and meetings in Addis Ababa.

Early Monday morning I was on a return flight to Kampala and by lunch time I was in Isimba, Kayunga. My boss had arrived in Addis Ababa the previous evening and found one of my portrait photos being displayed by the conference cameramen. (You know those photojournalists that take your conference photos, frame them and offer them to you at a price).

The cameraman did not know that I had already left Ethiopia, and my boss was wondering which part of the conference venue I was hiding! I was in Kayunga, Uganda. For some time, I was viewed as a renegade and undisciplined employee in UEGCL. It was a tough and dark season for me not only at work but also in my personal family life.

I am thankful to my supervisors Chad, Isaac and CEO for they extended grace to me as I struggled with this “excitement” phase of my life. It is in that season of my life that Mary Mwogeza also helped me as a sponsor in the organization.

When I was viewed as a renegade and undisciplined employee, Mary one time argued for me to be given second chances, and that came with an opportunity to work with her and the team on the design review workshops for Muzizi HPP that was undergoing initiation and procurement at the time.

Those opportunities helped me to rehabilitated back into the fold, and later be deployed unto the Nyagak III HPP which she had carried as her baby since 2013. For that I will be forever grateful. Sometimes all that people need is a second chance. Sometime all that people need is some one to speak for them when the season has silenced them.

On the Nyagak III Project, my boss Isaac Arinaitwe let me grow and bloom into an all-round project manager. He always reminded me how my role and project were unique. He showed me how I had the opportunity to have a 360-degrees view in all matters project management from land acquisition, project

On the Nyagak III Project, my boss Isaac Arinaitwe let me grow and bloom into an all-round project manager. He always reminded me how my role and project were unique. He showed me how I had the opportunity to have a 360-degrees view in all matters project management from land acquisition, project re-structuring, financial modelling, contract management, stakeholder management etc. Many times, I sat in his office, for hours explaining the puzzles around the project agreements and the realities on ground, and he would give nuggets and insights that I would figure out a month or two later.

For some reason he always saw the train coming way before I heard it hooting towards the train station! He also made me fall in love with all matters project finance, tariffs, debt structuring, power purchase agreements etc. and has not stopped nudging me to enroll for the prestigious CFA course, which is a project in itself.

The project team included Arnold Ssozi (who later moved to the Risk Unit) and Swaburah Nalwanga and together we handled resettlement action plans, land acquisitions, amendment of project agreements, project supervision, funding disbursements, monthly reporting, stakeholder management, risk assessments etc. Swaburah has the unique record of being the only UEGCL employee to have resided in Nyagak, Zombo for over 6 months all through the project. On two occasions she camped in Nyagak during the installation of electro mechanical equipment for a consecutive 90 days and later did another 60 days during the pre-commissioning tests.

She gained extensive knowledge and experience on the mechanics of hydropower from these extended tenures on site. I remember the days we walked on foot in bushes and people's gardens tracing the route for the 33KV evacuation

line from the project site to Agelemo/Awodekei and she had to write notes of our findings as we hiked in these gardens and bushes. Imagine writing notes while hiking in a bush or cassava garden! It wasn't easy but she pushed and proved herself. Nyagak had its unique nuances and intricacies and I am confident Swaburah gained valuable experience on hydropower and public private partnerships at large.

Allan Oroma was very helpful during these engagements on land acquisition particularly when we dealt with the Kaal Paidha Umua chiefdom. Moses Anguyo supported us with resettlement action plans and community boreholes as part of Community Social Responsibility for the project.

So, on that commissioning day, I stood in that control room at Nyagak III HPP NOT because I am a hardworking engineer or experienced project manager BUT because my colleagues and bosses had supported me all the way both professionally and with my personal life

struggles. I have also learnt that the Lord is merciful and gracious, slow to anger, and plenteous in mercy (Psalm 103:8). I was able to get to this milestone, because GOD's grace is sufficient. Beyond building dams and turning turbines, I pray that we may show kindness and offer support to our colleagues especially when they are going through dark seasons.

Congratulations to all UEGCL Staff and Top Management on another 6,600KW added unto the national grid!

Nicholas Agaba Rugaba
Project Manager, Nyagak III HPP





Prime Minister Hon. Robinah Nabbanja Commends UEGCL for powering Uganda

The Prime Minister of Uganda, Robinah Nabbanja applauded Uganda Electricity Generation Company Limited (UEGCL) for aiding Uganda's transformation journey through energy security.

This was during the commemoration of the 14th Africa Public Service Day (APSD) at Kololo Ceremonial Grounds on July 7 where she represented President Yoweri Museveni.

Celebrated under the theme; "Enhancing the Agility and Resilience of Institutions to Achieve Equitable Governance and Rapidly Address Historical Services Delivery Gaps." the event began with the Prime Minister inspecting vibrant exhibition stalls set up by Ministries, Departments and Agencies (MDAs).

While at the UEGCL exhibition booth, Nabbanja applauded the team for their commitment to public service and grassroots engagement.

The Premier was briefed by the UEGCL team of the milestones scored by the company on ensuring enough electricity to facilitate the country's ambitious development prospects. Among others, the team updated the PM on how the 600MW Karuma Hydropower Plant Uganda's largest generation utility at the moment is revolutionizing the power sector.

The project is located on River Nile in Kiryandongo district, approximately 270 kilometers north of Kampala.

This run-of-river hydroelectric power station was commissioned in June 2024 by President Yoweri Museveni and has since boosted Uganda's power generation capacity to an impressive over 2,000 MW.

UEGCL is a parastatal company responsible for generating electricity in Uganda. Its primary object is to generate enough electricity to support the country's development goals and for sale to neighboring countries. Uganda's electricity capacity, depending on its energy model, is projected to have grown to 8885MW by 2035 against an estimated demand of 9185MW.

Nabbanja was also briefed on UEGCL's community development initiatives carried out in different parts of the country including Kayunga, Kamuli, among others.

UEGCL team reiterated commitment to making electricity safely available for supply at all times from all their plants. The Prime Minister expressed her appreciation for the role UEGCL plays in powering Uganda's growth and development.

Nabbanja in her speech stressed; "We must remember that peace, stability and security are the bedrock of national development. Uganda's progress is anchored in our patriotic army, efficient institutions and strategic infrastructure investments." "I urge the public service to support the pro- people agenda of the NRM (National Resistance Movement), that is to say, by ensuring free education for our children in government schools.

To resist all forms of corruption, it slows down Uganda's development. This will not be tolerated," Nabbanja said.

Africa Public Service Day was adopted on June 23, 2011, during the African Union Heads of State Summit in Malabo, Equatorial Guinea.

The day is celebrated annually on every June 23 to recognize the contributions of public servants in Africa and promote excellence in public service delivery. The Minister for Public Service, Wilson Muruli Mukasa, used the occasion to celebrate the progress made in public service automation and appealed for deeper outreach to marginalized groups.

"Technology has improved transparency. Now, let us ensure inclusion reaches every Ugandan from women and youth to the elderly and persons with disabilities," Muruli said.



UEGCL, Ghana's BPA ink deal on energy cooperation

The Uganda Electricity Generation Company Limited (UEGCL) has strengthened energy cooperation with Ghana's Bui Power Authority (BPA). Shortly after signing the memorandum of understanding (MOU) during the 2025 Africa Hydropower and Dams Conference held in Accra, Ghana between July 8-10, 2025, UEGCL celebrated the deal as a significant milestone in regional energy cooperation.

The chief executive officer of UEGCL appended signature on the MOU on behalf of UEGCL while Eng. Sam Kow Eduakwa,

the CEO of BPA signed on behalf of his entity.

Africa Hydropower and Dams Conference is a key platform for dialogue and collaboration among Africa's hydropower and dams' stakeholders. The bilateral power agreement is anchored on mutual interests in enhancing technical collaboration, knowledge transfer, and capacity building in the field of hydropower generation and management.

According to Mutikanga, through the partnership, UEGCL and BPA will share best practices, technical expertise,

and jointly explore innovations aimed at promoting sustainable energy development.

"The MoU reflects the growing recognition that African utilities can accelerate progress by working together to address common challenges such as climate change, operational efficiency, and the need for reliable electricity supply," Mutikanga said.

Key areas of collaboration according to UEGCL, will include joint training programmes, exchange of technical staff, research and development, and

and potential partnerships on specific power projects, such as floating solar.

"This cooperation is expected to contribute to both utilities' goals of improving energy access and ensuring safe, reliable, and affordable electricity for their respective populations," he said.

He expressed optimism about the benefits of the partnership and emphasized the importance of South-South Cooperation in driving Africa's energy agenda.

"The agreement signals a shared commitment to building resilient power systems that not only meet growing demand but also support inclusive and sustainable development across the continent," he said.

Mutikanga highlighted that the MoU is at a time when regional integration and knowledge exchange are seen as vital tools in advancing Africa's energy transformation agenda.

The conference that took place at the Labadi Beach Resort Congress Centre in Accra, attracted over 300 delegates from 47 nations with at least half representing African nations.

The conference focused on water storage and hydropower development in Africa, with discussions on financing mechanisms, risk management, and improving energy access. The energy summit was among others supported by key organizations, such as the World Bank Group, African Development Bank, and Asian Infrastructure Investment Bank.

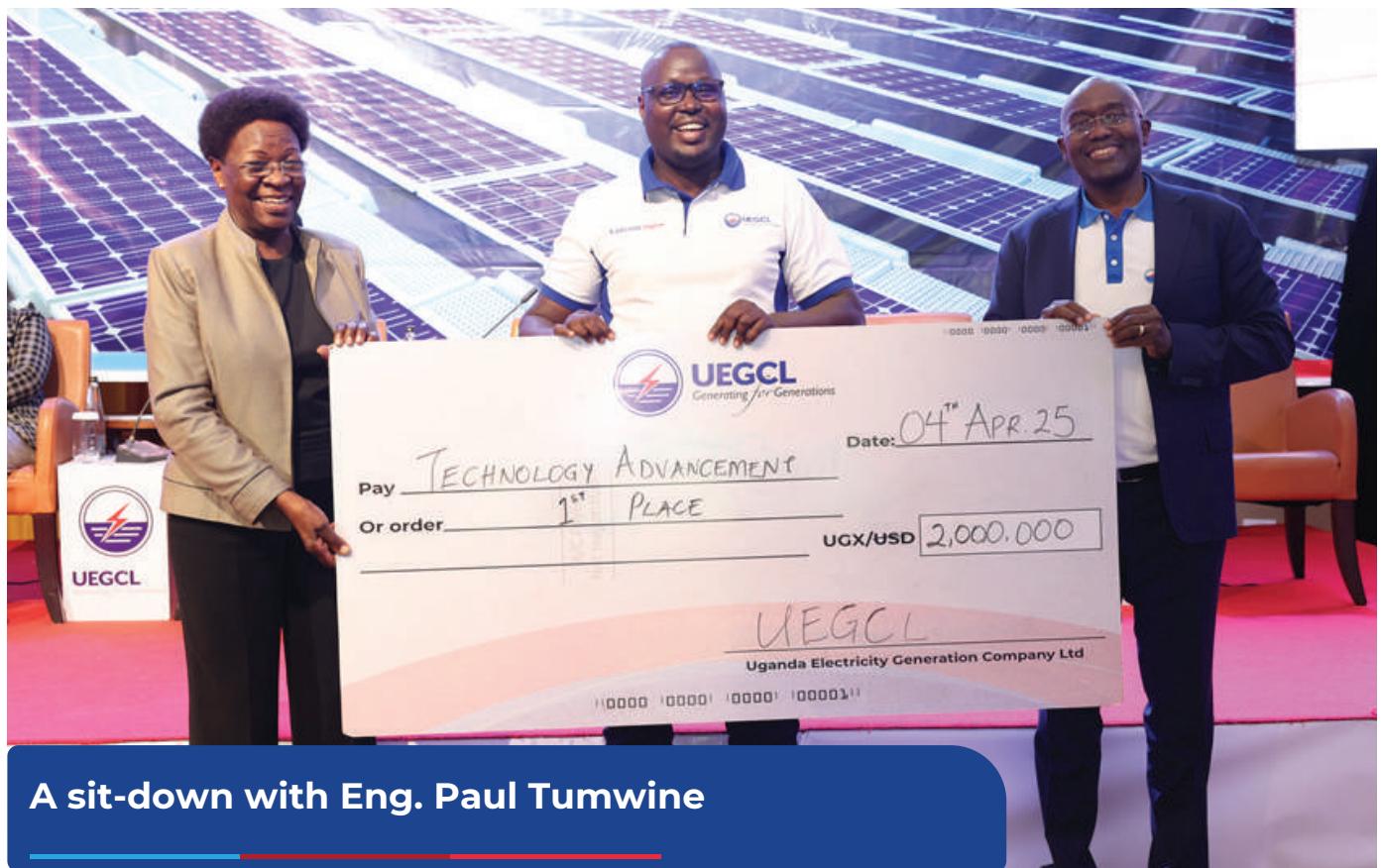
It also featured an exhibition hall with industry sponsors, showcasing the latest technologies and innovations in hydropower and dam engineering.

The Accra conference was celebrated as a networking avenue with the delegates having an opportunity to network and engage in discussions, including a welcome reception hosted by Andritz and a networking party.

The plenary discussions were tailored on topics such as civil engineering, multipurpose schemes, and projects financing. Eduakwa in his address after the deal, emphasized the importance of innovation and encouraged young professionals within power generation entities to harness their creativity to drive the organizations forward.

He articulated the need for operational excellence and a commitment to sustainable energy solutions.

The Ghanaian power entity boss also stressed the importance of capacity building and training, which would be facilitated through the partnership between UEGCL and BPA.



A sit-down with Eng. Paul Tumwine

1. Congratulations on your award for Best Presentation at this year's Research and Innovation event! What sparked the idea behind your project?

Thank you! The spark quite literally came when witnessing a test for the Karuma HPP GSU transformer No. 3 high pressure water mist fire suppression system back in November 2023. As I watched and observed the spread of the mist droplets engulf the transformer wholly and

more surprisingly observing that the area is not "dramatically" wet. It was at this point I was "Wait a minute... if this works so well here, why not in a generator housing?" and get rid of this unsafe Carbon oxide fire suppression often used.

With this I knew to get the drive and a following from a huge following which was none other than CEATI to which UEGCL subscribes to where I shared this request for information that led to a full-fledged working group where I am a co-chair as well.

So this led to an actual test on a live hydropower plant in Montana, USA which myself and other members set up a test criteria to confirm this possibility and I must say was totally worth it and such a success by the time we left the test one of the largest utilities in the US a member of CEATI started implementing.

So that's how the idea of using hybrid water mist as an alternative fire suppression for hydro generator.

2. Can you take us through how you developed your research topic?

With the preliminary request for Water Mist as an alternative to carbon dioxide fire suppression for hydro generators. I began reviewing alternative suppression technologies suitable for enclosed electrical equipment which was mostly gas based which is not as readily available in Africa and specifically Uganda.

So consideration of the most abundant material in a Hydropower Plant (Yes, Water) seemed the most sustainable. Additionally the aim was directly looking for something safer for power plant personnel. The hybrid water mist system struck the perfect balance—it cools, suppresses the fire, and doesn't demand a fire drill/SoP every time it activates.

The research built itself from there and the icing on the cake was live testing on an actual generator unit.

The research took about 18months with over four in-person meetings, one review workshop with National Fire Protection Association (NFPA), developing a test criteria and one test at Canyon Ferry Power Plant, Montana whose age is similar to Naluubale HPP and planned for refurbishment making it a perfect unit before going out for refurbishment and replacement.

3. What were the core objectives guiding your research project?

- First and foremost, to enhance plant safety to personnel. Due to the risks associated with release of CO₂ in occupied spaces makes plants unsafe especially during maintenance which statistically has more accidental releases than in normal operation also on a light note nobody wants to wrestle with oxygen masks like they're in an apocalyptic movie or spy movie.

- Secondly, to reduce downtime after activation following a fire event. Let's face it, in our business time lost is power lost. If I am to go cooperate, this would compromise our UEGCL purpose. Usually, after a fire in the generator pit/barrel, the environment isn't ideal to mobilize maintenance teams and tools to the fire site however, with the cooling effect of the hybrid water mist reduces that time immensely.

- And thirdly, to improve operational sustainability; cutting CO₂ use isn't just green; it's financially lean. So in short safer, faster, greener and goes without saying less drama for everyone involved with CO₂ showing off its lethal nature.

4. What challenges did you encounter during your research journey, and how did you navigate them?

Oh, there were a few moments especially during the first meeting to get CEATI members of the Hydropower Equipment

(HPE) group convinced that water as a fire fighting medium in an electric equipment such as a generator could actually be a good fire suppression system due to its larger surface area from the numerous water droplets created as an alternative to the already tried and tested CO₂. I had to explain more than once that we're using mist, not buckets of water.

Another challenge was accessing comparative performance data between CO₂ and hybrid systems in hydro applications remember it's not like this is standard stuff in textbooks, journals and technical standards as this was common in the IT industry for data centers and the like.

So I had to dig into manufacturer data, international codes, and sprinkle in a bit of engineering intuition and most of all information from peer plants who are CEATI members. With a little persistence and support from the Asset Management team especially Dr. Jemimah and the CEATI coordinators,

we got the answers we needed. Because of the passion I had to see this through and the depth in knowledge gotten from peers and experienced fire protection experts, the one of the challenges were financial considering there were budgetary constraints and couldn't get budgets to facilitate travels to attend the in person meetings which necessitated utilizing personal finances to attend two (2) out of four (4) engagements while on leave and thankfully the other two (2) facilitated by the company when funds were got.

5. How do you envision your innovation will contribute to UEGCL's operational efficiency?

This system will increase plant safety to personnel without compromising fire safety of the power plant. Instead of shutting down operations and waiting for CO₂ levels to drop (or cylinders to be refilled), the hybrid system allows faster response, minimal clean-up, and safer re-entry.

The adoption of hybrid water mist system on new projects creates a low risk environment to any accidental Co₂ release during transportation, installation and commissioning. I have completed a first draft of specifications for new projects and currently working on one for conversion to hybrid water mist suppression systems which can be used in the future for the existing plants based on their replacement plans.

Think of it as upgrading from a manual typewriter to a voice-activated tablet same job, but way smarter.

Operational downtime goes down, costs go down, safety goes up. Even the generators might breathe a sigh of relief to host maintenance team.

6. What advice would you offer to emerging researchers and aspiring innovators in UEGCL and beyond?

If you are passionate about something like for my case I have passion for hydropower technologies, be curious. If something doesn't make sense or seems unnecessarily

complicated it's probably a trigger for one to innovate. I am a true believer of 'Keep it Simple'.

Also, don't be afraid of strange ideas. When I first mentioned "water mist in an electrical generator room,"

someone almost reached for a mop! And the discussion was all about water is a recipe for disaster. Well, not the worst idea right now.

Lastly and most of all, innovation isn't about having a lab coat and a giant budget.

It's about identifying a gap, asking the right questions, and attempting to answer them differently. Oh before go just another advise is keep your coffee strong and your Wi-Fi connection stable!





Uegcl Runs Against Cancer

The Uganda Electricity Generation Company Limited (UEGCL), on 31st August 2025, joined thousands of participants at the 14th Rotary Cancer Run held at Kololo Independence Grounds in Kampala.

Held under the theme “Many Cancers, One Race,” the event kicked off at 6:00 a.m. and was marked by a vibrant atmosphere as runners gathered to support the fight against cancer.

At least 20 UEGCL staff were among the enthusiastic participants in the 21 km, 10 km, and 5 km categories, further demonstrating the company’s commitment to supporting health and wellness initiatives within the community.

One of the ICT officers and an avid runner, Mr. Edgar Ampeire, shared his motivation for participating: “I ran 21 km. I find this enjoyable as it brings together different people for a great cause,” Ampeire noted.

As a proud sponsor of the Rotary Cancer Run, UEGCL’s involvement underscores its dedication to raising awareness about cancer and supporting efforts to improve access to affordable and quality healthcare in Uganda.

UEGCL’s Chief Executive Officer, Dr. Eng. Harrison E. Mutikanga, pledged the company’s continued support for this noble cause: “We are proud to support this powerful movement for collective action in the fight against cancer.

This reflects our CSR policy, where health remains a key priority area,” said Mutikanga. Over UGX 3.5 billion was raised during the 14th edition of the Rotary Cancer Run, funds that will aid the completion of two bunkers to house Linear Accelerator (LINAC) cancer treatment machines at the Rotary Cancer Centre, Nsambya Hospital.

The Rotary Cancer Run (RCR), launched in 2012, is one of the major fundraising vehicles under the Rotary Cancer Programme Uganda. The 2025 edition attracted over 60,000 runners from across the country, indicating a clear demonstration of the growing public commitment to the fight against cancer. UEGCL remains committed to fostering community engagement and supporting initiatives that contribute positively to the health and well-being of Ugandans.



Roof Top Team-Building Extravaganza Ignites Camaraderie and Fun

September 12, 2025 was a night to remember for the Uganda Electricity Generation Company Limited (UEGCL) staff. The vibrant team-building event at the company's headquarters rooftop in Kamwokya indeed refreshed memories. As the clock struck 4 pm, the atmosphere transformed into a lively hub of activity, with staff members mingling over delectable cuisine, thrilling games, and infectious music.

Dr. Eng. Harrison Mutikanga, the charismatic Chief Executive Officer (CEO), took the stage, his voice filled with enthusiasm.

"We should have more of these team building events to freshen away our busy schedules and know each other's faces and personalities," he exclaimed, emphasizing the importance of team building.

The Chief Human Resource Officer added a warm welcome, setting the tone for an unforgettable evening.

Jackline Kambabazi, Manager of HR and MC (master of ceremonies) extraordinaire, brought the house down with a hilarious segment of humorous quotes from the CEO.

The room erupted in laughter and chants, with staff members revelling in the light-hearted humour. As the evening unfolded, the variety of drinks – from refreshing soft drinks to spirited cocktails – added to the convivial atmosphere. Cake cutting marked the celebration, with staff members eagerly snapping photos and savouring the sweet treats.

The event concluded at leisure, with staff members departing feeling refreshed, rejuvenated, and more connected than ever.

The team-building session was a resounding success, fostering camaraderie and teamwork among UEGCL staff.

As Dr. Mutikanga highlighted, such events are essential for building strong relationships and improving communication within the organization.

The rooftop venue, adorned with twinkling lights and vibrant decorations, provided a picturesque backdrop for the celebration.

The sound of laughter and music filled the air, creating an unforgettable experience for all attendees.

In the words of Dr. Mutikanga; "These get-togethers are essential for building strong relationships and improving communication within the organization; "The UEGCL team-building event was a shining example of this philosophy in action, bringing together staff members in a fun and relaxed setting.





The Grand Ethiopian Renaissance Dam: A Regional Power Asset Amid Concerns

The completion of the 5,150 MW Grand Ethiopian Renaissance Dam (GERD) has been hailed as a major step toward Africa's energy sufficiency and independence.

On September 9, 2025, Ethiopia marked a historic milestone with the inauguration of the GERD, the largest hydropower project ever built in Africa.

The African Union (AU) has emphasized that sufficient energy and modern infrastructure are pivotal in achieving the flagship development goals of Agenda 2063.

Designed and constructed by Webuild, the GERD sets the pace for ambitious energy project execution and signals a new era for Ethiopia and the continent in the journey toward a green transition.

At the inaugural event attended by Kenya's President William Ruto, Djibouti's Ismail Guelleh, and other dignitaries, the Ethiopian Prime Minister Abiy Ahmed described the project as "the greatest achievement in the history of the Black race." Pietro Salini, Chief Executive Officer of Webuild, also graced the occasion.

Financed largely through domestic resources and government bonds, the project showcases Ethiopia's determination to drive its own development agenda. The project, valued at USD 5 billion, reflects the country's resolve to pursue self-reliance and sustainable growth.

Africa's energy deficit remains significant, with an estimated 600 million people still lacking access to electricity, mostly in Sub-Saharan Africa, accounting for 83% of the global energy access gap.

Algeria currently leads the continent in electricity coverage, with 99.8% access overall (99.6% in rural areas and 99.9% in urban centres), primarily generated from natural gas.

The GERD's dam wall stretches 1.78 km across a valley and stands 145 m high. The facility, constructed with 11 million m³ of concrete, forms a vast reservoir known as Lake Nigat.

However, its construction on a tributary of the River Nile that provides most of the river's flow has sparked diplomatic tension with downstream nations, particularly Egypt and Sudan.

Cairo has repeatedly expressed concerns over water security, the absence of a binding agreement on the dam's filling and operation, and potential environmental impacts on the Nile Basin ecosystem, including sediment flow and biodiversity.

Ethiopia, meanwhile, maintains that the GERD will not harm its neighbours. Prime Minister Abiy stated, "Ethiopia built the Renaissance Dam to prosper and enlighten the region, never to hurt its brothers. We will never withhold your fair share of the water."

The dam is expected to double Ethiopia's electricity generation capacity, easing energy poverty and fueling industrialization. The surplus power will be exported to countries like Kenya, Sudan, and Djibouti, hence positioning Ethiopia as a regional energy hub and generating valuable revenue.

Kenya's administration has already confirmed plans to import electricity from Ethiopia. Experts further note that the GERD could help regulate Blue Nile flows, reducing seasonal floods in Sudan and enhancing drought resilience across the basin.

Beyond its technical value, the GERD is seen as a benchmark for future African hydro projects, promoting regional integration through cross-border energy trade and economic interdependence.

The GERD now joins other African power-generation giants like Egypt's 2,100 MW Aswan High Dam, Sudan's 1,250 MW Merowe Dam, and Uganda's 600 MW Karuma Dam to become a landmark in the continent's efforts toward sustainable energy security.



UEGCL Promotes Environmental Sustainability Through Tree Distribution

UEGCL distributed fruit tree seedlings to communities surrounding the 50 MW Namanve Thermal Power Plant as part of implementing their Corporate Social Responsibility (CSR) efforts. The activity was conducted through the Kiwanga Kasokoso Affected Persons Steering Committee.

The tree seedlings, including mango, lemon, and jackfruit trees, are expected to provide nutritional benefits, combat air pollution, prevent soil erosion, and act as natural windbreakers.

According to AirQo, an air monitoring company, air quality levels in the Kampala Metropolitan Area consistently exceed the World Health Organization's recommended annual average of $5 \mu\text{g}/\text{m}^3$.

Between January and September 2025, Wakiso District, where Namanve TPP is located, recorded an average air quality level of $33.29 \mu\text{g}/\text{m}^3$, far above the National Environmental Management Authority (NEMA) guideline of $25 \mu\text{g}/\text{m}^3$.

Initiatives such as UEGCL's tree distribution play a crucial role in mitigating these environmental challenges.

UEGCL's Public and Media Relations Officer, Mr. Edgar Kansiime, emphasized the long-term value of the project, noting that:

“Each seedling carries the potential to transform lives by providing food, shade, and preventing soil erosion, all while contributing to a greener, healthier environment.”

He added that the initiative reflects UEGCL's dedication to improving community livelihoods in its areas of operation:

"This initiative is not only about trees; it's about investing in the long-term security of our communities. We're proud to contribute to environmental stewardship in our daily operations," Kansiime remarked.

He further highlighted that the tree distribution aligns with Sustainable Development Goal 13 (Climate Action), underscoring UEGCL's commitment to both environmental protection and community development.

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Local leaders expressed appreciation for UEGCL's support. Margaret Nakawesa, LC1 Chairperson of Kiwanga Village, said: "We thank UEGCL for giving us these many trees that will one day bear fruit and also provide shade." She noted that the trees will be distributed fairly among all households in the village. Similarly, Eliab Guyidde, LC1 Chairperson of Bbuto Village, pledged community involvement in caring for the trees:

"We shall move house to house, encouraging people to water the plants during the dry season so that they grow and benefit us. These trees are a true sign that UEGCL is a good neighbour, and we pray that you continue with such generosity."

Through this initiative, UEGCL reaffirms its role as a responsible corporate citizen and good neighbour, committed to environmental sustainability, strengthening stakeholder relations, and improving livelihoods in the communities around its generation sites.



UEGCL Boosts Youth In Sports

UEGCL has sustained its bond with communities through various Corporate Social Responsibility (CSR) interventions.

On August 20, 2025, the state-owned power utility revitalized youth teams in Nampanyi, Kayunga District, with a donation of sports equipment, reaffirming its commitment to community empowerment.

The donation that included football and netball jerseys, soccer balls, netballs, and other sporting logistics, was received with excitement by the youth, who hailed the gesture as a game-changer.

With about 77% of Uganda's population under 25 years, the country has one of the youngest populations globally. According to the 2024 National Housing and Population Census, approximately 7.3 million youth are aged between 15–24 years, while 22.7% of the population falls within the 18–30-year range.

The Government of Uganda continues to strengthen sports and other co-curricular initiatives to harness the potential of its youthful demographic. UEGCL's intervention, therefore, aligns squarely with GoU's vision of empowering young people through sports and other productive engagements.

According to Mr. Enock Kusasira, the Head of Communication and Corporate Affairs at UEGCL, this support to Nampanyi youth forms part of the broader Isimba Sports Promotion Campaign, a CSR initiative designed to empower local youth through the unifying and transformative power of sport.

"Our presence in this community goes beyond electricity generation. We're here to uplift lives. And this is just the beginning since more support is on the way, including life jackets for our fisher communities," Kusasira remarked.

The handover event, attended by local leaders and youth representatives, was not only a celebration of partnership but also it was a testament to UEGCL's enduring belief in inclusive development and social transformation through grassroots engagement.

Kusasira further noted that UEGCL continues to implement strategic CSR actions across all its generation areas in line with the UEGCL 2023–2028 Strategic Plan, which identifies community engagement as a key pillar of operational sustainability.

At the event, the youth expressed gratitude for the support, recognizing it as critical in nurturing talent and promoting positive social behaviour.

"We are grateful to UEGCL for donating the sports items to us young people. Sports not only helps us build our talents but also keeps us busy, so we don't have time to engage in crime," one youth representative said.

Beyond Nampanyi village, UEGCL has implemented several CSR initiatives in communities around its power stations. Notably, in Buikwe District, the company donated seven 100-seater tents and 974 plastic chairs valued at UGX 40 million, an initiative aimed at supporting community development and strengthening ties with stakeholders surrounding the Isimba Power Station.



Mentorship programme uplifts female staff at UEGCL

The Women Mentorship Programme at the Uganda Electricity Generation Company Limited (UEGCL) is empowering female staff to realize their full potential a commendable stride toward achieving gender parity within the organization.

Ms. Beatrice Nanyanzi, the Senior Business Performance Officer under the Strategy and Business Development Department, shared that the UEGCL Women Mentorship Programme has been instrumental in her professional growth.

“I joined UEGCL in 2018 as a graduate trainee, eager to learn but uncertain about how to navigate my career. 2022 was a defining year for me as UEGCL launched its first mentorship programme. I committed myself fully to learning and growth, and a few months later, my efforts were recognized with a well-deserved promotion to Senior Business Performance Officer,” Nanyanzi recalled.

While the promotion was both exciting and affirming, it also came with new responsibilities, expectations, and the natural uncertainties that accompany growth.

“The mentorship programme could not have come at a better time. It provided a safe space to seek guidance, gain perspective, and build the confidence and resilience needed to navigate the transition successfully. Looking back, I can confidently say that this programme was a game-changer for me,” she added.

During the mentorship, Nanyanzi learned about the “perfection trap” — the tendency, especially among women, to feel they must be fully qualified before pursuing opportunities, unlike men who often take chances with partial readiness.

She noted that this mindset fosters over-preparation and hesitation in leadership, but through the programme she learned to value progress over perfection, embrace risk-taking, and understand that growth, not flawlessness, truly matters. Nanyanzi's lessons quickly transitioned from theory to practice.

"Afterwards, I joined the UEGCL Staff SACCO Board (2022–2026) as General Secretary, stepping into leadership beyond my daily role. In this capacity, I have contributed to the growth of the UGX 3 billion staff savings and cooperative scheme, advancing financial empowerment and staff welfare," she said.

She further reflected that her mentorship journey expanded her professional network and strengthened her leadership skills. "Looking back, I recognize that these milestones were not only professional achievements but also personal growth moments made possible by the mentorship programme's support," she emphasized.

Among the most impactful lessons she gained is the belief that the choices you make today determine where you will be in three to five years.

"My mentor pushed me to be intentional about the opportunities I take and the habits I build. I began to understand the true value of social capital — not just building relationships, but learning how to strategically leverage them," she added.

Now serving as a mentor herself, Nanyanzi draws inspiration from her own transformative experience. "When I was invited to become a mentor, I embraced it as a chance to pay it forward so as to support my mentee to grow in confidence, step into leadership, and pursue her dreams. It's a mutual exchange, and I feel grateful and proud to play a part in someone else's success story while continuing to grow myself," she said.

She encouraged other colleagues to join the programme, describing it as a powerful opportunity for personal and professional growth.

For Esther Birungi, an Electrical Technician at the Nalubaale–Kiira Power Station, the mentorship programme has made her more confident and assertive in a male-dominated environment.

"I've learned to participate in meetings and speak out on real issues without feeling intimidated by male colleagues. I've also learned to brand myself and create positive influence wherever I'm placed," Birungi shared. Her mentor, Anne, has guided her on professional development.

"She has encouraged me to attend engineering workshops and short courses related to my field, to step out of my comfort zone, and make use of every available opportunity," Birungi added.

She wholeheartedly recommends the programme to others: “This programme helps you discover your purpose, build confidence, and connect with other women who inspire success. It opens your eyes to why you are here and what you can achieve.”

Jackline Kambabazi, Human Resource Manager at UEGCL, explained that the mentorship programme is part of the company’s strategy to enhance talent management and performance.

“UEGCL’s female staff at the executive and management levels have significantly contributed to the company’s sustained performance, taking on critical roles in project management, human resource, finance, dam safety, risk, and asset management,” Kambabazi noted.

She added that the mentorship initiative aligns with UEGCL’s Talent Management Framework and the UEGCL Strategic Plan (2023–2028), which emphasizes developing an engaged and high-performing workforce.

“The programme provides a platform for young and talented female staff to receive guidance and direction from their experienced counterparts, serving as a springboard for a successful future,” she said.

To date, 38 female staff have participated in the mentorship programme. Additionally, 35 staff members, 14% of whom are women, have benefited from the technical mentorship initiative toward registration with UIPE/ERB. Kambabazi revealed that 24% of female participants have since been promoted, while 22% of engineers have successfully registered with ERB.

Looking ahead, she confirmed plans to expand the programme to include tailor-made mentorships for male employees and role-specific initiatives for both genders.

“We believe mentorship is a powerful driver of organizational excellence and a key ingredient in sustaining UEGCL’s legacy of performance,” she concluded.

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UEGCL recommits to safety; inaugurates 'Never Again' campaign

The Management and staff of Uganda Electricity Generation Company Limited (UEGCL) recommitted to safety as a public power generating company rolled out 'Never Again' campaign to avoid unfortunate accidents.

The launch of the campaign took place at Isimba Hydropower Plant in Kamuli district on September 23, 2025 and coincided with the commemorative events over the horrible accidents that among others claimed lives in line of duty.

The chief executive officer (CEO) of UEGCL, Dr. Eng. Harrison Mutikanga, in his speech highlighted with regret the August 8, 2022 flooding incident at Isimba Powerhouse, among others.

"Unit #3 was under a planned outage, but a series of people, plant and process failures allowed water to rush through the draft tube and spiral casing manholes into the powerhouse. The result was devastating: equipment was damaged, prolonged outages cost us significant revenue, Uganda faced a power supply crisis, and our credibility as a competent operator was questioned," Mutikanga said.

He was however quick to remark; "By God's grace, no lives were lost but the incident revealed how a single lapse can trigger consequences felt across the nation."

"That day was meant to be our wake-up call. However, the truth is that, even after the painful lessons of Isimba 2022, serious incidents and near-misses have continued to occur, for example, in February 2025, Karuma's Unit 3 turbine pit flooded, and in August 2025, we experienced a dangerous CO₂ (Carbon dioxide) leak at Karuma, highlighting systemic weaknesses," Mutikanga said

He added; "Just last week, a UEDCL transformer exploded at the Nalubaale substation. These events show us that the risks are still real. We cannot pretend otherwise. The reality is that in complex operations like ours, incidents can never be eliminated entirely."

Systems will fail. Human error will occur. But while incidents may be inevitable, catastrophe is not. Loss of life is not. Failing to learn from mistakes is not."

According to Mutikanga, vigilance is everything because when things go wrong in 'our' line of work, the consequences can be devastating.

"Some of us might remember the tragedy of 2009 at Nalubaale, when an artisan lost his life after being crushed by a turbine, or when divers drowned at Isimba in April 2019. More devastating examples can be found globally, such as the 1984 Bhopal Gas Tragedy in India, which claimed over 3,700 lives, the 2009 Sayano-Shushenskaya dam disaster in Russia, where 75 lives were lost after a catastrophic turbine failure, or the famous Chernobyl Nuclear disaster," he added.

These sobering examples, according to Mutikanga, are a reminder that one lapse, one compromise, can ripple into national crises, billions in losses, or even tragedy on a human scale.

"That is why we are launching the "Never Again" campaign today. This campaign is not just about looking back at 2022. It is about breaking the cycle of recurring failures. It is about building a culture where safety is second nature, where discipline is uncompromising, and where integrity guides every action," he said.

The UEGCL boss stressed; "Never Again" means each of us must own our role in prevention. It means accountability without excuses, discipline without shortcuts, and integrity without compromise."

"At UEGCL, safety should not be paperwork. Safety should be a culture. Safety should be behaviour. That is why our mantras are simple and non-negotiable: If it's not safe, don't do it. Do it safely, or not at all. There is always time to do it right, never rush at the expense of safety. Avoid working under pressure that compromises safety. Safety is core to everything we do. It is our foundation, not just a priority. And above all: Safety starts with leadership," Mutikanga said.

According to Mutikanga; "We should all commit to leading by example, prioritising safety in every decision, and fostering a culture where safety is everyone's responsibility."

"We must also learn from what are called High Reliability Organisations. These are institutions that operate in high-risk environments but achieve consistently safe outcomes. They do this by, among others, cultivating a preoccupation with failure: constantly watching for small anomalies, asking probing questions, and treating near misses as urgent warnings," Mutikanga said.

Mutikanga emphasized that his team must adopt the same mindset by continuously investigating risks, correcting weaknesses, and addressing potential failures before they escalate.

"So how do we live this commitment? Report failures and near misses without fear of retribution. Analyse incidents for root causes, not scapegoats. Take proactive steps to anticipate and prevent crises before they escalate. In other words, we need to build a "Resilient Safety Culture."

He reiterated that they must follow procedures without shortcuts, maintain equipment diligently, and protect each other daily stressing that their purpose is clear to make electricity safely available for supply from all 'our' power plants.

"To deliver on that, we should always remember the pain of August 2022, and declare with conviction: NEVER AGAIN! Never again to complacency. Never again to shortcuts. Never again to silence in the face of unsafe conditions. Together, with discipline, integrity, and accountability, we will build a culture where "zero incidents" is not just an aspiration, but our lived reality," he said.

Eng Dr Mary Akurut, Chief Safety, Health, Environment and Quality (SHEQ) at UEGCL highlighted that it was a day for reflection, learning, and recommitment before she equally paid tribute to the lives lost during tragedies.

"Pius and Thomas were not just names in our records; they were part of our extended family.

Their memory reminds us of our duty of care to all our stakeholders including our contractors, the Uganda Police, EPCC, OE, and everyone we work with. We are all accountable to one another," Akurut said. According to Akurut, when the tragic divers incident of April 10, 2019 occurred, they hoped it would be the first and last of its kind.

"Yet reality reminded us, as Liker and Ogden (2011) put it, that 'turning crisis into opportunity is all about culture,' that is why today we gather to strengthen our safety culture as one UEGCL family," Akurut noted.

She added; "With Karuma, Nalubaale, Namanve, and Isimba all represented here, we reaffirm our commitment to take full charge of our plants and Generate Safely for Generations.

Our resilience has been tested, but our determination has been stronger anchored in our core values of innovation, integrity, safety, sustainability, accountability, and collaboration."

The flooding incident of August 8, 2022 at Isimba, which forced a two-week shutdown, according to Akurut is still fresh in 'our' minds.

The generation manager of Isimba, Eng Erias Tugunta, indicated that the commemoration of the power plant flooding incident was a harsh reminder of the importance of safety, procedural discipline, and operational integrity in 'our' daily operations.

"As we launch the 'Never Again' campaign. We also acknowledge other incidents that have occurred since the plant's commissioning in 2019, 2016 of which have been classified as major, which have resulted in injuries, near misses and damage to property," Tugunta said.

The incidents, he said, taught them valuable lessons and that they have a responsibility to learn from them.

"Today, we recommit ourselves to fostering a plant-wide culture of safety, accountability, operational discipline and operational integrity.

We recognize that our core value of 'safety' is not just words, but a guiding principle that must be embedded in every aspect of our work," Tugunta said.

He added; "As we reflect on the incidents that have occurred, we see a pattern of systemic and behavioral failures that contributed to these events.

We see the electrical panel fire suspected to be caused by a rodent, the worker who fell into a trench, and the contractor's staff who were rescued from the intake. Each incident has a story, and each story has lessons to learn."

He added that the 'Never Again' campaign is a call to action and a reminder that they can do better. "We must do better.

We commit to work together to address these systemic and behavioral failures, promote a culture of accountability, and ensure that catastrophic events like the August 8, 2022 flooding incident do not re-occur," he said.

"NEVER AGAIN!!" OUR SAFETY COMMITMENT



Pledge Statement

"With unity and purpose, we commit to putting safety above all else in every task and every decision. We vow to speak out boldly against risks, to hold each other accountable with honesty and transparency, and to honour every safety protocol. Together, we choose a safer future for our plants, for our colleagues, and for the generations to come."

#GeneratingSafetyForGenerations



UTB, UEGCL Explore Industrial Tourism Opportunities at the Nalubaale–Kiira Hydropower Complex.

The Rhythmic hum of turbines welcomed a delegation from the Uganda Tourism Board (UTB) on August 13, 2025, as they toured the 380 MW Nalubaale–Kiira Hydropower Complex in Jinja City. Led by Mr. Kaita Simon, the team visited the Uganda Electricity Generation Company Limited (UEGCL) facility to explore how Uganda's oldest and most iconic power stations could serve as a new frontier for industrial tourism.

Commissioned in 1954, the 180 MW Nalubaale Hydropower Plant, formerly known as the Owen Falls Dam, remains a towering symbol of Uganda's engineering heritage and post-independence ambition.

Alongside its more modern counterpart, the 200 MW Kiira HPP, commissioned in 2000, the Complex has powered Uganda's growth for decades. Together, they generate a significant share of the country's electricity supply. However, UTB officials believe the Complex's potential extends far beyond electricity generation. "These aren't just power plants," remarked Ms. Patricia Namara of UTB.

"They're living monuments to Uganda's independence-era ambitions and our journey toward sustainable development." The visit began with a comprehensive safety induction conducted by UEGCL's Environment Officer, Mr. Jovan Kirinya.

The session underscored the company's strong safety culture, covering the use of personal protective equipment, emergency procedures, and restricted-area protocols. UTB commended UEGCL's professionalism, noting that such standards are essential in developing a safe and educational tourism experience.

The delegation was then led on a guided tour by Mr. Peter Tentena, the Operations Manager. Inside the Nalubaale powerhouse, the team observed how the mighty River Nile is harnessed to generate electricity. Mr. Tentena detailed every stage of the hydropower process, from water intake to turbine rotation and power transmission to the national grid.

The team also learned about maintenance operations, control system upgrades, and preventive measures that keep these aging yet vital facilities running efficiently.

In the control room, the visitors observed real-time monitoring systems, felt the rhythmic vibration of the turbines, and enjoyed panoramic views of the Nile, an experience that showcased both the technical sophistication and natural beauty of the site.

By the end of the visit, UTB expressed strong enthusiasm for turning the complex into a tourism attraction.

By the end of the visit, UTB expressed strong enthusiasm for turning the complex into a tourism attraction. They pointed out its potential to attract engineering students, renewable energy professionals, historians, and travelers looking for authentic, educational experiences beyond the typical safari circuit.

Both organizations agreed to explore avenues for collaboration in responsibly opening the site to visitors.

With UTB's expertise in destination development and UEGCL's commitment to operational excellence, the Nalubaale–Kiira Hydropower Complex could become a flagship for industrial tourism in Uganda.

“The Nalubaale–Kiira Complex already symbolizes Uganda's progress,” said Tentena. “Opening it up to visitors will help tell the story of how our nation transforms nature's force into light.” As UEGCL continues to fulfill its role of establishing, acquiring, maintaining, and operating electricity generation facilities, it remains equally dedicated to research, innovation, and partnerships that support sustainable industrial tourism and national progress.



PICTORIAL

Commissioning NYAGAK III HYDROPOWER PLANT In Pictures



Rotary cancer run 2025"



“NEVER AGAIN!!” CAMPAIGN PICTORIAL



Infographics in pictures Pictorials

Thank You

COMMISSIONING
NYAGAK III HYDROPOWER PLANT (6.6 MW)

PARTNER APPRECIATION

- Ministry of Energy and Mineral Development
- Flovel Energy Pvt. Ltd for electro-mechanical works
- Afrexim Bank
- Hydromax Limited
- DOTT services Limited
- Shree Ganesh Industries
- TATA Consulting Engineers
- Alur kingdom
- People of Zombo District
- JV INTEC – GOPA International Consultants

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NYAGAK III SMALL HYDROPOWER PLANT (6.6 MW)

IT'S HAPPENING NOW

Commissioning of the Nyagak III Small Hydro Power Plant (6.6 MW)

DID YOU KNOW?

A Model Public-Private Partnership (PPP)
Nyagak III was developed under a Public-Private Partnership framework. UEGCL (Uganda Electricity Generation Company Ltd) holds a 30% equity stake, provided the project land, and led all environmental and social planning, including community

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toward the accomplishment of your
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Did you know?

Nalubaale Hydropower Plant (180WM), formerly known as Owen Falls Dam, is Uganda's oldest power station. It was officially commissioned by Her Majesty Queen Elizabeth II in 1954.

Nalubaale Hydropower Plant

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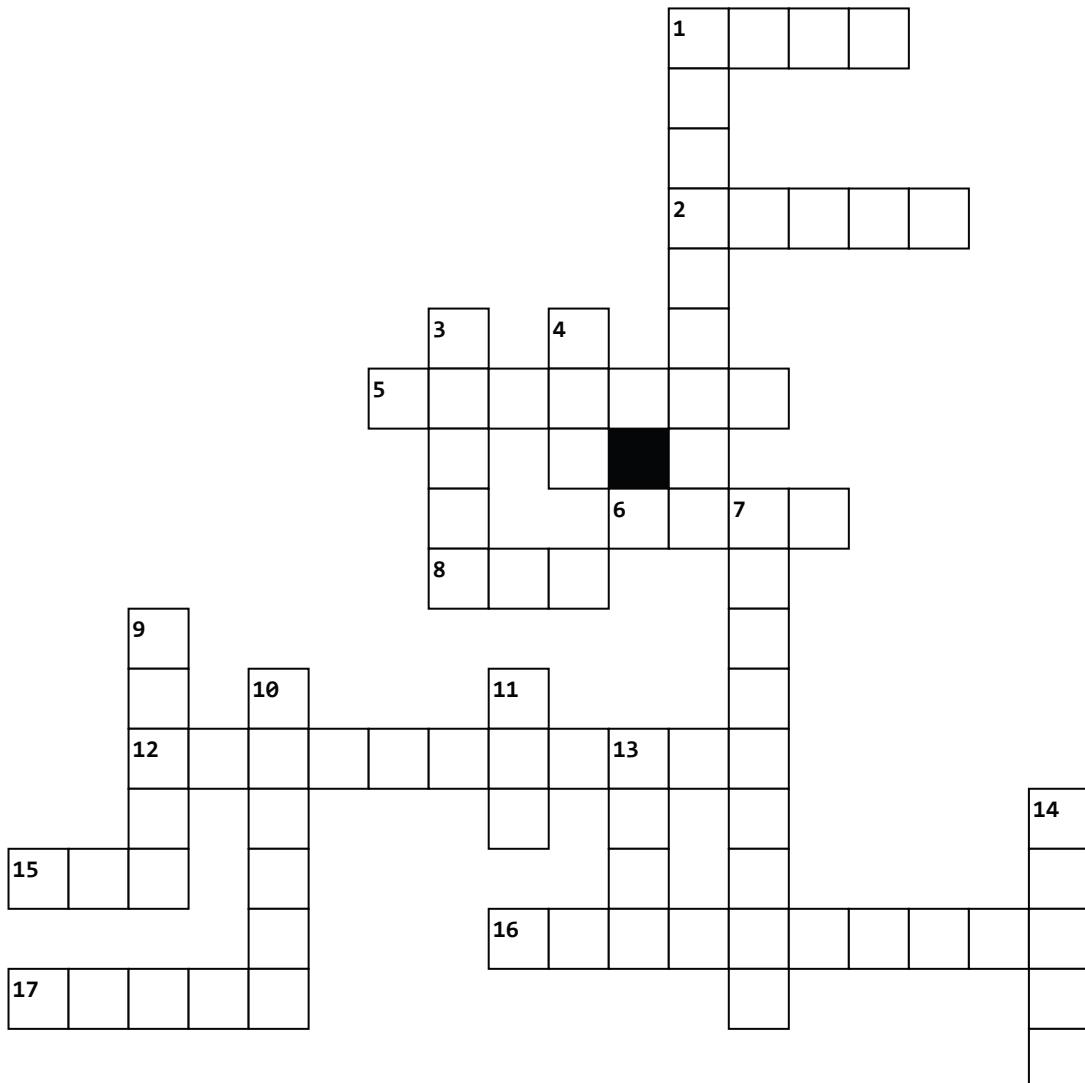
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THE MEGAWATT CHALLENGE 001



Across

1. On the Nile with twin powerhouses
2. UEGCL's customer
5. Heavy fuel for power generation
6. Biggest dam in Africa
8. Yearly Meeting with shareholders
12. Voltage step-up equipment
15. Efforts to support host communities
16. Turns water's kinetic energy into electricity
17. Energy that is clean and renewable.

Down

1. Oldest hydropower dam
3. Country with largest dam
4. Energy sector watch-dog
7. Water stored behind a dam
9. Spinning part of a turbine
10. Turbine suited for low head
11. Appraises Management
13. Our esteemed shareholder
14. Isimba's Month of commissioning



Uganda Electricity Generation Company Limited
Block C, Victoria Office Park Plot 6-9 Okot Close Bukoto,
P.O Box 75831, Kampala, Uganda