

GENEWS

THE OFFICIAL UEGCL NEWSLETTER



UEGCL
Generating for Generations

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Word From Editorial

Enock K. KUSASIRA
Head Communication
and Corporate Affairs

Dear Esteemed Readers,

Welcome to the 14th edition of the UEGCL Online Newsletter. This issue focuses on the Quarter two of the 2025/2026 financial year. The second quarter was brimmed with milestones, strategic engagements, and a renewed sense of purpose as we marched confidently towards our vision of being Africa's leading electricity generating facility.

The Annual General Meeting (AGM) that was convened in this quarter stood out as a defining moment for our institution. Shareholders, Board members, and Management converged to review our performance, chart



On behalf of the editorial team, we thank you for your continued readership and engagement. We remain committed to keeping you informed, inspired, and connected to the story of Uganda's energy security.

the way forward, and celebrate the company's continued growth. The announcement of a UGX 25 Billion profit not only reflects sound governance and prudent resource management, but also signals growing stakeholder confidence in UEGCL's long-term journey in ensuring Uganda's energy security.

We also hosted a vibrant Suppliers' Forum during this quarter — a platform that reinforced our commitment to transparent procurement, fair partnerships, and building a supply chain ecosystem that supports Uganda's industrial and energy development goals. Engaging our suppliers in open dialogue remains central to how we deliver on our mandate with efficiency and integrity. UEGCL proudly participated in the East African Public Relations Week, an event that spotlighted the critical role of strategic communication in institutional excellence across the region. We used that platform to showcase our brand values and share lessons drawn from our communication journey.

December also gave us the opportunity to mark World AIDS Day alongside our staff and stakeholders — reaffirming our unwavering commitment to employee wellness, dignity, and a workplace free from stigma and discrimination.

Among the quarter's highlights was the Chief Executive Officers' Retreat for Energy Sector Leaders, held at the

183MW Isimba Hydropower Dam. The retreat provided a rare and enriching opportunity for leaders across Uganda's energy sector to reflect, strategize, and foster the kind of cross-institutional collaboration that will be indispensable as we pursue the country's ambitious energy targets.

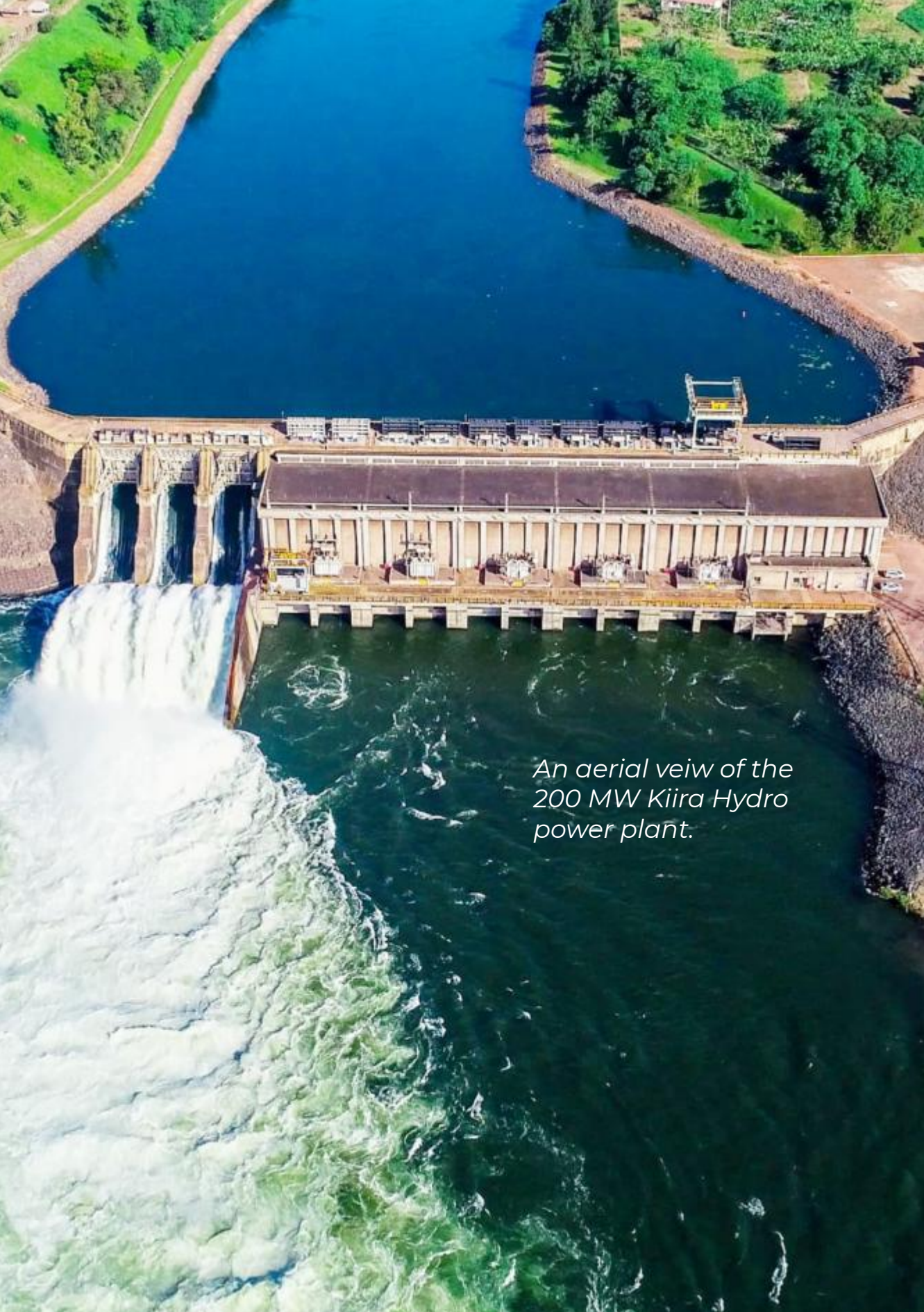
As the year drew to a close, we are grateful to report that UEGCL experienced a peaceful, safe, and operationally stable end to 2025. We take nothing for granted — the safety of our staff, the reliability of our infrastructure, and the continuity of power generation remain our highest priorities every single day. We step into the New Year energized, focused, and deeply grateful for the dedication of every member of the UEGCL family.

On behalf of the editorial team, we thank you for your continued readership and engagement. We remain committed to keeping you informed, inspired, and connected to the story of Uganda's energy security.

Nice reading!



We used that platform to showcase our brand values and share lessons drawn from our communication journey.



An aerial view of the 200 MW Kiira Hydro power plant.

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Karuma Hydropower Plant Drives UEGCL's 40% Revenue Surge

By Edgar Kansime
Public and Media Relations Officer, Isimba HPP

The Uganda Electricity Generation Company Limited (UEGCL) reported a significant 40% increase in revenue, reaching sh492.3b in the Financial Year 2024/25, driven largely by the first full year of commercial operations at the 600 MW Karuma Hydropower Plant.

This milestone was announced during the company's 15th Annual General Meeting (AGM) held at the Ministry of Finance, Planning and

Economic Development (MoFPED) Headquarters in Kampala on December 1, 2025.

The AGM, chaired by Eng. Proscovia Margaret Njuki, Chairperson of the UEGCL Board of Directors, brought together key stakeholders, including Hon. Dr. Ruth Nankabirwa, Minister of Energy and Mineral Development, and Hon. Matia Kasaija, Minister of Finance, Planning and Economic Development.



UEGCL remains focused on disciplined operations, safeguarding assets, and supporting Uganda's socio-economic transformation through reliable electricity generation, Eng. Njuki stated.



Dr. Nankabirwa attributed the strong performance to improved dispatch across UEGCL's hydropower plants and Karuma's inaugural commercial year, but noted that dispatch from Karuma had been constrained by low industrial demand.

Despite the revenue growth, UEGCL's Profit After Tax declined to sh25.02b, affected by higher operating costs, increased depreciation, and interest obligations on the Karuma on-lent loan.

However, the company's balance sheet received a boost following the Government of Uganda's conversion of sh566b in accrued interest into equity, raising UEGCL's equity to sh1.54 trillion.

Operationally, UEGCL generated 3.63 Terawatt-hours (TWh) of electricity, a 6.7% increase from the previous year

with high performance standards across its plants, averaging 97.7% availability and 99.6% reliability.

The company also achieved major strategic milestones, including the commissioning of the 6.6 MW Nyagak III Small Hydropower Plant and progress on the Nalubaale-Kiira Rehabilitation Programme.

Looking ahead, UEGCL reaffirmed its commitment to operational excellence, financial sustainability, digital transformation, and expanding Uganda's renewable energy portfolio.

"UEGCL remains focused on disciplined operations, safeguarding assets, and supporting Uganda's socio-economic transformation through reliable electricity generation," Eng. Njuki stated. End.



UEGCL-Suppliers Agree to Strengthened Partnerships

By Rita Becho
Customer Care Officer
Karuma HPP

In a landmark move, Uganda Electricity Generation Company Limited (UEGCL) and its procurement suppliers agreed on three crucial action points to boost the country's energy sector.

The key takeaways from the UEGCL-Procurement Suppliers Forum at Hotel Africana in Kampala on October 31, 2025, were improved supplier performance, enhanced transparency, and stronger value-driven partnerships to push the country's energy ambitions forward.

The suppliers drew from the construction sector, supplies, and consultancy, among others.

Speaking at the forum, Acting Chief Executive Officer (CEO) of UEGCL, George Tusingwire Mutetweka, emphasized the importance of strong relationships with suppliers.



Transparency, fairness, and clear communication are the cornerstones of our partnerships. We are committed to being clear about our procurement processes and expectations, ensuring we work together towards a common goal," Mutetweka said.

Mutetweka noted that the forum was a step towards stronger collaboration, saying, "The Procurement Suppliers Forum is part of UEGCL's wider effort to engage stakeholders more meaningfully, and it's one more way we are working together to improve service delivery and support the company's long-term goals aligned with the National Development Plan (NDP) IV."



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The forum was under the theme, “Enhancing Supplier Performance and Unlocking Procurement Opportunities.” The forum featured discussions on the procurement journey, from planning and bidding to evaluation and contract management.

The half-day of meaningful deliberations, among others, attracted contributions from representatives of the Uganda Revenue Authority (URA) and Public Procurement and Disposal of Public Assets (PPDA). The PPDA and URA representatives shared insights into legal requirements and compliance expectations.

The Head of Procurement at UEGCL, Allen Asasira, echoed Mutetweka’s sentiments. “We want to work with suppliers who share our values of integrity and professionalism. By being open and honest, we can build trust and achieve better outcomes for all parties involved,” she said.

The interactive Q&A session provided a platform for suppliers to share their experiences and challenges, with UEGCL teams responding with honesty and reassurance. The forum concluded with a renewed sense of purpose and strengthened relationships between UEGCL and its suppliers.



The Procurement Suppliers Forum is part of UEGCL’s wider effort to engage stakeholders more meaningfully, and it’s one more way we are working together to improve service delivery and support the company’s long-term goals aligned with the National Development Plan (NDP) IV



UEGCL marked World AIDS Day 2025 with a call to good health

By Miria Niwomugisha
Graduate Trainee, CCA

The Uganda Electricity Generation Company Limited (UEGCL) joined the rest of the world to commemorate the World Aids Day 2025.

As part of the commemorations, UEGCL, organized medical camps at its plants of; Karuma, Isimba, Namanve and Nalubaale-Kiira where staff and non-staff were screened of diseases not limited to HIV/AIDS.

According to Catherine Nakyeyune, the Manager Health and Safety at UEGCL, over 150 people benefited from the arrangement.

“The health camp gave me access to early screening, expert advice and practical health tips to boost my health. I left feeling informed, confident and in control of my wellbeing,” Nakyeyune said.



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vitamins, minerals, and antioxidants,” Nazabwana said. He added; “These nutrients strengthen your immune system, support brain function, enhance digestion, and reduce the risk of chronic illnesses such as diabetes, heart disease, obesity, and cancer.”

He emphasized; “Preventive care is your secret weapon. Regular check-ups, screenings help detect potential health issues early, often before symptoms appear, making treatment simpler, more effective, and less costly.”

Nazabwana also emphasized the need to hydrate by drinking enough water daily to aid in nutrient absorption, detoxification, and maintaining healthy skin and energy levels.



Preventive care is your secret weapon. Regular check-ups, screenings help detect potential health issues early,

UEGCL’ move was well in line with the national commemorative theme; “Building a Sustainable HIV Response to end AIDS as a Public Health Threat by 2030.”

At the national commemoration event in Bushenyi district where the Vice President, H.E Jessica Alupo, represented President Yoweri Museveni, citizens and all other actors were rallied to raise awareness about HIV/AIDS, promote prevention, and collectively fight stigma.

Dr. Emma Denis Nazabwana who conducted a health talk under the topic; Health, Nutrition and Disease Prevention insisted that good health is the most valuable asset and that protecting it begins with the choices made every day.

“Eating a vibrant, balanced diet rich in fruits, vegetables, whole grains, lean proteins, and healthy fats fuels your body with essential



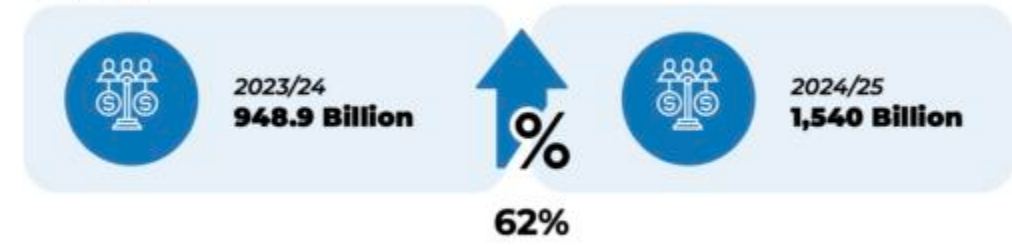
TOTAL ASSETS



REVENUE



EQUITY



PAT



Driving Strategic Planning and Performance Insights

By **Vanessa Aijuka**
Graduate Trainee Strategy and Business Performance

UEGCL's 15th Annual General Meeting (AGM) on December 4th, stood as a pivotal Q2 milestone, revealing a remarkable 40% revenue growth to UGX 492 billion for FY 2024/25, even as profit margins were constrained by rising costs. From a strategy and business performance point of view, the meeting was important because it showed how tracking results and performance guides decisions and therefore, by clearly seeing what worked and what did not work, UEGCL can plan better for the future.

In terms of financial growth, revenues soared to UGX 492 billion for the financial year ending June 2025, a significant jump from UGX 350 billion in the previous year. This growth in revenue was primarily driven by the first full year of commercial operations and dispatch from the recently commissioned 600MW Karuma Hydropower Plant which significantly increased the company's generating capacity. Equity expanded to UGX 1.54 trillion following the government's conversion of UGX 566 billion in Karuma loan interest into equity,

boosting UEGCL's financial health. However, despite this substantial revenue increase, UEGCL's after tax profit actually declined to UGX 25 billion due to higher growth in operational costs attributed to Karuma relative to lower than planned revenue due to subdued energy demand.

The relevance of systematic monitoring of results however, extends beyond the AGM itself to the broader Sustainable Energy Development Programme under the National Development Plan IV (NDP-IV). Uganda's 10-fold growth strategy targets expanding the economy from \$50 billion to \$500 billion by 2040 through four priority areas; Manufacturing, Tourism Development, Agro-Industrialization and Science,

Technology and Innovation which are all reliant on the Sustainable Energy Development (SED) Programme for affordable, reliable and clean energy to boost productivity and competitiveness.



The relevance of systematic monitoring of results however, extends beyond the AGM itself to the broader Sustainable Energy Development Programme under the National Development Plan IV (NDP-IV).

For this reason, among the 18 programmes of the NDP-IV, UEGCL's direct contribution is under the Sustainable Energy Development (SED) Programme because it clearly supports the achievement of one of the programme's objectives which is accelerating the development and diversification of sustainable energy. Through the company's strategic goals which are clearly highlighted within the current Strategic Plan (2025-2030), such as increased installed generation capacity from 1,213MW to 1,240.8MW by 2030, developed pipeline generation capacity of 1,800MW by 2030, increased market share by energy sold from 49% to 58% by 2030 and energy diversification ratio increased from 4% to 6% by 2030, UEGCL is able to drive the four priority areas that are set to fully transform the country's economy.

This continues to emphasize the importance of results monitoring, therefore by tracking financial performance, operational efficiency and delivery against corporate key performance indicators and targets, the company generates evidence that informs investment decisions, risk management and resource allocation. This results-based approach strengthens alignment

between UEGCL's corporate strategic objectives and the national targets under the NDP-IV.

In conclusion, UEGCL's 15th AGM reflected a year of strong performance, marked by significant revenue growth driven by increased generation and strategic investments in Karuma and Nalubaale Kiira. The discussions also highlighted the need to control costs and improve efficiency to turn revenue growth into sustainable profits, supporting Uganda's energy security and financial sustainability.



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UEGCL hosts fourth estate to strengthen media relations

By Miria Niwomugisha
Graduate Trainee, CCA

UEGCL reaffirmed its commitment to strengthening media relations at a colorful dinner where it hosted 15 journalists from leading broadcast and print outlets

The strategic engagement aimed at deepening collaboration with the media and mitigating reputational risk by enhancing journalists' understanding of the Company's mandate and operations, supporting balanced and factual reporting.

Welcoming the guests, the head of communication and corporate affairs Enock Kusasira appreciated the journalists for honoring the invitation.

"We are glad to host you this evening, thank you for making it here despite your busy schedules." Kusasira said.

He commended the media for the continued efforts in telling the UEGCL story.

The event was graced by acting CEO Eng. George T. Mutetweka who through his oratorical flairs brought warmth to the room. He applauded the fourth estate for the tremendous work of storytelling which he asserts has been instrumental in helping the public understand UEGCL day-to-day operations and its contribution to socio-economic development in the country.

“You have helped communicate how UEGCL’s operations underpin industrialization, agricultural transformation, job creation, and improved quality of life. When you tell stories about our plants operating at optimal capacity, you’re really telling stories about Uganda’s economic competitiveness.” Says Mutetweka. Mutetweka highlighted some of the company’s ambitions which include plans—facility upgrades, capacity enhancements, new technologies, and expanded generation calling

upon journalists to partner on this journey. “We will need your partnership to tell these stories with the depth and nuance they deserve.” He added He adds that thought UEGCL’s agenda of electricity generation, media is ‘the bridge between complex technical operations and public understanding.’ Mutetweka concluded by praising journalists for their professionalism, valued partnership with UEGCL

in the journey to generating for generation. “So tonight, we celebrate you. We thank you for your professionalism, your curiosity, your commitment to accuracy, and your dedication to telling stories that matter.” He said. The evening provided a platform for interaction, knowledge-sharing and candid discussions on Uganda’s energy sector, reinforcing UEGCL’s pledge to build lasting partnerships with the Fourth Estate.

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UEGCL roots for strategic communication in regional integration agenda

By **Noella Nsaba**
Customer Care Officer, Head Office

Uganda Electricity Generation Company Limited (UEGCL) underscored the power of strategic communication in advancing regional integration at the East Africa Public Relations Week 2025 (EAPRW-2025).



Strengthening Government and Citizen Trust in East Africa: The Strategic Role of Public Relations

Anchored under the theme; “Strengthening Government and Citizen Trust in East Africa: The Strategic Role of Public Relations,” the annual event was convened by the East African PR Association (EAPRA) between November 26-29,

at the East African Community Headquarters in Arusha, Tanzania. The UEGCL delegation at the Arusha event was led by Enock Kusasira, the head of Communication and



Corporate Affairs, accompanied by Edgar Kansime, Public Relations Officer, Isimba Hydropower Plant, and Noella Nsaba, Customer Care Officer (Head Office.)

confidence in our development initiatives. We are committed to telling UEGCL’s story in a way that resonates with citizens and positions reliable power generation as a driver of prosperity across East Africa,”

According to Kusasira, the team’s participation reflected UEGCL’s commitment to using communication as a strategic tool to connect infrastructure development with citizens, stakeholders, and regional partners.

He added that the insights gained will support the team’s ongoing efforts to tell UEGCL’s story in a way that builds public trust, engages younger audiences, and positions reliable power generation as a driver of shared prosperity across East Africa.

“As Uganda expands its electricity generation capacity, effectively communicating our milestones is crucial in building trust and



*As Uganda expands its electricity generation capacity, effectively communicating our milestones is crucial in building trust and confidence in our development initiatives. We are committed to telling UEGCL’s story in a way that resonates with citizens and positions reliable power generation as a driver of prosperity across East Africa. **Kusasira said***

Kusasira said.

The conference attracted participation from communication and public relations specialists from across the region, including Tanzania, Uganda, Kenya, Rwanda, South Sudan, Burundi, among others.

During deliberations, UEGCL highlighted how energy generation remains central to East Africa's integration agenda.

"Our participation in the East African PR Week reflects UEGCL's dedication to leveraging communication to drive regional integration and shared growth," Kusasira added.

Presiding over as the chief guest, the secretary general of the EAC, Veronica Mueni Nduva, reminded delegates of their responsibility in shaping a united region.

"You are not just public relations practitioners, but partners as we work towards the East African Community," Nduva said. He went on to emphasize the influential role of communicators in building trust, cohesion, and a shared regional purpose.

The conference participants reaffirmed that the success of EAC integration depends not only on policies on treaties but also communicators who will popularize the cause for integration.



You are not just public relations practitioners, but partners as we work towards the East African Community, Nduva said.



PAU benchmarks for best practices at Isimba Hydro Power Plant

By Brenda Nakayai
Customer Care Officer, Isimba HPP

A 19-member delegation from the Petroleum Authority of Uganda (PAU), benchmarked for best practices in managing contractors for works and services with Isimba Hydro Power Plant in Kayunga district. This was on November 11, 2025, and the PAU team was on a benchmarking tour led by Alex Nyombi.

Dr. Eng. Harrison Mutikanga, Executive Director of Uganda Electricity Generation Company Limited (UEGCL), cautioned the delegation to be actively involved in project implementation to avoid

challenges faced by Isimba HPP with the China Water Electric (CWE) contractor. "Effective supervision is very pivotal and saves time," he emphasised.

The visit followed the meeting of the Energy Cluster CEOs that was held in Isimba on November 5, 2025. Both UEGCL and PAU are under the Ministry of Energy and Mineral Development.

With PAU tasked with overseeing Uganda's budding Oil and Gas Industry which is entering the



production stage, is out to seek best practices to avoid costly mishaps.

The PAU is responsible for managing several key oil facilities in Uganda including the East African Crude Oil Pipeline (EACOP), which is crucial for transporting crude oil from Uganda

With PAU tasked with overseeing Uganda's budding Oil and Gas Industry which is entering the production stage, is out to seek best practices to avoid costly mishaps.



to Tanzania, and the Kingfisher project, which involves preparations to produce 168 million barrels of oil.

The Tilenga project is another significant project, involving preparation to produce 874 million barrels of oil and the Kabalega Industrial Park which serves as a hub for oil and gas activities, featuring major infrastructure such as a refinery and a terminal.

The PAU ensures that these facilities are developed in compliance with legal, safety, and environmental standards, contributing to the sustainable development of Uganda's oil sector.

The delegation received presentations on project lifecycle,



power generation dynamics, technology use, and community involvement. They toured the plant's central control room and were impressed by the sophisticated technology.

Nyombi, who is the Director for Development and Production at the PAU, remarked; "The visit was impactful, and we pledge to employ some of the lessons to improve Uganda's oil and gas projects."

In a nutshell, the visit aimed to share best practices and strengthen collaboration between UEGCL and PAU as both teams expressed optimism about implementing the ideas shared during the benchmarking tour.



The visit was impactful, and we pledge to employ some of the lessons to improve Uganda's oil and gas projects.

The Heartbeat of Karuma: More Than Just a Game

By Oroma Alan Denis
Senior sociologist, Karuma HPP

In early December 2025, Karuma began to breathe differently. It was not a loud or dramatic shift, but a subtle change in the rhythm of the town. Dust rose in slow spirals from the Karuma Primary Playground as vendors arranged roasted maize and elders leaned into the shade of the trees. While the event announced itself as the Karuma Christmas Cup, it quickly unfolded as something far larger than a football tournament.

Supported by Uganda Electricity Generation Company Limited (UEGCL) through the Karuma Hydropower Station, the fields became a living common a shared space where sport, health, and memory braided themselves into a single, collective experience for the host community.



The tournament's true impact was measured not just by the players on the pitch, but by the diversity of those who gathered to watch. Parents carrying toddlers, grandmothers with folding stools, and local leaders joined teenagers selling water sachets to cheer for strangers as if they were kin. While the competition featured men's, women's, and Under-16 teams from across the Karuma community, the football served primarily as the grammar for a deeper conversation about community.

For the women's teams, such as Awoo Ever Ready and Gwara Queens, the matches were a rare and vital opportunity to compete visibly and confidently, providing a powerful example of possibility for the young girls watching intently from the sidelines. Beyond the sport, the Christmas Cup functioned as a robust Corporate Social Responsibility program designed to foster social cohesion and public



health. Between matches, drama groups utilized song and dance to share stories of responsibility and HIV prevention. This infrastructure of care extended to a tent near the touchline where 87 community members stepped forward for voluntary counseling and testing.

In this environment, public health arrived not as a clinical warning, but as a supportive presence. By integrating health awareness with the joy of the game, the event demonstrated that development is as much emotional and relational as it is technical. The competitive spirit culminated in hard-fought victories, with Okwece Heroes FC taking the men's title in a 2-1 win over Ayuda Rafiki FC, and Lubangakene Ministry FC emerging as the Under-16 champions. However, the deeper triumph lay in the reduction of festive-season idleness

and the softening of old rivalries into handshakes. Coordination was led by a stakeholder committee of community representatives and plant staff, proving that when UEGCL and dam host villages stay in dialogue, solutions begin to breathe. As stakeholders now look toward replicating the Cup as an annual event, Karuma stands as a testament to the idea that true power does not only flow from hydropower turbines it flows from the people, their health, and their shared sense of belonging



While the event announced itself as the Karuma Christmas Cup, it quickly unfolded as something far larger than a football tournament.



Building Your Personal Brand at Work (Without the Cringe)

By Samella Murungi
Graduate trainee,
Communication and
Corporate Affairs, CCA



When we hear the phrase personal brand, it can sound a bit uncomfortable, almost like self-promotion. In a collaborative environment like UEGCL, where the focus is on doing the work well and supporting one another, that reaction is understandable.

But after reading How to Build Your Personal Brand at Work by Harvard Business Review, I started to look at the idea differently. The key takeaway is simple: everyone already has a

personal brand at work. The only real choice is whether we're intentional about it. Your personal brand is essentially the answer to one quiet question people are always asking: "What do I know this person for?"

At UEGCL, that answer is rarely about job titles. It's more often about how someone shows up. Are you known for being reliable? For bringing clarity to complex issues? For collaborating well across teams? These impressions don't come from big presentations

or standout moments; they're built gradually, through everyday interactions.

One point that really stood out to me is the difference between doing good work and making its impact visible. Many of us assume that if we work hard and deliver quality results, they will naturally be noticed. Sometimes that's how it goes, but in a busy organisation, good work can easily stay behind the scenes. Making impact visible isn't about bragging; it's about helping others understand how your work connects to team and organisational goals.

That might look like clearly summarizing outcomes in an update, sharing context in a meeting, or speaking up when you have insight that could help the team move forward.


The reassuring part is that just like Rome wasn't built in a day, building a personal brand doesn't require anything dramatic. It's shaped in small, consistent moments:

-  How you communicate
-  How dependable you are
-  How you collaborate and support others.

Over time, these patterns become your reputation.

Takeaway

If this a bit abstract, this month I challenge you to take one small step at a time, and this is how you can do that;

-  Choose one strength you want to be known for and focus on it.
-  Identify one regular situation where you can demonstrate it.
-  Be intentional and consistent.

Personal brands aren't built through self-promotion. They're built through everyday actions that reflect professionalism, accountability, and teamwork, values that already matter at UEGCL.



Strengthening and aligning stakeholder satisfaction through hosting plant visits; the Nalubaale - Kiira perspective

By **Annitah Nanozi**
Customer Care Officer, Nalubaale-Kiira HPS

The Nalubaale-Kiira Hydropower Complex (NKHPS) has maintained its position as a premier study centre for schools, with students and teachers from six institutions visiting the site between October 8th and November 12th, 2025.

The schools, which included Makerere College School, Atlas High School Gayaza, Kyadondo Technical Institute, Faith Nurtured High School, and Trinity Secondary School, participated in interactive site tours that transformed the complex into a dynamic learning environment.

The tours were part of a robust strategy centered on transparency, knowledge transfer, and operational resilience.

“The engagements provided students with in-depth exposure to hydropower generation, connecting classroom theory to real-life application of Uganda’s energy infrastructure. The enthusiasm of the learners, particularly those who explored the nation’s first hydro power station, underscored the vital role UEGCL plays in inspiring future engineers and scientists,” said David Kiyemba, the acting Technical Support Officer.

The tours aligned with the theme, “Cultivating Future Talent: Educating the Next Generation.” Additionally, it demonstrated a clear commitment to proactive engagement, turning the power stations into dynamic hubs for learning and collaboration,” Kiyemba said.



NKHPS maintained its powerful, steady rhythm throughout the second quarter and during the period, the CCA site department executed a robust strategy centered on transparency, knowledge transfer, and operational resilience.

To ensure the activities were smoothly executed, Annitah worked alongside the Safety Officers from the SHEQ (Safety, Health, Environment and Quality) department of the site and the acting Technical Support Officer, David Kiyemba from the Operations Department with all the approvals seconded by the Generation Manager Eng. Daniel Oluga.

The complex also hosted the Uganda Electricity Distribution Company Limited (UETCL) safety team for a benchmarking visit on November 19, 2025, and strategic coordination meetings with UEDCL and UETCL teams on November 27, 2025.

Eng. Ronald Kasekende, SHEQ team committee chairperson,” said the interactions strengthened collaborative approaches to ensuring safe operations, environmental sustainability, and occupational health standards.”

“This interaction provided a field of valuable experiences, allowing both organisations to learn best practices and strengthen their collaborative approach to ensuring safe operations, environmental sustainability, and occupational health standards across

the sector. Operational safety and coordination remained paramount. Strengthening the national grid requires unified effort, and quarter two saw key inter-agency collaboration designed to harmonise practices,” Kasekende, said.

Internal as we were crowning off the quarter, our dear CEO Dr. Eng. Harrison Mutikanga and Chief Operations Officer Eng. George Mutetweka visited the complex on November 23, 2025, underscoring management’s commitment to the site’s efforts thus uplifting internal stakeholder significance in the business and the operation of the power dams.

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When the Wind Blows: The Strength of Structure at UEGCL

By **Kimanzi Rolaida**
Graduate trainee, Communication and Corporate Affairs, CCA



When the wind blows, the grass bends.
FAMOUS CHINESE PROVERB



The ancient Chinese proverb also teaches us that adaptation is not weakness—it is wisdom. The grass that bends with the wind survives the storm that destroys the rigid tree.

Within every organisation, a structure is implemented to ensure a certain level of efficiency is maintained. The structure consists of rules and regulations, the processes involved in getting projects approved, and the hierarchy within the organization. There are several departments at Uganda Electricity Generation Company Limited (UEGCL), including Risk & Safety, Human Resource, Corporate Affairs, and others that work in tandem to deliver on the company's mandate.

When any department requests a flyer to be designed by Corporate Affairs, it is reviewed and approved by every member of the department



before being reviewed by the Head of Corporate and Community Affairs (HCCA).

This process is repetitive and can be exhausting, but it also allows the Corporate Affairs team to refine each idea before it is released. This process of consistent assessment not only enables the team to work better, but it also communicates to other departments that the structure is meant to enhance the brand of the company as a whole.

Just as grass bends to survive the wind rather than breaking against it, UEGCL's commitment to organisational structure creates resilience and sustainability.

The benefits of continued respect for this structure extend far beyond mere compliance:

Quality Control and Brand Consistency: Every approval layer serves as a quality checkpoint, ensuring that all communications

reflect UEGCL's standards of excellence. This consistency strengthens public trust in Uganda's energy sector and positions UEGCL as a professional, reliable institution.

Collective Wisdom: Multiple perspectives catch potential errors, identify opportunities for improvement, and ensure that all communications align with broader organisational objectives. What one person might overlook, another will catch—creating a safety net of collective intelligence.



Every approval layer serves as a quality checkpoint, ensuring that all communications reflect UEGCL's standards of excellence.

Institutional Memory and Knowledge Transfer: When junior staff observe and participate in structured approval processes, they learn the standards and values that define UEGCL's brand. This ensures continuity even as personnel change over time.

Accountability and Transparency: Clear processes create clear accountability. Every officer knows their role, and every decision can be traced back through the approval chain, fostering a culture of responsibility and integrity.

Risk Mitigation: In an industry as vital as electricity generation, where UEGCL serves millions of Ugandans, even small communication errors can have significant consequences.

Structure acts as a safeguard against reputational and operational risks. The ancient Chinese proverb also teaches us that adaptation is not weakness—it is wisdom. The grass that bends with the wind survives the storm that destroys the rigid tree. Similarly, UEGCL's structure is not meant to stifle creativity or slow progress unnecessarily. Rather, it provides a framework within which innovation can flourish safely and sustainably.

When team members respect the process, they demonstrate their understanding that they are part of something larger than themselves. Each flyer, each communication, each public statement carries the weight of UEGCL's reputation—a reputation built over years of

powering Uganda's development and growth.

Like grass that bends together in the wind, moving as one coordinated field rather than individual blades fighting against the breeze, UEGCL's departments work in harmony through structured processes. This unity creates a brand that is resilient, consistent, and trustworthy.

The UEGCL brand is stronger because of this commitment to structure. Stakeholders—from government partners to local communities, from investors to everyday Ugandans who benefit from reliable electricity—recognise UEGCL as an organisation that takes its responsibilities seriously.

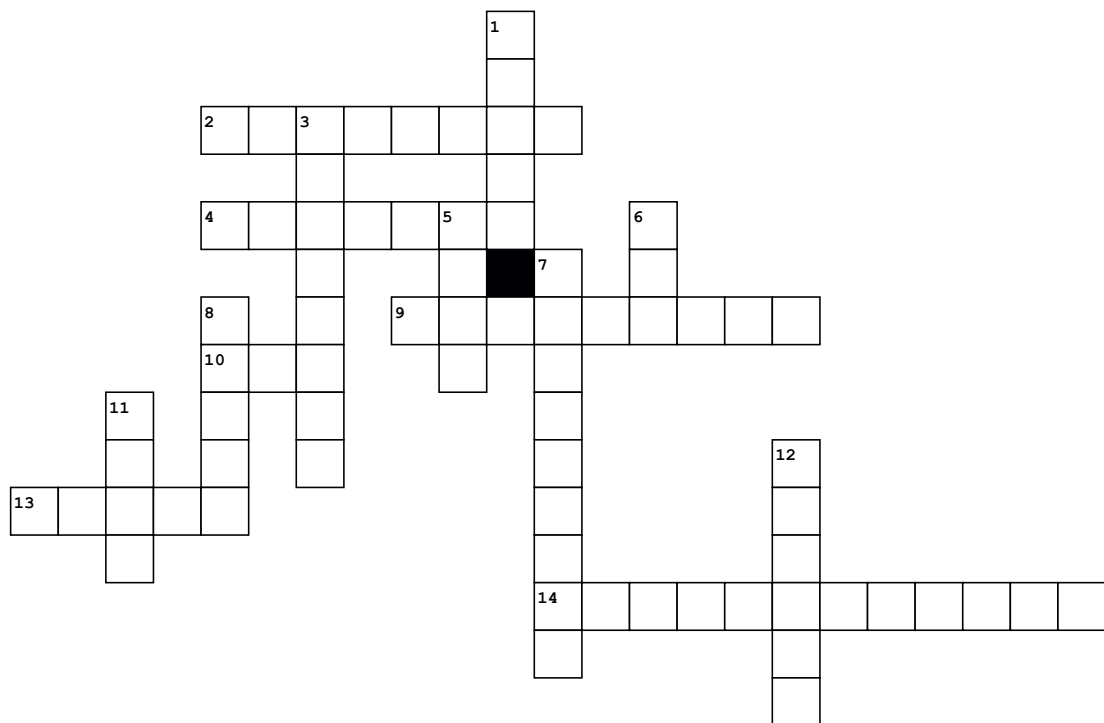
The thoroughness of our internal processes reflects the thoroughness with which we approach our core mission of generating power for the nation.

When the wind of change blows, when challenges arise, when opportunities emerge, UEGCL bends with wisdom rather than breaking with rigidity. Our structure allows us to respond thoughtfully, speak with one voice, and present a unified front to the world. This is not bureaucracy for its own sake—this is the foundation of institutional excellence.

The grass bends, survives, and thrives. So too does UEGCL, strengthened by the very structure that guides our every action.



The Mega Watt Challenge



Across

2. Maximum amount of electricity a power plant can produce under ideal conditions
4. Room Room where plant operations are monitored
9. A machine that produces electricity
10. Fuel used in thermal power plants
13. What controls the amount of water entering turbines
14. Towers Large towers that carry electricity to homes

Down

1. UEGCL's current customer
3. Structure that directs water to a turbine
5. Falls Original name of the Nalubaale dam
6. Bulk electricity agreement
7. Measurement of installed capacity
8. Gorges The biggest hydropower plant in the world
11. The river where Karuma dam is loca

Fun page Karuma Team Building



UEGCL Q2 in the press

Monday December 8 2025 **NEWVISION** 13

ADVERTORIAL

UEGCL REPORTS A PROFIT OF 25 BILLION SHILLINGS AT ITS 15TH ANNUAL GENERAL MEETING

UEGCL reported a profit of 25 billion shillings at its 15th Annual General Meeting last week on Thursday 4th December 2025. There was a further growth in revenue of UGX 492 billion, up from UGX 350 billion reported in the previous Financial Year. This was largely driven by improved dispatch across all UEGCL's hydropower plants and the successful 1st full year of commercial operations at the 600 MW Karuma Hydropower Plant, which significantly boosted generation output and sales.





REVENUE GREW FROM 350 Billion TO 492 Billion



PROFIT (AFTER TAX) 25 Billion



TOTAL ASSETS 8.3 Trillion

VISION
To be Africa's leading electricity-generating utility

QUALITY AND REASONABLY PRICED ELECTRICITY FOR ECONOMIC DEVELOPMENT.

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ADVERTISER SUPPLEMENT

UEGCL RECORDS SH25B NET PROFIT

SHAREHOLDERS' EQUITY INCREASED TO SH1.54 TRILLION IN 2024/25, FROM SH1.476 TRILLION RECORDED IN PREVIOUS YEAR

By Anne Okumu

Uganda Electricity Generation Company Limited (UEGCL) has reported a net profit of Sh25 billion for the financial year 2024/25, marking a significant milestone in the company's growth trajectory. The profit is a 40% increase from the Sh17.9 billion recorded in the previous year.

The company's revenue also saw a substantial increase, reaching Sh492 billion, up from Sh350 billion in the previous year. This growth was primarily driven by improved dispatch across all UEGCL's hydropower plants and the successful first full year of commercial operations at the 600 MW Karuma Hydropower Plant, which significantly boosted generation output and sales.

UEGCL's total assets stood at Sh8.3 trillion at the end of the financial year, reflecting the company's strong financial performance and investment in infrastructure. The company's shareholding structure remained stable, with the total shareholding equity increasing to Sh1.54 trillion, up from Sh1.476 trillion in the previous year.

The company's financial performance was supported by its commitment to operational excellence and customer service. UEGCL's revenue growth was also driven by its focus on expanding its customer base and improving its service quality.

The company's net profit of Sh25 billion is a testament to its strong operational performance and financial discipline. UEGCL's commitment to transparency and accountability is evident in its detailed financial reporting and regular communication with its stakeholders.

UEGCL's financial performance is a reflection of its commitment to providing reliable and affordable electricity to the people of Uganda. The company's focus on operational excellence and customer service has enabled it to achieve its financial goals and maintain its position as a leading electricity-generating utility in the region.

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Life | Energy

Uganda eyes markets beyond borders to supply surplus power

Looking for electricity markets

Uganda's surplus power

Uganda's surplus power is a significant development that has attracted the attention of regional and international markets. The country's abundant hydropower resources, particularly at the Karuma dam, have enabled it to generate a surplus of electricity that it is now looking to export to neighboring countries.

The surplus power is a result of the country's strong operational performance and financial discipline. UEGCL's commitment to transparency and accountability is evident in its detailed financial reporting and regular communication with its stakeholders.

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NATIONAL NEWS **N9**
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GOVT TAKES OVER ISIMBA DAM REPAIRS

By Benon Ollamba

Government will take over repair of defects at Isimba hydropower plant, energy minister Ruth Nankabirwa has said.

She made the revelation during the Uganda Electricity Generation Company Limited (UEGCL) annual general meeting at the finance ministry in Kampala yesterday. The energy ministry is the majority shareholder in UEGCL.

The existence of defects at the Isimba hydropower plant is one of the major operational challenges cited by Energy Minister Ruth Nankabirwa, the UEGCL chief executive officer, during the meeting.

The 1,020 MW Isimba hydropower plant was developed by the China International Water and Electric (CIWE), commissioned in March 2019 and handed over to UEGCL for operation and maintenance.

At the time of commissioning, 500 defects were identified at the plant. These were expected to be handled by the contractor under the defect liability period.

Nankabirwa said while UEGCL has been relying on the contractor to fix the defects, CIWE has been unable to conclusively handle them.

"Since time is not on our side and this is a very big dam, we are not going to wait for calamity to befall us. We identified defects and now we are going to see how the Government can come in and make sure that this is addressed," she said yesterday.

Nankabirwa said shareholders tasked UEGCL with developing a status report that she will present to Cabinet so that the Government can rectify the defects.

In doing this, she said they are keen to follow the legal guidance of the Attorney General should there arise the need for the contractor to reimburse the Government for the expenses incurred during the repairs.

Similarly, the Inspectorate of Government is undertaking investigations into the poor quality of works at the dam that resulted into the defects.

UEGCL REVENUE HITS SH492B

UEGCL announced a 40% growth in revenue during financial year 2024/25, ending on June 30, 2025.

The company's annual report indicates that revenue grew by 40.5% to Sh492,540 in 2024/25, up from Sh350,666 recorded in 2023/2024.

This, company board chairperson Eng. Priscilla Njuki said, was due to an increase in the energy sales from the generation facilities, majority Karuma dam, whose commercial operations commenced in June last year.

The company's earnings before interest, tax, depreciation and amortisation increased by 63% to Sh255b in 2024/25, up from Sh158b in the previous year. Profit before tax was recorded at Sh133b in the period under review, a 57% decrease from last year's Sh877b.

Despite the strong revenue outturn, UEGCL registered a decline in its profit after tax, standing at Sh25b, a reduction from the previous financial year's Sh54.2b.

The reduction, Njuki said, was due to higher operating expenses, increased depreciation and interest obligations arising from the Karuma on-lent loan.

However, the company's equity position strengthened to Sh1.54 trillion following the Government's conversion of the Sh266b in accrued interest on the Karuma loan into equity.

This intervention enhanced UEGCL's solvency and long-term financial sustainability, Njuki said.

However, the Auditor General in his report about the performance of the company's financial statements identifies low dispatch from the 600MW Karuma plant.



L-R: Nankabirwa and Mutikanga during the UEGCL annual general meeting at the finance ministry in Kampala yesterday

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