



**Federation of
Uganda Employers**

The Voice of Employers



FUE ANNUAL REPORT 2025

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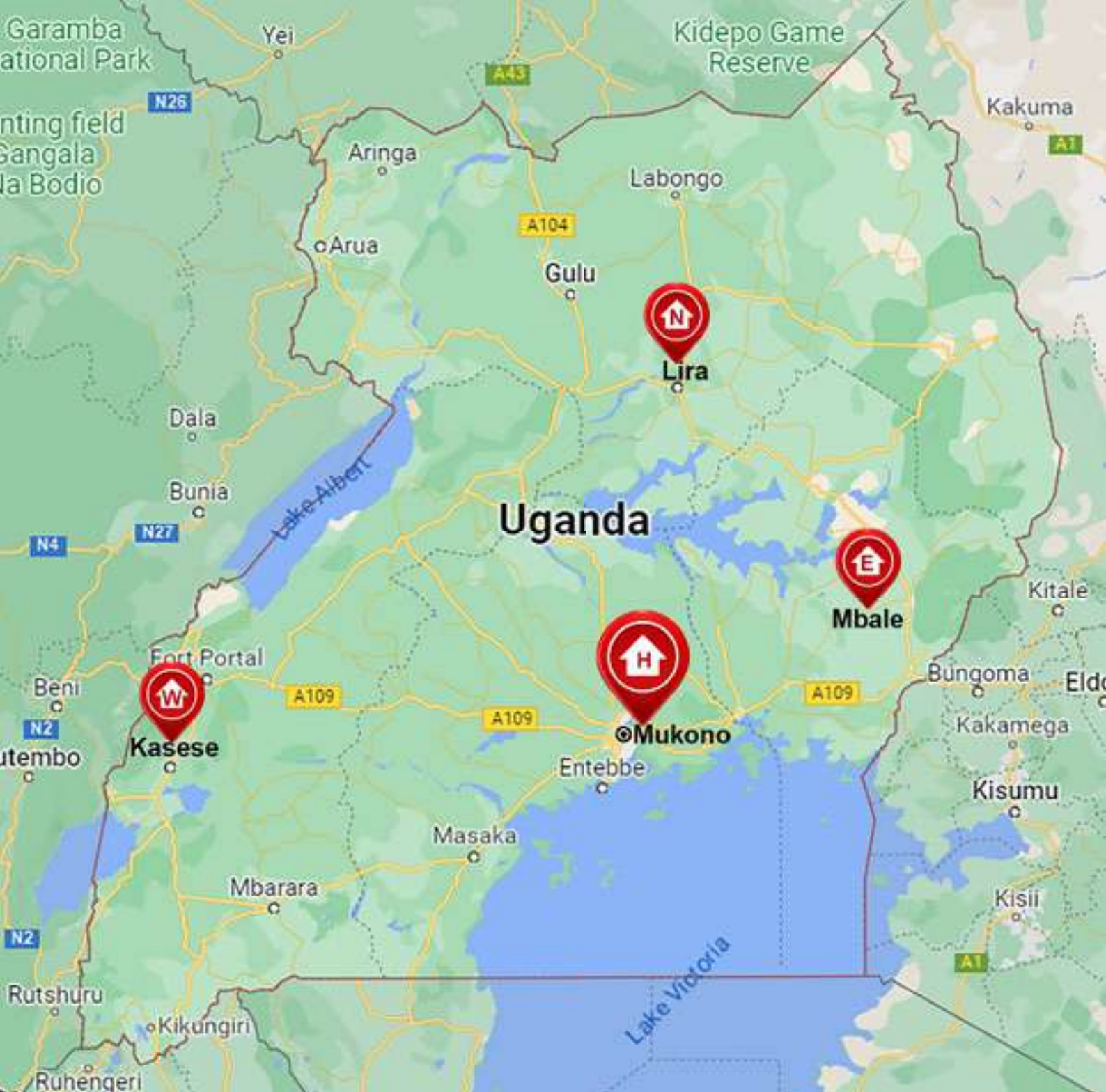
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FUE OFFICES



FUE Head Office:
Plot 1207 Kiwanga Road, Namanve



Eastern Uganda:
Mbale on Majanga Road, Mountain Inn Apartments



Northern Uganda:
Bygon Foundation Building Opp. NWSC - Lira,
Plot No. 19/21, Maruzi Rd.



Western Uganda:
Kasese along Bwambale Henry Rd off Kilembe Road Opp. White House Garden

2025 AT A GLANCE



7000+

Online Reach



600M

Membership
Collection



2000+

Project Reach



700+

Members



800+

Employers Trained



200

PAS Certificates
Awarded



31

New Members



32

Trainings and
Consultancies



29

Associations



10

FUE Events

BECOME A MEMBER TODAY

'Every Good Employer is a Member of the
Federation of Uganda Employers'

	Membership Category	Annual Subscription Fees (UGX)
1	Platinum	3,000,000
2	Gold	2,500,000
3	Silver	2,000,000
4	Bronze	1,500,000
5	Copper	800,000
6	Zinc	400,000

It is easy to join simply contact us for details
info@fuemployers.org | 0392 777 410

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About FUE



WHO WE ARE

The Federation was initially registered as a corporate body on 18th August 1960 under the names of Society of Employers, which was changed to Federation of Uganda Employers on 17th August 1961 and registered under the Trustees Incorporation Act 1939 Cap126 Laws of Uganda.

Today, the Federation of Uganda Employers (FUE) is the premier employers' organisation with over 700 members and 29 sectoral associations.

FUE is the voice of Employers on social and economic issues. It is recognised both locally and internationally as the sole employers' organisation in Uganda.

For over 60 years, FUE has supported start-ups, small and medium size enterprises, and large organisations to thrive and consults on behalf of Uganda's private sector on matters of labour and employment relations.

FUE's commitment to serving Employers' interests and needs has nurtured numerous partnerships with key stakeholders at national and international level.

FUE is affiliated to the International Organisation of Employers (IOE), Business Africa and East African Employers Organisation (EAEO). It is the officially recognised body that represents Ugandan Employers at the International Labour Organisation.



Our Vision

The leading organisation in serving Employers' interests and needs.



Our Mission

To enhance Employers' competitiveness through policy advocacy, provision of business support services, fostering sustainable employment relations and job creation.

OUR OBJECTIVES

- ✓ To encourage and promote good relations between employers and workers for fair and equitable conditions of employment.
- ✓ To promote and encourage consultation among employers on matters concerning employment and industrial development.
- ✓ To promote the protection of employment interests and industrial development through cooperation with the Government of Uganda.

OUR CORE VALUES



Teamwork
We win together



Integrity
We are transparent and accountable



Sustainability
We work towards the sustainability of all employers



Excellence
We strive for the best

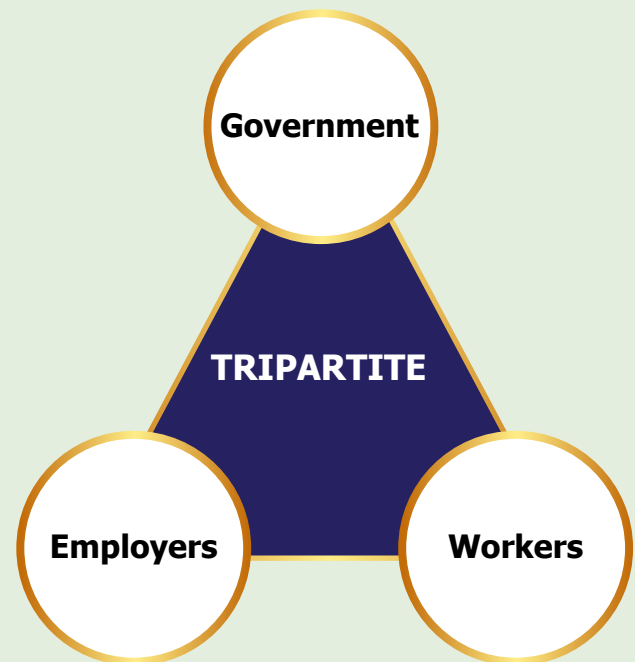


Mobility
We are agile & responsive to change

- ✓ To promote awareness about the labour market amongst employers.
- ✓ To promote skills development in collaboration with the Government of Uganda and other bodies.
- ✓ To advise employers on labour disputes and to represent employers in any proceedings before the arbitration board, committees of inquiry and industrial court.
- ✓ To initiate, promote, support or approve legislative and other measures affecting or likely to affect the interests of Employers.

HOW WE WORK

FUE derives its mandate from the International Labour Organisation tripartite declaration and works with the Government and Trade Unions to advance decent work standards for economic growth.



FUE CORE SERVICES



**Policy and
Advocacy**



**Employment
Relations and Legal**



**Business
Support Services**

FUE Partners



GOVERNMENT OF UGANDA



**International
Labour
Organization**



Belgium
partner in development



**EMPLOYERS'
FEDERATION
OF PAKISTAN**
The Apex Body of Employers

MAKERERE



UNIVERSITY

MESSAGE FROM THE CHAIRPERSON

Fred Bamwesigye
Chairperson, FUE



Dear Valued Employer,

It is a profound honour to welcome you to the Federation of Uganda Employers (FUE) 47th Annual General Meeting. As we stand at the dawn of 2026, we reflect on 2025, a year that will be remembered as the **"Year of Structural Transition"** for the Ugandan employer. Following several years of post-pandemic volatility, 2025 served as a pivotal period of stabilization and massive technological shifts, moving us toward a more predictable economic landscape.

Despite global complexities, the Ugandan economy remained resilient, posting a growth rate of approximately 6.3%. This intentional growth has been further fueled by the kickoff of the National Development Plan IV (NDP IV). Supported by stable export flows and disciplined monetary policy, the Uganda Shilling was recognized as one of the best-performing currencies in Africa, while headline inflation remained steady at roughly 3.5%, well below the 5% target.

Advancing the Voice of Employers

On behalf of the FUE Governing Council, I commend our members for their unwavering commitment to the Federation. I extend special appreciation to those who have diligently remitted their membership fees and utilized FUE services. My gratitude also goes to the Governing Council for their guidance, and the Secretariat headed by the Chief Executive Officer for working tirelessly to serve the interests of employers.

Furthermore, we recognize the vital support from our development partners: NHO, DI, ILO, ENABEL, DFPA, AVSI Foundation, and UNESCO. We also thank our tripartite partners; the Ministry of Gender, Labour and Social Development (MGLSD), NOTU, and COFTU, and all stakeholders who supported our mandate this year.



Policy Reforms and Advocacy in 2025

Policy and Advocacy remain core pillars of FUE. In 2025, we navigated significant legislative changes that required institutional agility:

- The Occupational Safety and Health (OSH Amendment) Act 2025: We worked to ensure members understood the transition to universal compliance. FUE partnered with organizations to conduct the annual OSH audits that are now mandatory for workplace well-being.
- The Minimum Wage Dialogue: FUE continued to advocate for a sectoral-based wage approach to protect SMEs while ensuring a decent living for workers. A formal position paper will be submitted to the Minimum Wage Advisory Council in March 2026.
- Social Security and Decasualization: We have closely monitored Regulation 39 regarding the decasualization of labour, urging the government to balance social protection with the flexibility businesses need to remain competitive.
- The TVET Act 2025: FUE played a central role in the commencement of this Act. This shift to an employer-led skills system ensures graduates possess practical skills that match market demands. We are currently identifying experts to represent employer interests in Sector Skill Expert Committees (SSECs).
- The AI Revolution: As discussed during our 14th Annual Women Leadership Conference, AI is no longer futuristic but essential for success. In 2025, we saw Ugandan firms begin to integrate AI into HR and supply chain management.

Key Achievements of 2025

- Employer of the Year Awards (EYA) 2024/25: In September 2025, we celebrated outstanding employers investing in Uganda's future through job creation.
- Membership Growth: Our base continues to expand, with 30 new members onboarded this year which is a testament to the increasing value FUE offers to the business community.
- Alternative Labour Dispute Resolution (ALDR): Our partnership with Danish Industry (DI) has achieved a significant reduction in cases escalating to the Industrial Court through effective mediation.



A Vision for 2026

While the national "Cost of Doing Business" remains high particularly regarding capital, we urge all members to remain focused on stability and productivity. As we transition through 2026, our focus remains on making Uganda a competitive investment destination. Let us continue to build workplaces where technology enhances human potential and where trust is our ultimate currency.

I wish you all a fruitful and prosperous year in your business endeavors.

Yours sincerely,

Mr. Fred Bamwesigye
CHAIRPERSON



MESSAGE FROM THE CEO

Douglas Opio
The Chief Executive Officer, FUE

NAVIGATING NEW FRONTIERS WITH RESILIENCE AND GROWTH

Dear Members, Partners, and Stakeholders,

I am pleased to present the 2025 Annual Report, which serves as a definitive record of a year characterized by bold transitions, strategic recalibration, and a steadfast commitment to the Ugandan employer. As we reflect on our journey through what we have termed the “Year of Structural Transition,” I am delighted to report that the Federation of Uganda Employers (FUE) has not only remained resilient amidst global economic shifts but has actively shaped the narrative of labour and employment in our region.

Strategic Excellence and Robust Financial Performance

This past year marked the successful completion of our Strategic Plan (2026–2035). Themed “Fostering Employer Resilience and Catalytic Growth: Driving Uganda’s Ten-Fold Agenda,” this ten-year roadmap signals our strategic intent to drive national development. We have set our sights on tripling our current base to 1,000 paying members and achieving 75% financial self-reliance by 2035.

Our financial health has never been stronger. In 2025, FUE achieved a total income of UGX 4.03 billion, a remarkable 33% increase from UGX 3.03 billion in 2024. This growth, fueled largely by a surge in project-related income reaching UGX 2.33 billion, ensures we have the resources to deliver high-value services to our members.

Celebrating Leadership and Excellence

A major highlight of the year was the 14th Annual Women Leadership Conference, where we explored the transformative power of the AI Revolution. It was inspiring to see Ugandan firms beginning to integrate AI into HR and supply chain management, proving that our leadership is ready for the future of work.

Furthermore, the Employer of the Year Awards (EYA) 2024/25 survey and gala allowed us to celebrate outstanding organizations investing in Uganda’s future. We are particularly proud that several of our members were recognized by H.E. The President of Uganda for their distinguished contribution to national development which is a clear validation of the vital role employers play in our country’s socio-economic transformation.

Impactful Partnerships: Skills, Migration, and Decent Work

Our collaboration with ENABEL has been instrumental in bridging the gap between industry and the labour market. Through the Work Readiness for Inclusive and Sustainable Enterprises (WRISE) project, we intend to equip over 600 youths with practical skills, with 150 employers actively onboarding these graduates. This work directly supports the Skilling Uganda Reform, now solidified by the TVET Act and the establishment of the TVET Council, where FUE ensures the voice of the employer remains central.

Through our continued synergy with the International Labour Organisation (ILO), we have driven progress across several flagship initiatives:

- **Better Regional Migration Management (BRMM):** Strengthening employer capacity in migration governance and ethical recruitment.
- **PROSPECTS:** Promoting socio-economic inclusion for displaced persons.
- **ACCEL Africa:** Accelerating the fight against child labor in supply chains.
- **Fair Way Project:** Ensuring fair recruitment and decent work standards.

Celebrating Two Decades of Collaboration

For over twenty years, the Confederation of Norwegian Enterprise (NHO) has been a foundational partner. While our formal project partnership concluded in 2025, we celebrate two decades of shared success. We remain committed to ongoing technical cooperation and support to businesses, building on the legacy of this extraordinary collaboration.

Furthermore, our work with the Confederation of Danish Industry (DI) has yielded significant results in Alternative Labour Dispute Resolution (ALDR), reducing the number of cases escalating to the Industrial Court. We also extend our gratitude to DFPA, GIZ, IOE, PUM, Business Africa, and the East African Employers Organization (EAEO) for their continued national, regional and global support.



Navigating Policy and Compliance

FUE applauds the Government for investor-friendly reforms, including the three-year tax holiday for startups, and we remain a key participant in the Presidential CEO Forum. On the regulatory front, we continue to engage with NSSF, emphasizing the importance of compliance for employers of all sizes to ensure a secure and dignified future for our workforce.

Looking Ahead: Accelerating Momentum into 2026

As we step into 2026, we are not merely starting a new chapter; we are accelerating the significant momentum generated in 2025. Guided by our Tenfold Growth Agenda and the opportunities presented by technological adoption, we are committed to making Uganda a premier, resilient, and competitive investment destination.

Appreciation

My sincere gratitude goes to the FUE staff for their tireless dedication, the Governing Council for their strategic stewardship, and most importantly, to our members for your unwavering trust.

Together for Employers.

Douglas Opio
The Chief Executive Officer

FUE In-House Trainings

We offer customised resourceful trainings to Employers to boost workforce productivity, promote professional development at the workplace and advance business growth.

To request a customised training, contact
info@fuemployers.org | 0392 777 410.

FUE GOVERNING COUNCIL MEMBERS 2025-2026



Mr. Fred Bamwesigye
Uganda Civil Aviation Authority
Chairperson



Ms. Mona Muguma Ssebuliba
aBi Finance Limited
Vice Chairperson



Mr. Douglas Opio
Federation of Uganda Employers
CEO



Dr. Eng. Silver Mugisha
National Water and Sewerage
Corporation (NWSC)



Ms. Gloria Kaitesi
Vision Group



Mr. Jonan Kisakye
Uganda Insurers Association



Ms. Joyce Kasirye
Uganda Communications
Commission



Mr. Fred Byaruhanga
Joint Clinical Research Centre



Prof. Aaron Mushengyezi
Uganda Christian University



Ms. Cleopatra Tusiime
Uganda Revenue Authority



Mr. Martin Francis Kyeyune
Roofings Ltd



Ms. Hannah Mary
Terrain Plant Ltd



**Mr. Michael Karokora
Mugabi**
Housing Finance Bank



**Ms. Xenia Waitherero
Wachira**
BrighterMonday Uganda



Mr. Lamex Omara Apitta
Foundation Leads (U) Ltd



Ms. Susan Mataka
Kakira Sugar Limited



Mr. Simon Harvey
Hariss International Ltd



**Ms. Rose Kyotungire
Taremwa**
Alliance of Bioversity
International and CIAT



Mr. Kiggundu Francis
Brookside Limited



Ms. Jessica Atai
Mount Elgon Hospital



Mr. Benard Bwire
National Information
Technology Authority Uganda



Ms. Esther Kyoziira
National Union of Disabled
Persons of Uganda (NUDIPU)



**Dr. Patrick Tumusiime
Kagurusi**
Amref Health Africa

FEDERATION OF UGANDA EMPLOYERS COMMITTEES 2025-2026

1. AUDIT COMMITTEE

No	Name	Organisation
1	Mr. Kelvin Musana	Standard Chartered Bank U Ltd, Chairperson
2	Mr. Paul Kavuma	Jubilee Allianz General Insurance Company Limited, Uganda, Vice-Chairperson
3	Ms. Daphne Asiimwe	Reach A Hand Uganda/Sauti Media Hub
4	Ms. Joan Ayebare	East African Medical Vitals
5	Ms. Priscilla Batenga	Kyagalanyi Coffee Ltd
6	Ms. Belinda Bayiga	UGAFODE Microfinance Limited
7	Ms. Lydia Kazooba	Forum for African Women Education Uganda
8	Mr. Vincent Wanyama	TransEast (U) Ltd
9	Mr. Douglas Opio	Federation of Uganda Employers

2. MEMBER SERVICES COMMITTEE

No	Name	Organisation
1	Ms. Winnie Mirembe Mugabi	Equity Bank, Chairperson
2	Ms. Peace Mwogeza	Banana Industrial Research Development Centre, Vice-chairperson
3	Mr. Silvester Kasozi	Light for the World
4	Ms. Josephine Logonda	Escape Village Hotel
5	Mr. Masuba George	Partners for Children Worldwide
6	Ms. Monica Mutesi	Uganda Martyrs Hospital Lubaga
7	Mr. Senyuodo Mansuli	Mayondo Engineering Works
8	Mr. Emmanuel Otim	Regal Paints (U) Limited
9	Ms. Juliet Najjuma	World Wide Fund for Nature
10	Mr. Douglas Opio	Federation of Uganda Employers

3. FINANCE, HR AND ADMINISTRATION COMMITTEE

No	Name	Organisation
1	Ms. Deborah Maitum	NCBA Bank Uganda Limited, Chairperson
2	Mr. Joseph Balondemu	Wagagai Ltd, Vice-Chairperson
3	Ms. Justine Namuli	Roofings Ltd
4	Mr. Michael Wanyama	Higher Education Students Financing Board
5	Mr. James Owona,	Baylor College of Medicine Children's Foundation Uganda
6	Mr. Herbert Bitwire	Uganda Development Corporation
7	Ms. Rebecca Rukidi	Vivo Energy
8	Ms. Stella Sekweyama	American Tower Corporation
9	Ms. Hannah Mary	Terrain Plant Ltd
10	Mr. Douglas Opio	Federation of Uganda Employers

FUE REPRESENTATION ON NATIONAL BOARDS AND COMMITTEES 2025

National Boards

A. National Social Security Fund	
Dr. Eng. Silver Mugisha	National Water and Sewerage Corporation (NWSC)
Ms. Annet Nakawunde Mulindwa	Finance Trust Bank Ltd
B. TVET Council, UTAB, and UHPAB	
Mr. Douglas Opio	Federation of Uganda Employers
C. National Curriculum Development Centre	
Ms. Efrance Musimenta Mbagaya	Uganda Civil Aviation Authority
D. FUE Consultant, Labour Advisory Board	
Mr. Paul Kavuma	Jubilee Allianz General Insurance Company
Mr. Peter Kiwanuka	Uganda Clays
E. Uganda Industrial Court	
Mr. Michael Matovu	Employer Panelist
Mr. FX Mubuuke	Employer Panelist
Ms. Julian Nyachwo	Employer Panelist
Ms. Rose Gidongo	Employer Panelist
Mr. Can Amos Lapenga	Employer Panelist
F. Private Sector Foundation Uganda	
Mr. Nicholas J Okwir	NISSI FARM Enterprise
G. East African Employers Organisation	
Mr. Douglas Opio	Federation of Uganda Employers
Mr. Dan Okanya	Federation of Uganda Employers
Mr. Shaffi Manafa	Federation of Uganda Employers
H. Global Fund Uganda Country Coordinating Mechanism Board	
Mr. George Tamale	Federation of Uganda Employers
I. Uganda Retirement Benefits Regulatory Authority	
Mrs. Rosemary N. Ssenabulya	Federation of Uganda Employers
J. National Disability Council	
Ms. Immaculate Onyutta	Graphic Systems Limited
J. Uganda Business and Technical Examinations Board (UBTEB)	
Eng. Dr. Silver Mugisha	National Water and Sewerage Corporation (NWSC)
K. Uganda Vocational And Technical Examinations Board (UVTAB)	
Mr. Douglas Opio	Federation of Uganda Employers
Ms. Conny Adoch	Light for the World International
L. Higher Education Students Financing Board (HESFB)	
Mr. George Masuba	Partners for Children Worldwide

OVER 1.5 MILLION WORKERS AT RISK OF LOSING THEIR SAVINGS

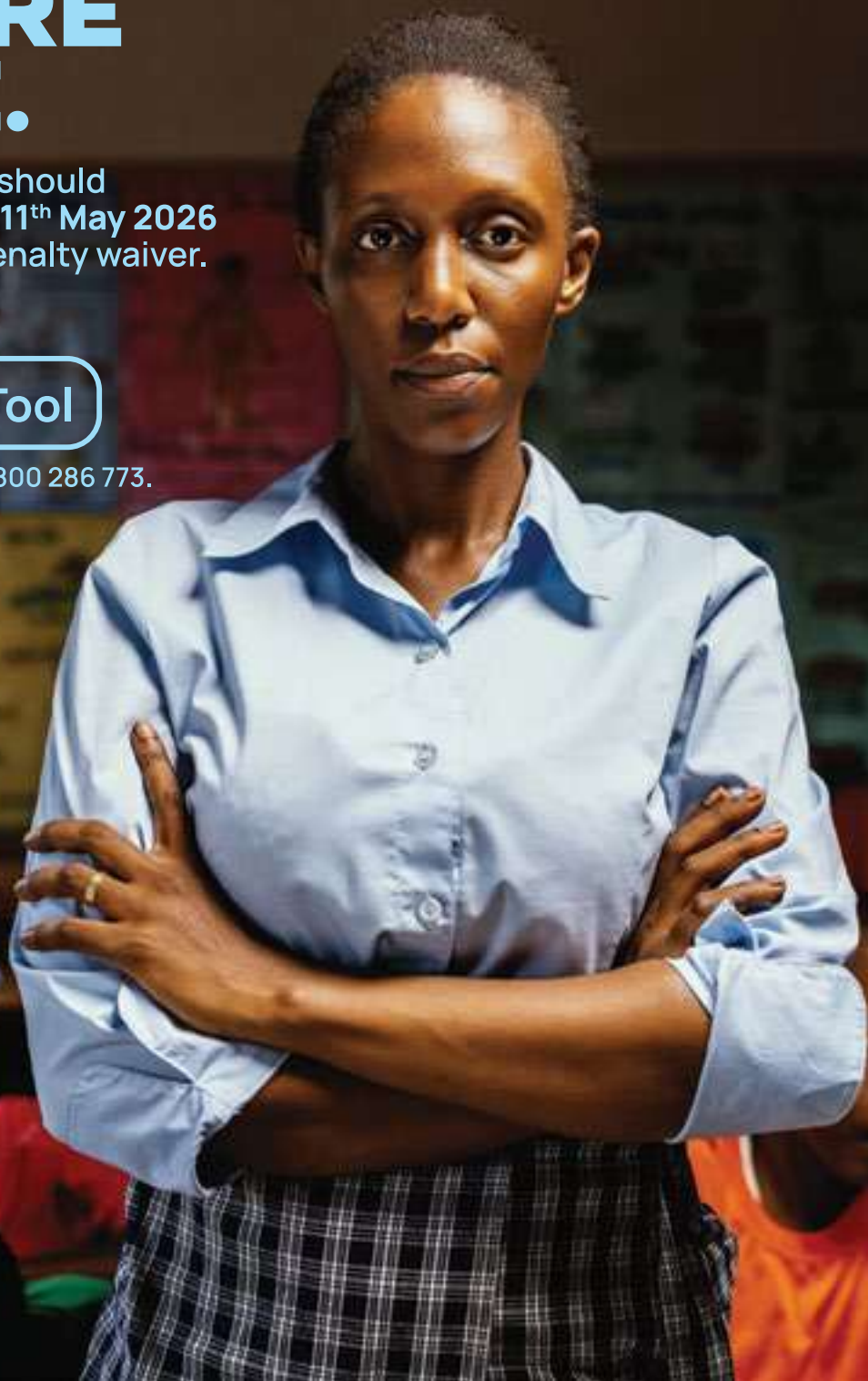
HARD WORK DESERVES A SECURE FUTURE.

Non-compliant employers should
apply for Amnesty before *11th May 2026
to qualify for up to 100% penalty waiver.

Download the

Self Assessment Tool

from amnesty.nssfug.org or call 0800 286 773.



*After the deadline, full penalties and enforcement action
under the law will apply. Act now to regularise your account.



FUE SECRETARIAT



Mr. Douglas Opio
Chief Executive Officer

Finance and Administration Department



Resty Nambalirwa
Executive Assistant



Jackline Orech
Head of Finance



Joel Nadome
Accountant



Moreen Ainembabazi
Accounts Assistant



Gloria Kaitesi
Accounts Assistant Trainee



Robert Gumisiriza
Security Officer



Pascal Kiyimba
Office Assistant



Robert Bogere
Driver

Employment Relations and Legal Department



Grace Nabakooza
Head, Employment
Relations and Legal



Kabi Geoffrey
Employment Relations
Officer



Julian Nyachwo
Employment Relations
Specialist



Omega Baingana
Legal Officer



Lydia Nantongo
Employment Relations and
Legal Trainee



Ivan Katureke
Employment Relations and
Legal Trainee

Membership, Communication and Marketing Department



Shaffi Manafa
Head, Membership,
Communication and Marketing



Ruth Atim
Communications Officer



Beatrice Mujuni
Communications Consultant



Henry Saaba
Membership Officer



Saphina Nandera
Marketing Executive



Francis Katende
Marketing Executive



Harriet Auma
Northern Region Coordinator



Kedress Muhindo
Western Region Coordinator



Steven Esolu
Eastern Region Coordinator

Human Resource, Training and Consultancy Department



Golda Oboma
Head, Human Resource, Training
and Consultancy



Mustaphar Fagayo
Human Resource and
Administration Officer



Yusuf Nsubuga
Training Manager



Fatmah Nsereko
FUEWEC Coordinator



George Tamale
Workplace Health Specialist



Sharon Amumpire
EYA Coordinator

Policy and Research Department



Dan Okanya
Head, Policy and Research



Evelyn Logose
Policy and Research Assistant



Patrick Ajuna
Policy and Research Officer



Phionah Bonabaana
Policy and Research Associate

Projects and Programmes Department



Joe Dimoower
Head, Projects and Programmes



Joy Ebong
Programmes Officer



Kenneth Edam
I.T Officer



Evelyn Kisakye
Placement Officer



Priscilla Adongo
Placement Officer



**Federation of
Uganda Employers**

The Voice of Employers

STAFF PLEDGE

As FUE staff, we pledge sincere commitment to serving Employers with professionalism, integrity, and dedication. We pledge to work diligently, ensuring that our services add value to our members while fostering a culture of inclusivity, respect, and collaboration. We will remain accountable, responsive, and innovative, continuously striving to meet the evolving needs of Employers. Above all, we commit to upholding the values and mission of FUE by providing high-quality support, and guidance to promote a positive, productive and sustainable business environment in Uganda.

Together for Employers!

NWSC EXTERNAL SERVICES

Increasing our impact by taking a leading role in Capacity Development of Water Utilities.

Conferencing
Facilities



Advisory
Services



Technical
Assistance/
Benchmarking



Capacity
Building &
Training



Utilities
impacted



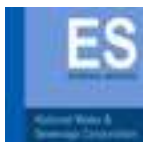
300 staff as experts
1000 staff trained

Contracts



35
Countries

Our Footprint



NWSC External Services

Plot M11, Old Portbell Road, Bugolobi, P.O. Box 7053, Kampala – Uganda

Tel: +256 (0) 313 315700/ 313315111/ 313315715

Email: external.services@nwsc.co.ug | info@nwsc.co.ug

Website: www.nwsc.co.ug

POLICY AND RESEARCH



The core purpose of this department is to advocate for a conducive business environment through evidence based lobbying and advocacy. The department gathers evidence through research in the areas of interest to Employers and prepares position papers with clear recommendations to engage relevant policy makers and influence policy decisions. This function is also responsible for developing policy updates and position papers on various social and economic issues at national and international level. In addition we represent the interests of employers in strategic meetings and on various statutory bodies and foras.

This report therefore, highlights key initiatives and milestones achieved in the year ending 31st December 2025. They include;

Development of Community-Based Health Financing Schemes Guidelines

In order to achieve universal health coverage in Uganda, the Ministry of Health places social and community health insurance schemes as some of the financing mechanisms. Recent studies have shown that the development of Community Based Health Financing Schemes (CBHFS) in Uganda is very slow with approximately 1% of the Ugandan population enrolled in the schemes compared to 26%, 15% and 92.9% coverage of the same schemes in Kenya, Tanzania and Rwanda respectively. Besides, Uganda lacks a specific health protection policy.

In light of the above, the Ministry of Health in collaboration with Save for Health Uganda (SHU) and other key partners organised a conference to develop guidelines for Community Based Health Financing Schemes (CBHFS) and the mechanisms on how they can be scaled up nationally. The Policy and Research Department contributed to the development of these draft guidelines for Community Based Health Financing Schemes.

The guidelines were developed to establish regulations and standards of operations of Community Based Health Financing Schemes in Uganda. These guidelines will facilitate the creation, expansion, management and sustainability of CBHFS that adhere to uniform core principles and operation standards as part of the efforts towards achieving Universal Health Coverage in Uganda.

The draft CBHFS guidelines which were developed are currently in the approval process by the Ministry of Health before they are launched for implementation.



Sub-Regional Workshop on Decent Work Country Programmes

We represented FUE at the tripartite sub-regional workshop on Decent Work Country Programmes (DWCPs) and Country Programming. The workshop was organised by the International Labour Organization (ILO) at Mount Meru Hotel in Arusha, Tanzania, and was attended by representatives of governments, employers' organisations and workers' unions from five East African countries namely Uganda, Kenya, Tanzania, Rwanda, and Burundi.

The workshop aimed to enhance national and regional capacities for the design, implementation, monitoring, and reporting of Decent Work Country Programmes in alignment with ILO programming principles and the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).

The workshop deliberations resulted in identification of priorities from the Decent Work Country Programmes Action Plan for follow-up activities including to;

- Align the Decent Work Country Programme with the National Development Plans and the United Nations Sustainable Development Cooperation Frameworks (UNSDCF).
- Extend stakeholders engagement, promote evidence-based planning and monitoring to ensure the tripartite stakeholders' ownership of the Decent Work Country Programme.
- Put emphasis on diversified funding sources, including Public Private Partnership (PPP) and global initiatives like the global accelerator.



- Strengthen accountability, operational efficiency and reduce leakages that are very critical aspects for the successful implementation of the DWCP.
- Appoint dedicated Decent Work Country Programme focal persons from the tripartite stakeholders.
- Promote joint resource mobilisation efforts between ILO and the tripartite constituents (government, employers and workers).
- Build internal capacity through training, coaching, and knowledge-sharing to enhance understanding and ownership of DWCP among the tripartite constituents.
- Strengthen coordination through formal mechanisms like national committees and inclusive transparent consultations.
- Leverage on digital tools for communication, feedback and wider engagement of relevant stakeholders.
- Encourage strong partnerships among tripartite partners for joint resource mobilisation and implementation.
- Promote visibility of joint programmes and coordinated advocacy for the DWCP.
- Expand stakeholders' engagement including through Public Private Partnerships.
- Enhance collaboration with institutions responsible for coordinating the United Nations Sustainable Development Cooperation Frameworks.
- Ensure timely and well-structured planning and implementation (of DWCP activities) for the system effectiveness.
- Engage UN Resident Coordinator Office in similar forums to ensure synergy in DWCP implementation.



Employers' Position Paper on URA Stamp Duty Agreements and Contracts

FUE developed and submitted a comprehensive position paper on the Uganda Revenue Authority's (URA) imposition of stamp duty on agreements and contracts. This followed extensive consultations with Employers, who expressed concerns about the ambiguity, administrative burden, and economic impact of the existing stamp duty framework.

The position paper identified key gaps in the stamp duty provisions, including vague definitions of "agreements" and "consideration," the broad scope of taxable instruments, lack of clear exemptions and thresholds, limited guidance from URA, uneven enforcement, and inadequate consideration of digital transactions. These gaps were found to create uncertainty, increase compliance costs, and expose employers to potential disputes and penalties. The paper further highlighted major concerns affecting employers, particularly the complexity of compliance procedures, increased operational costs, diversion of resources from core business activities, and the risk of discouraging formal contracting and employment. It emphasised that these challenges could negatively affect business growth, job creation, and overall economic development.

To address these issues, FUE proposed several policy and administrative reforms. Key recommendations included the removal of stamp duty on employment contracts and non-financial agreements, waiver of accumulated arrears, clarification and simplification of legislation, introduction of clear thresholds and exemptions, and issuance of detailed public guidelines. The paper also called for strengthened engagement between URA and employers through regular consultations, training, and establishment of dedicated liaison units.

A revised approach to stamp duty on agreements and contracts is essential for fostering a more conducive business environment and promoting sustainable economic development in Uganda.

Joint Bipartite Position Paper on the Establishment of a Sustainable Minimum Wage Framework in Uganda

FUE participated in the development of a joint bipartite position paper on the establishment of a sustainable and enforceable minimum wage framework in Uganda. The initiative was undertaken jointly by the Federation of Uganda Employers (FUE), the National Organisation of Trade Unions (NOTU), and the Central Organisation of Free Trade Unions (COFTU) following renewed national policy momentum on wage reform in response to the long-standing challenge of an outdated statutory minimum wage.

The paper was developed through a bipartite technical working group comprising social partners, and was informed by extensive analysis of national labour market data, cost-of-living indicators, productivity levels, and existing Collective Bargaining Agreements. The process was further enriched by stakeholder consultations and a national validation workshop involving government institutions, workers' organisations, employers, and development partners. The consultative process reinforced consensus on the urgency of introducing a statutory minimum wage.



This paper proposes differentiated sectoral wage floors for priority sectors including agriculture, tourism and hospitality, manufacturing, construction, minerals/oil and gas, and the informal economy. It further recommends phased implementation, strengthened labour inspection and enforcement mechanisms, and the establishment of a permanent tripartite wage commission to oversee regular review and sustainability of the wage-setting mechanism.

The position paper aligns with the fourth National Development Plan (NDP IV), International Labour Organization (ILO) standards and Uganda's constitutional obligations on decent work and fair remuneration. It provides an evidence-based roadmap to support income growth, productivity enhancement, and inclusive economic transformation while safeguarding enterprise sustainability, particularly for MSMEs.

The position paper will be submitted to the Ministry of Gender, Labour and Social Development (MoGLSD) and subsequently forwarded to H.E. the President for consideration and operationalisation.

Alternative Dispute Resolution (ADR) Convener

FUE convened a bipartite workshop in partnership with the Danish Industry (DI), bringing together representatives from the National Organisation of Trade Unions (NOTU) and the Central Organisation of Free Trade Unions (COFTU). The workshop focused on Alternative Labour Dispute Resolution (ALDR) and the Minimum Wage.

The primary objective of the workshop was to deliberate on a position paper developed by FUE on ALDR and the minimum wage. Key recommendations included; reforming first-instance mechanisms for the resolution of labour disputes, mandating the exhaustion of industrial remedies, strengthening arbitration laws, accrediting specialised mediators; promoting collective bargaining approaches; adopting a sector-based wage-setting model, operationalising an advisory board and strengthening labour officer facilitation and inspection services.

FUE advocated for a strategic shift towards ALDR mechanisms as a means of enhancing industrial harmony, competitiveness, and sustainable business growth. The meeting elected a joint committee comprising employer and trade union representatives to further refine the position paper, integrate the agreed recommendations, and develop a consolidated bipartite position on ALDR and the minimum wage.

Employers' National Consultative Meeting on the Development of a National Internship Framework for School-to-Work Transition

As a key stakeholder in shaping efficient labour market transitions, FUE participated in consultations convened by MoGLSD for the development of a National Internship Framework to support transition from education to the world of work in Uganda. The consultation aimed to gather employer and private sector input, through FUE, to inform the design of a practical, inclusive, and demand-driven internship framework.

The meeting additionally provided an opportunity to disseminate and discuss key findings from the UNICEF National Internship Framework pilot programme (March-September 2024), ensuring that lessons learned from the pilot are incorporated into the national framework.

World Bank Consultations on Priority Sector Skills Needs and Gaps

FUE participated in consultations organised by the World Bank to assess priority sector skills needs and critical skills gaps in Uganda. The objective of the meeting was to identify key sub-sector classifications across priority sectors and value chains to ensure the relevance and applicability of the skills assessment.

Further to this, we collaborated with sector associations to identify and recommend a target list of leading enterprises and industry champions within each sector and sub-sector. These enterprises are expected to reflect both current and emerging high-demand skills needs, thereby informing future skills development and workforce planning initiatives.

Recognition of Prior Learning

FUE in partnership with the Uganda Vocational and Technical Assessment Board, and support from the ILO took a step further in promoting skills development by recognising and awarding workers' PAS to refugees and host community members who acquired skills through lifelong learning experiences. This initiative aimed at enhancing livelihoods for refugees and host community members by integrating them into the labour markets of Uganda. We targeted to assess 300 refugees and host communities in 2025/2026 financial year. During this review



period, we were able to receive 390 applications from Nakivale, Rhino and Imvepi. These applications were reviewed with 340 applicants meeting the criteria. The successful applicants participated in a basic training, were registered with 78 of them all from Nakivale Vocational Training Center (NVTC). signed up and enrolled for assessment in the last week of March 2026. The other applicants will be registered and assessed in the second quarter of 2026.

The Salary and Benefits Survey 2025

Due to the high demand of salary survey data from Employers due to low levels of employee engagement and high turnover rate, FUE has continued to conduct an annual salary survey to support its members in benchmarking remuneration rates of organisations operating in the same sectors. The FUE 2026 Salary and Benefits Survey was conducted in the agricultural and manufacturing sectors as well as umbrella associations. We encourage Employers to participate in these surveys to provide data that can be useful in developing pay and wage structures to retain top talent, boost maximum productivity and improve livelihoods.



Lobbying, Advocacy and Representation

We continued to lobby, advocate and represent Employers' on various boards and foras including;

1	The Presidential CEO Forum
2	The NSSF Board
3	The Uganda Industrial Court
4	The TVET Council
5	The Uganda Vocation and Training Assessment Board (UVTAB)
6	The Vocational Training Institute Nakawa
7	The Labour Advisory Board
8	Minimum Wage Advisory Council
9	The National Curriculum Development Centre
10	The Private Sector Foundation Uganda
11	The Global Fund Uganda Country Coordinating Mechanism Board
12	The National Health Insurance Scheme Taskforce
13	The National Disability Council
14	The Higher Education Students' Financing Board (HESFB)
15	The National Labour Productivity Taskforce
16	The National Labour Force Survey Technical Working Group
17	ILO Global Business Network on Forced Labour
18	The East African Employers Organisation
19	National Committee on Apprenticeship
20	Confederation of IGAD Employers (CIE)
21	The International Organisation of Employers (IOE)
22	The International Labour Conference of the ILO
23	The ILO Governing Board
24	National Committee on Decent Work Country Program
25	Business Africa
26	Junior Achievers Uganda

EMPLOYMENT RELATIONS AND LEGAL

In Uganda, the Employment Act 2006 is the principle labour law that regulates the world of work. This legal framework is complimented with other regulations including the Occupational Safety and Health Act 2006, the Labour Disputes (Arbitration and Settlement) Act among others. FUE's Employment and Legal Department is the focal department premised with ensuring Employers prioritise compliance, eliminate industrial action and operate within the requirements of the law.



CASE NAME	ATIKU RICHARD ALUMA AND ANOTHER V GULU UNIVERSITY HOIMA CAMPUS (LABOUR DISPUTE REFERENCE NO 137/2016 ARISING FROM LABOUR DISPUTE 168/1/302 OF 2016)
BRIEF FACTS	According to the claimants in 2014, they were engaged as Lecturers by Bunyoro Kitara Royal University (BUKIRU), an institution established under the auspices of the Bunyoro Kitara Kingdom. However, BUKIRU failed to meet the accreditation standards set by the National Council for Higher Education (NCHE) as provided under the Universities and Other Tertiary Institutions Act. As a result, BUKIRU was ordered to close. This led to Bunyoro Kitara Kingdom entering into a Memorandum of Understanding (MoU) with Gulu University to establish a constituent college. The Claimants continued rendering teaching services at the new campus for a period of approximately 6 months. They contend that they did not possess formal contracts, but they taught. They were not formally terminated or issued with any communication indicating cessation of their services, and, they were not paid salaries or allowances, despite repeated demands and assurances from the University Management. According to them, they were referred to as lecturers of Gulu University Hoima Campus; therefore, it was their employer. The Respondent contended that it did not employ the Claimants, because the MoU it signed with BUKIRU provided that the Kingdom retained authority over recruitment, remuneration, and termination of staff.
ISSUES	- Whether the Claimants were employed by the Respondent? - Whether the Claimants rendered teaching services to the students of the Respondent? - Whether the Claimants were terminated from work by the Respondent, and if so, whether the termination was wrongful? - Whether the Claimants are entitled to the remedies prayed for?
COURT DECISION	Court held that in determining the real employer, the court is expected to look at the facts of the situation and particularly the performance of the work, and the whole economic enterprise without limitation created by legal and business reincarnations behind an enterprise, such as the MOU in the instant case. The Claimants were correct to sue them as employers, because the MoU bound them to BUKIRU as such even if the Claimants were initially engaged by BUKIRU and considered as volunteers, after the execution of the MOU, the Respondent, as BUKIRU's Agent, took on the role of a disguised/putative employer from which it cannot run away from the responsibility of causing the Kingdom to pay the Claimants for the work which it issued and supervised and which the Claimants rendered. Court held that it was the evidence of the Claimants that the kingdom dismissed them via 3 radio Stations, and print media in New Vision and Daily Monitor, therefore, their termination was unlawful. The Kingdom was not a party to this claim, and even if it were, no evidence was adduced to show that the Respondent was involved in issuing the termination. The Claimants unequivocally stated that it was the Kingdom and not the Respondent, that terminated their employment. The Respondents could not be terminated for their employment. Court held that it was not in dispute that the claimants rendered teaching services as part-time lecturers for the 1st semester 2014/2015, initially from August and September 2014, under the direct supervision of BUKIRU and from December 2014 under the supervision of the Respondent. Court directed the Respondent to pay the Claimant's salary arrears for the 6 months they taught under its supervision, from December 2014 until they were terminated in June 2015, at Ugx. 1,500,000/- per month, amounting to Ugx. 9,000,000/- for the 1st Claimant and Ugx. 10,500,000/- for the 2nd claimant.
LESSONS LEARNT	A signed MOU can be interpreted to allude an employment relationship. Care should be taken in drafting and conduct of parties in the course of the MOU implementation.

CASE NAME	MIRIAM KASUJJA V MAKERERE UNIVERSITY AND ANOTHER (LABOUR DISPUTE CLAIM NO. 119 OF 2014)
BRIEF FACTS	The Claimant resigned from employment on 20/07/2009 and her resignation was accepted, and she was paid Ugx. 26,468, 447/- as her terminal benefits. At the time, her 1-year contract expired on 31/12/2008 but she continued in service post contract expiry. According to the Claimant, she was employed in various finance positions with the Case Western Reserve University T/A Uganda Case Western Reserve University Research Collaboration for over 16 years. Her last role with the collaboration was that of Finance and Administration Manager, which she assumed on 7/07/2005. According to her, she performed her duties with good faith, fidelity, and diligence, for which she received several rewards for her stellar performance. On 30/04/2009, a one Professor Roy Mugerwa verbally suspended her from employment indefinitely and without any reason. She remained on suspension for 2 and a half months with no communication from the Respondent. During the suspension, her position of Finance and Administration Manager was split into 2 positions, which were subsequently advertised, thereby unilaterally changing the terms and conditions of her employment. She was later subjected to a sham disciplinary process on grounds of poor performance, in total breach of the Respondent's Human Resource Policy, because she had not been subjected to a performance appraisal, and no performance standards had ever been established upon which such an assessment could have been carried out. She considered the Respondent's conduct unreasonable, which broke their employment relationship. As a result, on 17/07/2009, she was forced to resign from her position, which amounted to unlawful dismissal, hence this suit.
ISSUES	1. Whether the Claimant had an employment contract with the 2nd Respondent? 2. Whether the collaboration Uganda- Case Western Reserve University Research collaboration is a body corporate that can be sued in its name? 3. Whether the Claimant's suspension was valid or unlawful? 4. Whether the resignation of the claimant was voluntary or a constructive dismissal from employment? 5. Whether there was a breach of contract by the Respondents in the process of terminating the Claimant? 6. What remedies are available in the circumstances of this case?
COURT DECISION	The Court held that it is an established principle of Labour Justice that even if an employer is not under any obligation to give notice for non-renewal of an employment contract, where a fixed contract expires and is not renewed and the employee is allowed to continue working, the contract will be deemed to have been constructively renewed and the employer cannot turn around to claim that it was terminated when it expired. Having kept silent about its decision regarding the renewal or non-renewal of the Claimant's contract, and having continued to give her work and even pay her salary after the expiry of the contract, the 2nd Respondent could not claim that she had no contract. By its own conduct, the 2nd Respondent had constructively renewed the Claimant's contract on the same terms and conditions as the expired 2008 contract. The Court stated that it is trite law that an employment relationship is established by a contract of employment, under section 2 of the Employment Act. Court held that the 2nd Respondent exercised managerial prerogative over the Claimant, as her employer, notwithstanding its legal identity as an unincorporated association. It also exercised power to discipline her when it directed her supervisor, Prof. Mugerwa, to institute disciplinary proceedings against her when he suspended her on 30/04/2009, and all the subsequent disciplinary actions leading to her resignation. The Court stated that labour law is intended to correct this power imbalance between the employer and employee/worker and enable access to redress for employment wrongs, especially where employers choose to hide their identity behind the legal and business formations such as corporate separateness. Court held that even if the 2nd Respondent is not an incorporated institution within the meaning of commercial contracts, in terms of labour Jurisprudence, it fits the definition of an employer as defined under the Employment Act. Therefore, in any labour dispute, it can sue and be sued in its name. The Court stated it is the legal position that constructive dismissal arises where the employer makes continued employment intolerable for an employee. Given the chronology of events leading to the claimant's resignation, court stated that the Claimant was backed into a corner with no way out; she was pushed to resign and she had no time to consider her position and make an independent decision. Court held that it was not the offer to pay her terminal benefits that caused her resignation; but rather, it was the threat of an impending termination that was hanging over her head, that pushed her to resign, after she had served with a clean record for 16 years and had been rated as an outstanding performer. Although courts cannot fetter the employer's right to terminate an employee they no longer want, the law does not empower them to coerce such employees into resigning from employment, but rather emphasizes that they must exercise due process where the employer genuinely believes the employee is guilty of bad conduct or poor performance. The court held that the 2nd Respondent's conduct went to the root of her contract to warrant her resignation being construed as a fundamental breach of her employment contract and to show that the 2nd Respondent was no longer interested in being bound by the terms and conditions of her employment contract.
LESSONS LEARNT	Where an employer remains silent upon a contract expiry, the law presumes that the employment has impliedly continued. An employer reserves the right to terminate an employment but due process must be taken before terminating an employee's employment. An unregistered organisation may sue/be sued in labour matters.

HUMAN RESOURCE, TRAINING AND CONSULTANCY



1. Organisational Overview

Over the years, the Federation of Uganda Employers (FUE) has evolved into a premier organisation with a diverse workforce distributed across six specialised departments.

The rapidly evolving global and local economic landscapes necessitate a more agile, strategic approach to Human Capital Management (HCM). Consequently, the department has prioritised auditing FUE’s current talent capabilities and implementing targeted interventions to optimise human capital in alignment with our strategic objectives.

2. Mission and Workforce Synergy

FUE’s mission is to enhance employers’ competitiveness through policy advocacy, provision of business development services, and fostering sustainable employment relations and job creation. At FUE, we believe this mission is heavily contingent upon the technical skills and professional capabilities of our workforce. Recognising this, the HRTC department continues to refine its practices to ensure that our internal talent remains a primary driver of organisational success.



3. Talent Retention and Workforce Composition

FUE remains committed to attracting and retaining top-tier talent. In daily work operations, our staff contribute to internal operational excellence but also exert a broader influence on talent development within our member companies. Through policy, research and business support services, our team fosters a vibrant national employment environment.

3.1 Staffing Breakdown

FUE currently boasts a total of 42 staff dedicated to serving employers interests and needs.

Category	Count
Total Staff	42
Gender Distribution	19 Females / 23 Males
Full-Time Employees	29
Marketing Executives	4
Trainees	2
Interns	1
Consultants	6

4. Strategic Partnerships

4.1 FUE and Light for the World

In 2025, FUE commenced a strategic partnership with Light for the World, securing resources from the MasterCard Foundation to onboard two associates. These individuals were placed within the Policy and Research, Employment Relations, and Legal departments for 12 months.

This initiative serves a dual purpose to;

- Increase internal specialised knowledge.
- Create a model for Employers to provide graduate training opportunities to promote skill development and combat youth unemployment.



4.2 FUE and TINKR Partnership

In a bid to gain a comprehensive understanding of the global labour market, we continued our strategic partnership with Tinkr, a Norwegian organisation, utilising resources from NOREC to facilitate a bilateral staff exchange program. This initiative involved a one-year reciprocal placement, where a staff member from Tinkr was hosted in Uganda while an FUE representative was stationed in Norway.

The primary objectives of this exchange were:

- **Knowledge Transfer:** Facilitating cross-border sharing of technical skills.
- **Innovation:** Fostering new approaches to service delivery and organisational problem-solving.
- **Network Building:** Developing robust international professional relationships.

4.3 Strategic Recommendation for Employers

As an Employers body, we encourage member organisations to adopt similar human capital strategies such as job rotation and inter-organisational work exchange programs to boost workforce productivity, enhance quality service delivery and develop resilient and globally-connected business entities. FUE offers business advisory services to support employers in adopting this model.

5. Capacity Building and Professional Development

FUE continues to invest in its human capital by sponsoring both physical and online training through national and international partnerships.

- **Leadership Development:** Notably, Ms. Ruth Atim completed the Female Future Programme, significantly enhancing her capacity for high-level internal leadership and external member engagement.
- Five staff members successfully completed the Malkia Course significantly enhancing their competencies in Supervisory Management. This initiative has strengthened our internal leadership pipeline and equipped these individuals with the essential skills to drive departmental performance.

6. SME Support and Consultancy Services

Recognising that Small and Medium Enterprises (SMEs) often lack dedicated HR departments, FUE provides vital support to mitigate legal risks and improve productivity. In 2025, we focused on:

- Aligning HR functions with business goals.
- Operationalising governance policies to ensure business continuity.



7. Strategic Consultancies and Leadership Development Programs

In 2025, we successfully executed major consultancies for various organisations across the country, further establishing our reputation as a leader in industrial relations and organisational health.

Beyond structured training sessions, the unit delivered three strategic consultancy engagements including:

- Workplace Registration
- Leadership Development Programs
- Mentorship Program

Key Outcomes:

- Structured leadership succession planning frameworks
- Strengthened governance and board oversight capacity
- Improved managerial accountability systems
- Enhanced ESG awareness and responsible business conduct integration



8. The 2025 training portfolio focused on

- Strengthening workplace compliance and governance
- Enhancing supervisory and leadership capability
- Promoting occupational safety, health and employee wellbeing
- Supporting responsible business conduct and esg integration
- Addressing emerging workplace risks including digital compliance and psychosocial wellbeing

The year was marked by improved program customisation, expanded geographic reach, deeper institutional partnerships, and strengthened post-training follow-up mechanisms.

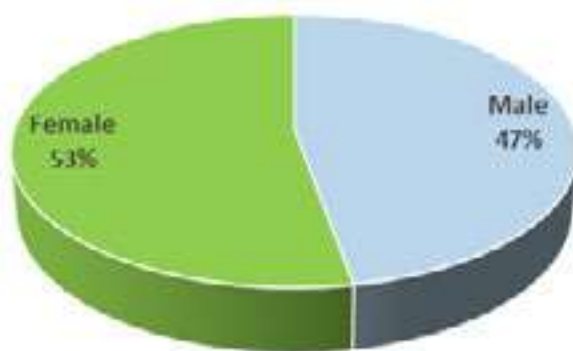
9. In-House Training Programs

In-house training remained the backbone of the training unit's operational revenue and institutional relevance. These programs were customised to organisational needs and delivered through both physical and virtual modalities.

Key Thematic Areas Covered:

- Violence and harassment at work
- Employment essentials for managers
- Discipline and performance management
- Post-regular employment training and counselling
- Leadership and supervisory skills
- Modern managerial and leadership skills
- Occupational safety and health (osh)
- Firefighting and first aid
- Safeguarding and sustainability
- Sexual exploitation, abuse and harassment (seah)
- Disciplinary investigations
- Board governance

Total In-House Participants: 261



Observations

- **Increased Demand for Compliance-Based Training:** There was growing concern among employers regarding labour inspections, grievance escalation, and internal investigations. This significantly increased demand for discipline handling, disciplinary investigations, safeguarding, and SEAH-related training.

- **Strong Uptake in OSH and Workplace Safety Programs:** Employers increasingly recognise OSH and fire safety training as critical risk management and insurance compliance requirements rather than mere regulatory obligations.
- **Leadership and Governance Focus:** There was notable interest in modern managerial skills and board governance, reflecting organisations' desire to strengthen institutional oversight and performance management systems.
- **Recurring Engagements with Member Companies:** Several member companies returned for advanced or follow-up modules, demonstrating satisfaction, trust, and measurable workplace impact.

10. General Training Programs

General training programs continued to attract both FUE members and non-members serving as both a capacity-building initiative and a strategic membership engagement tool.

Major Topics Conducted:

- Navigating complex workplace investigations
- Employment essentials for managers (mbarara and gulu editions)
- Performance management
- Casualisation
- Outsourcing

Total General Training Participants: 186

This reflects a 20% increase in participation compared to 2024 indicating growing recognition of the importance of structured employer education despite economic pressures.

Strategic Significance

- Provided cross-sector networking and peer learning platforms.
- Strengthened fue's visibility in regional hubs (mbarara and gulu).
- Enhanced employer awareness of evolving labour jurisprudence and compliance expectations.

11. Sensitisation Programs and Industrial Clinics

The training unit conducted 8 sensitisation sessions through;

- Physical industrial clinics
- Joint webinars with partners

Total Reach: 381 participants

These engagements served as:

- Entry-level engagement platforms for prospective clients
- Channels for disseminating policy and regulatory updates
- Awareness drivers on emerging workplace risks
- Sensitisations continue to function as both public value platforms and strategic business development funnels.

12. Geographic and Sectoral Reach

Geographic Distribution

While Kampala and the Central Region remained dominant, participation expanded significantly across the:

- Western region
- Eastern region
- Northern region

The regional editions of the Employment Essentials for Managers training predominantly strengthened FUE's national footprint.

Sectoral Representation

Participants were drawn from:

- Manufacturing
- Agriculture
- Services
- Trade
- Financial Services
- Research and Development
- NGOs

Manufacturing and service sectors continued to lead participation due to regulatory intensity, workforce size, and compliance requirements.

13. Delivery Approach and Learning Model

We adopted a blended delivery model:

- Physical sessions: 20 programs (63%)
- Virtual sessions: 12 programs (37%)

Training Methodology

- Case-based and scenario-driven learning
- Real-time legal interpretation
- Practical templates and workplace toolkits
- Group exercises and structured simulations
- Post-training resource sharing

This model enhanced accessibility, participation flexibility, and improved knowledge retention.



14. Training Impact and Performance Evaluation

Evaluation Mechanisms

- Pre and post-training assessments
- Immediate participant feedback surveys
- Client follow-up engagements

Key Performance Indicators

- Participant satisfaction rate: 92%
- Knowledge improvement rate (pre-post assessment average): 68%
- Reported improvement in job performance: 61%

Institutional Impact Observed

- Improved documentation and handling of disciplinary processes
- Increased compliance with osh standards and fire safety procedures.
- Strengthened supervisory accountability and performance monitoring.
- Reduction in grievance escalation cases in trained organisations.
- Improved governance practices at board and management levels.



15. Financial and Operational Performance

- In-house trainings contributed the largest share of training revenue.
- General trainings delivered moderate profitability with strong strategic positioning value.
- Sensitisation sessions primarily served strategic engagement objectives.
- Consultancy programs generated high-value returns per engagement.

Operational Improvements

- Improved scheduling discipline
- Reduced last-minute cancellations
- Strengthened client confirmation processes
- Improved regional coordination

16. Strategic Lessons Learned

- Compliance-driven topics remain highly market-responsive.
- Regional delivery increases accessibility and membership engagement.
- Blended learning enhances flexibility and participation rates.
- Industrial clinics serve as strong conversion platforms.

17. Strategic Priorities for 2026

- Expanding digital learning infrastructure.
- Developing certification-based short courses.
- Introducing sector-specific training packages.
- Establishing regional training hubs.
- Developing subscription-based compliance advisory support models.
- Strengthening post-training monitoring and evaluation systems.
- Positioning fue as a national thought leader in esg and responsible business conduct.

18. Conclusion

The Human Resource, Training and Consultancy Department performance demonstrates institutional resilience, market relevance, and expanding national reach within Uganda's employer ecosystem. The participant growth compared to 2024 reflects increased employer confidence in FUE's expertise and the growing need for structured compliance and leadership development.

The department has evolved from a traditional training provider into a strategic institutional development partner for employers across Uganda. With strengthened digital delivery, expanded regional engagement, and deeper corporate partnerships, FUE is well-positioned for sustainable growth and greater national impact in 2026 and beyond.



Hariss

INTERNATIONAL

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EVERY MOMENT

Beverage



Confectionery



Biscuits



Hi

*Home of Quality
Brands*



MEMBERSHIP, COMMUNICATION AND MARKETING



The existence of a member-based entity lies in the ability to grow its membership base and retain the already existing members. The Membership, Communication, and Marketing (MCM) department serves as the strategic bridge to provide technical expertise and serve the diverse needs of Ugandan businesses. As we uphold membership growth and retention as our foundational pillars, we ensure that the “Voice of Employers” remains strong, representative, and influential in every sector of the economy.

Our journey over the past year was defined by historic milestones and a commitment to decentralisation of services. From achieving the highest membership collection in FUE history and welcoming 31 new members, to bringing specialised trainings closer to our upcountry constituents through our regional offices, we have moved beyond traditional service delivery, supported by an expanded team of over 20 Account Managers and a refined tiered value proposition. The MCM department continues to evolve, ensuring that every member, from startups to multinationals, have the required knowledge, skills and resources to thrive in today’s dynamic business environment.

a) Membership Recruitment and Retention

Membership growth and retention is one of the key pillars upon which our entire institutional vision and mission are built.

We are delighted to announce that thirty-one (31) new member companies joined FUE last year, adding their voices to our historic

legacy. These Employers range from innovative startups to established corporate entities and government parastatals underscoring the continued relevance of the Federation in an evolving marketplace.

Membership Number	Organisation Name	Membership Category
25001	The Water Trust Limited	Platinum
25003	Yalelo (U) Ltd	Platinum
25007	SunCulture Uganda Limited	Platinum
25010	Mukono Church of Uganda Hospital	Platinum
25011	Samanga Solutions Ltd	Platinum
25012	Machame Energy Limited	Platinum
25013	Machame Farms Ltd	Platinum
25024	FH Association	Platinum
25030	Kampala Capital City Authority	Platinum
25031	Uganda National Airlines Company Ltd	Platinum
25002	L'uley Plastics World	Gold
25019	Prudential Assurance Uganda Limited	Gold
25006	KAKA Business Resource & Advisory Service Center Ltd	Silver
25009	Clarkson Insurance Brokers Ltd	Silver
25016	Terrain Services Limited	Silver
25017	Forum for African Women Educationalists (FAWE) Uganda Chapter	Silver
25020	Nurture Africa	Silver
25025	Umoja Microfinance SMC Ltd	Silver
25029	MWH Foundation Uganda	Silver
25004	Better Globe Forestry Ltd	Bronze
25008	GardaWorld (Uganda) Limited	Bronze
25018	Human Capital Business Solutions	Bronze
25022	Kwanza Logistics	Bronze
25026	Hoima Buffalo Hotel	Bronze



25014	Victoria Hospital Limited	Copper
25023	Sekajja Agro Farms Ltd	Copper
25027	Rwenzori Founders Limited	Copper
25028	Pros Consult Ltd	Copper
25005	Quality Assurance & Management Consultants	Zinc
25015	SLS Solutions International	Zinc
25021	Uganda Financial Literacy Association	Zinc

Retention and Collection

In a landmark achievement, 2025 witnessed the highest membership collection in the history of FUE. This accomplishment was as a result of the proactive engagement and reactivation of some dormant members.

This record-breaking milestone is a clear reflection of the deep trust our members place in us and the tangible return on investment provided by our enhanced service delivery.

b) Value Proposition Alignment

In a business environment defined by rapid change, the Federation has remained agile. In the past year, we have refined our value proposition to ensure that it keeps addressing the demands of our diverse membership.

We recognise that in recent times Employers require flexibility and have expanded our reach to engage with our members through a seamless dual-delivery model providing expert support both physically and virtually.



FUE Account Management System Member Guide

In a continuous pursuit for excellent service delivery, FUE remains steadfast in its commitment to being your most reliable partner in the world of work. At the center of this commitment is our Account Management System, a dedicated framework designed to ensure that each member of FUE is served efficiently.

In order to support you and your esteemed organisation benefit fully from this partnership, we are pleased to share this updated guide on how to effectively engage with your designated account manager.

i. Establish Connection

The foundation of a fruitful relationship is open communication. We encourage every member to identify and establish a direct line of communication with their assigned account manager by accessing their official email address and phone contact to access expert guidance in a moment. Whether you require clarification on a specific labour regulation or a quick consultation on an OSH matter, your account manager is your first point of contact.

ii. Provide Accurate Information

Our ability to serve you is greatly enhanced by the quality of contact information hence we implore you to regularly share pertinent data on company focal persons to update our centralised member database. When your information is up to date, our team can provide highly personalised support ensuring that the legislative updates and industry alerts you receive are relevant to your specific sector and location.

iii. A Proactive Approach

We encourage you to engage your account manager proactively and not only in times of crisis. Through constant communication, you can address potential challenges before they arise.

iv. Leverage your Membership Tier

Each membership category, from the prestigious platinum to the zinc tiers consist of a unique set of benefits. We recommend that members have a detailed discussion with their designated account manager to review the membership value proposition. This ensures that your business is fully utilising all benefits within your stipulated membership category whenever you remit the annual membership subscription.



Adapting Digital Transformation

In a bid to serve you better, we have invested heavily in developing the FUE Member Services Portal. We encourage you to explore this digital library, where an array of document templates, training materials, and HR tools are available at your convenience. Your account manager is readily available to guide you through this portal to ensure you are reaping the benefits of our digital transformation. In addition, the FUE website and social media platforms are always updated with our programming, we therefore encourage members to connect and engage with us.

Account Management Expansion

Recognising that our members' success depends on personalised, high-touch support, we have significantly expanded our team of account managers. By increasing our capacity, we have reduced the member-to-account manager ratio allowing each account manager to dive deeper into the specific industry challenges of their assigned portfolio. This expansion ensures that whether you are seeking advice on labour law compliance, trainings, or OSH auditing, your dedicated partner at FUE is more accessible than ever before.

Strengthening the FUE National Footprint

FUE's Regional Operations

At the Federation, we recognise that the Uganda's business acumen extends beyond the boundaries of Kampala. From the bustling trade hubs of the East to the emerging enterprises of the North and the agricultural and industrial powerhouses of the West, our mission has always been to enhance employer competitiveness at national level. This year, we are pleased to report on the renewed strength and strategic decentralisation of our regional offices.

i. Extending Quality Service Delivery to All Members

In a significant departure from the centralised models of the past, we have successfully transitioned our core technical offerings directly to our regional outposts. We are delighted to share that many of the high-level training programs, previously held exclusively in the capital, are now being delivered locally. By bringing these services to your doorstep, we have reduced the burden of travel for our upcountry members while ensuring that the FUE standard remains consistent across the country.

ii. Empowerment through Expertise

At the center of our regional success are our regional coordinators. These dedicated professionals serve as the face of the Federation in their respective jurisdictions, acting as the first line of contact for employers facing local industrial challenges.

This year, we have placed a special emphasis on the career development of our regional staff. Our coordinators have pursued advanced professional training and capacity-building initiatives, ensuring they are equipped with the most current knowledge in relationship management, dispute resolution, trainings, OSH compliance, among others. This investment in our people is, ultimately, an investment in the stability and growth of your business.

iii. A Collaborative Ecosystem

While our regional offices operate with a high degree of autonomy to serve local needs, they remain deeply integrated with our head office. This collaborative eco-system ensures that whether you visit us in Kasese, Lira, or Mbale, you are supported by the full technical weight and legal expertise of the secretariat.

We encourage all our esteemed regional members to fully utilise our regional offices, to seek guidance on labour compliance and explore how the Federation can better advocate for the unique business climate in your region.



FUE VISIBILITY AND INFLUENCE



In a fast-paced digital world, the emergence of various communication channels and platforms has eased exchange and distribution of information on a large scale to a wide audience. However, the advancement of technology requires organisations to filter and select appropriate platforms to reach their target market, augment brand image and preserve company reputation to achieve visibility and influence in a dynamic and volatile business environment.

In order to serve our affluent members operating in various sectors of the economy, we are keen to leverage communication platforms that resonate with the business community affiliated to the Federation. We strategically curated content to consistently update our social media platforms of LinkedIn, X, Facebook and YouTube to share pertinent information on world of work issues as well as updates on FUE events, programs and areas of collaboration. The organic reach of our posts on LinkedIn garnered over 7,200 impressions with a 10.3% engagement rate hence attracting 50 new followers with a single post. We prioritised engagement with featured posts from partners and members to boost extensive reach. Further to this, the FUE Monthly E-Newsletters were designed and developed to ensure Employers access resourceful information on FUE work, significant achievements and strategic partnerships that are beneficial to capacity building, employee well-being and work trends throughout the year.

As we work with key stakeholders in the employment sector, we recognise the role of mainstream media channels in amplifying our work. Traditional media still plays a vital role in shaping public perception in various circles especially organisations that have existed for generations. We collaborated with reputable media houses to advertise and share the work of FUE as a thought leader promoting

decent work, recognising best business practices, boosting youth employability and creating a conducive business environment. We commend Vision Group, Monitor Publications, Next Media, Nation Media Group and Uganda Broadcasting Corporation for the positive cooperation in 2025.

In line with our mandate to serve Employers interests and needs, we participated in national, regional and international events hosted by tripartite and social partners such as the International Labour Day, Annual Labour Convention, the World Day for Occupational Safety and Health, World Day Against Child Labour, International Labour Conference, consultative meetings among others. We partnered with CORSU, an esteemed FUE member for the CORSU Walk 2025 to raise funds to purchase medical equipment for children with disabilities. This engagement amplified our visibility and influence in CSR and most importantly our dedication to supporting our members and the people they serve. Furthermore, our work was highlighted in premium publications such as the Greater Mukono Spotlight Magazine, CEO East Africa Magazine and FUE member publications among others. These featured partnerships and participation in external events amplify our role as a premier voice of Employers on social and economic issues in Uganda.

As organisations adopt and integrate digital tools in daily work operations, we implore business leaders to prioritise authenticity and individuality to build trust and credibility because many emerging AI tools are powerful and promising but demand responsible implementation to ensure data privacy, ethical practices, and regulatory compliance.

At FUE we are committed to ensuring that our communication speaks to the importance of our mandate which entails supporting employers to thrive. We welcome all employers to connect with us on our various online and social media platforms to stay abreast with our programming and participate in creating lasting impact towards the development of our nation.

Together for Employers.



FOLLOW US

Scan the QR codes and follow us for real-time updates of FUE programming



LEADERSHIP DEVELOPMENT FEMALE FUTURE PROGRAM (FFP)



The Global Gender Gap Report 2025 reveals that the gender gap is currently at 68.8% marking the strongest annual advance since the COVID-19 pandemic. Despite the milestones attained over the years, achieving gender parity still remains 123 years away with current progress. These statistics highlight the scope of work that's needed to achieve SDG 8 to achieve gender equality and empower all women and girls by 2030.

To promote Diversity, Equity and Inclusion at the workplace, FUE has been a champion for women empowerment and gender equality at the workplace under the Federation of Uganda Employers Women Executives Chapter (FUEWEC). We have continued to advance women's leadership, professional development and workplace inclusion through flagship programs including the Female Future Program (FFP), FFP alumnae engagement initiatives, the Annual Women Leadership Conference (AWLC) and the Malkia Online Course in partnership with the Confederation of Norwegian Enterprises (NHO) and International Training Centre of the ILO (ITC-ILO).

FUEWEC 2025 Achievements

1. The Female Future Program (FFP) – Leadership Development

The 24th and 25th cohorts were launched in February and March 2025 with 37 participants graduating after nine months of training. The three models of Leadership Competence, Rhetoric and Board Competence are extensively covered during the study period. The graduation ceremony conducted at the AWLC is an opportunity for women leaders to gain valuable insights on effective leadership models to thrive in various spaces.



2. Female Future Alumnae Association - Networking

- The Female Future Alumnae Association (FFAA) Annual General Meeting was convened on 23rd May 2025; where FFP 2024 graduates received Board Competence Certificates.
- The End-of-Year High Tea and Networking Event held on 5th December 2025 gathered 44 alumnae with the launch of the peer mentorship initiative a key highlight.
- The Alumnae Portal was rolled-out to unify engagement among the 430+ graduates that have successfully completed the FFP course since its inception.

3. The 14th Annual Women Leadership Conference (AWLC)

The 14th AWLC convened on 24th October 2025 was themed: "Leading with AI: Empowering Women to Navigate Challenges and Elevate Performance." The conference aimed to equip women leaders with a foundational understanding of what artificial intelligence (AI) is and its key components, to provide actionable strategies and tools for leveraging AI to streamline workflows, automate repetitive task, to foster a mindset of continuous learning by highlighting the new competencies required for leading in an AI-driven world, such as ethical AI management, data literacy, and human-AI collaboration.

The participants of the AWLC which brought together over 150 guests benefitted from high-level thought leadership, dialogue and networking that were critical to ensure women leaders gain valuable insights on integrating AI in daily work operations.

4. MALKIA Online Course (In Partnership with ITCILO Turin)

- Conducted 8th July to 29th August 2025
- 20 participants took part in the program
- Uganda remains the only country in the region implementing the program

Women empowerment and gender equality in the world of work is a business imperative and a fundamental aspect to thrive in the evolving labour market. We implore Employers to invest in equipping their female workforce with practical leadership skills to boost productivity, promote innovation, retain top talent and advance organisational development.




FEMALE FUTURE PROGRAM 2027 INTAKE!

Sign up today for the 28th and 29th Cohorts of the
FFP 2027 intake starting February.

Course Fees: \$3,500

For inquiries contact info@fuemployers.org | 0392 777 410

THE EMPLOYER OF THE YEAR AWARDS (EYA) DINNER



The Federation of Uganda Employers held the Employer of the Year Awards (EYA) 2024/25 survey which was conducted under the theme, **‘Investing in Uganda’s Future: Employers Fostering Job Creation’**. The EYA provides a platform for organisations to gain actionable insights to improve people management strategies and contribute to national employment goals. The FUE-EYA Technical Committee ensured the survey process was handled with integrity and verified responses from participants for a transparent process.

The EYA Survey attracted over 183 Employers with several categories measured in three main dimensions namely;

- Creation of Stable Jobs
- Addressing Barriers to Job Growth
- Focused Strategies of Employment

The EYA Dinner was convened in September 2025 with outstanding Employers recognised for upholding decent work practices. The event was graced by Hon. Davinia Esther Anyakun, Minister of State for Labour, Employment and Industrial Relations, who re-affirmed government’s commitment to private-sector job-creation initiatives. Congratulations to the 2024/25 winners.

2024/25 Award Winners

1	Gold	MTN Uganda and Nile Breweries Limited
2	Bronze	Coca-Cola Beverages Uganda

Special Awards

1	Talent Management Winner	Uganda Breweries Limited
2	Sexual Reproductive Health & Gender Equity Winner	Multichoice Uganda Limited
3	Government Ministry/ Department/ Agency Winner	Uganda Printing and Publishing Corporation
4	Disability Inclusion Winner	Hariss International Limited
5	Elimination of Child Labor Winner	Kyagalanyi Coffee Limited



Sector and Special Recognition Awards

Award Category	Winner	Achievement
NGO Sector	Baylor Foundation Uganda	Refugee settlement work and inclusive employment
Service Sector	Mountains of the Moon University	Education advancement and workforce development
Disability Inclusion	Hariss International	Equity-focused policies with NUDIPU partnership
Agriculture	Toro Botanical Gardens	Sector leadership in job creation
Tourism (Overall)	Mountains of the Moon Hotel	Excellence in hospitality employment
SME Sector	Magharita Technical Institute	Small business excellence
Government Sector	UPPC	Public sector people management
Child Labour Elimination	Kyagalanyi Coffee	Ethical employment practices
SRH Advancement	Multichoice	Workplace health & wellness innovation



Special appreciation to Makerere University, the ILO and the Danish Family Planning Association for their technical and financial support towards the EYA Survey.





EMPLOYER OF THE YEAR AWARDS DINNER 2026

Theme

**Future-Ready Workforce:
Skills, Technology and Trust**

**'Let's celebrate outstanding Employers
upholding best business practices in an
evolving labour market'**

For inquiries contact info@fuemployers.org | 0392 777 410



THE TECH@WORK ENTREPRENEURSHIP CHALLENGE



The United Nations Population Fund estimates that GDP for Africa could grow by \$500 billion per year for 30 years if sub-Saharan Africa invests in its human capital. The rise of the digital economy is stimulating digital innovation across sectors and generating a large pool of job opportunities in the ICT value chain. As consumers and content creators, Africa's youth have the potential to be at the forefront of the digital revolution. The youth population comes with high energy, creativity and talents which are the fuel of the ICT sector. However, they lack the infrastructure, skills and work experiences needed to access the full range of available employment and entrepreneurship opportunities triggered by the fourth industrial revolution. ICT is estimated to represent only one to three per cent of university enrollments in Africa.

In a bid to enhance youth employability and foster an entrepreneurial spirit, we launched the inaugural Tech@Work Entrepreneurship Challenge in Uganda in partnership with the International Organisation of Employers (IOE), Microsoft and Synapse, to recognise and award innovative and transformative entrepreneurial ideas. The finalists' pitch event attracted ten contestants who had the opportunity to present their ground-breaking ideas to an audience and a team of judges from FUE and IOE. The challenge was designed to reward the top three business ideas proposed by young Ugandan entrepreneurs enrolled in the Tech@Work program with the aim of providing them with substantial financial support to realise or sustain their projects.

Through this project we aim to amplify innovative solutions for sustainable development. We believe the youth that represent over 70% of Uganda's population have vast potential that can be explored to advance economic growth.

Tech@Work Entrepreneurship Challenge Objectives;

- Encourage young entrepreneurs to develop innovative solutions for Uganda's challenges
- Provide financial support to bring winning ideas to life
- Focus on digital and social entrepreneurship for economic and social impact
- Offer mentorship with experienced entrepreneurs from FUE

The high-quality ideas were evaluated on aspects of innovation, feasibility, social and economic impact, sustainability, skills and commitment of the project leader. The winners received cash prizes and were connected to mentors to support them execute their vision.



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FUE-ILO ACCEL PROJECT

At the 5th conference for the elimination of child labour, delegates adopted the Durban Call to Action which includes strong commitments to combat child labour while raising concerns that the gains are now threatened by the effects of the COVID-19 pandemic and armed conflicts, as well as by the ongoing food, environmental and humanitarian crises. One of the key focus areas of the Durban Call to Action is to end child labour in agriculture. In light of this, we partnered with the International Labour Organisation (ILO) to coordinate the Accelerating Action for the Elimination of Child Labour (ACCEL) Project in Tea and Coffee Supply Chains in Kikuube, Hoima and Mbale Districts funded by the Government of Netherlands. The main aim of the project is to combat child labour in Uganda's tea and coffee supply chains through systemic, sustainable, and evidence-based interventions working with local stakeholders focusing on strengthening cooperatives, improving livelihoods, promoting social finance, and enhancing legal frameworks to address the root causes of child labour.

According to the findings of the International Trade Administration (ITA), in Financial Year 2024/25, agriculture accounted for approximately 26.5% of GDP and 36% of export earnings hence the agricultural sector accounts for a significant number of children facing forced labour and trafficking with dire consequences. At FUE, we are proud of our contributions to this cause, particularly through the ILO's ACCEL-Africa Project.

Project Achievements

- ▶ **Partnerships and Social Dialogue:** We have established strategic partnerships with industry leaders such as McLeod Russel Uganda Ltd, with its six tea estates, and Bugisu Cooperative Union Ltd, representing over 300 coffee cooperatives. In February 2021, we signed a Memorandum of Understanding (MOU) with these partners strengthening our collective resolve to equip champions to eliminate child labour. Additionally, 60 local government officials from Eastern and Western Uganda have been trained to enforce child labour laws.
- ▶ **Awareness Campaigns:** To shift mindsets and foster action, we have reached approximately 15 million people through television and radio campaigns, including live broadcasts during the 2021 and 2022 World Day Against Child Labour commemorations. These efforts, conducted in collaboration with the Ministry of Gender, Labour and Social Development and district officials, amplified the message of ending the worst forms of child labour. We also sensitised 300 zonal leaders and farmers in tea and coffee supply chains, emphasising the dangers of child labour and the value of education.

- ▶ **Advocacy and Knowledge Sharing:** FUE distributed 1,000 flyers, 300 T-shirts, 800 masks, 300 caps, and eight teardrop banners to over 900 companies and stakeholders. We conducted a comprehensive survey in the tea and coffee supply chains, revealing that 53% of children work alongside their parents. This informed our policy position paper, which guides our advocacy with the Ministry and other agencies. Additionally, we developed a training handbook and trained 43 key management officials from tea estates on child labour elimination strategies.
- ▶ **Capacity Building:** Through a needs assessment study, we identified training gaps exacerbated by the COVID-19 crisis. We engaged 60 heads of departments from tea and coffee enterprises, developing tools like the Employers' Guide and a Multinational Enterprise (MNE) tool to promote compliance with legal frameworks. Best practices were shared with over 650 employers, and our publications can be accessed on the FUE website.
- ▶ **Policy and Compliance:** We reviewed the policies of 100 member companies and integrated clauses on the elimination of child labour in company policies, in addition to developing a labour law compliance checklist to ensure ongoing adherence. We also conducted Training of Trainers for 114 managers and supervisors from 41 tea and coffee companies, equipping them to champion due diligence and raise awareness of child labour's negative impact on business and society.
- ▶ **Recognition of Good Practices:** Through the Employer of the Year Award Survey, we documented exemplary practices by companies like Rwenzori Commodities and Olam Uganda Ltd, fostering knowledge sharing and inspiring others to act. Kyagalanyi Coffee emerged as the winner of the EYA 2024/25 award in the category of Elimination of Child Labour in recognition for their effort in ending child labour in supply chains.

As Employers, we have a moral and legal obligation to develop and enforce workplace policies that prohibit child labour, support vulnerable children through corporate social responsibility programs, provide scholastic materials and bursaries and regularly monitor supply chains, including farmers and out-growers, to ensure compliance. The fight against child labour demands collective action, social justice, equitable education, robust social protection and social dialogue. Moving forward, we continue to invest in research and partnerships, raise awareness, and support the enforcement of child labour laws to preserve the next generation.





KINYARA SUGAR LTD'S REMARKABLE CONTRIBUTION IN COMMUNITY DEVELOPMENT



Kinyara Sugar Ltd (KSL) is one of the largest sugar producers in East Africa. KSL is a subsidiary of Sarrai Group.

During the company's operations and activities, KSL supports farmers, communities and other stakeholders in agriculture, employment, business, sustainable environmental conservation, extension services, sports, education, health services and infrastructural development initiatives.

Education

Education is vital in empowering communities through skilling and passing on knowledge to the people. We deliberately support not only schools we founded but we also support community and Government aided schools to enable them offer improved education services to the people.

KSL founded Kinyara Nursery School, Kinyara Primary School and Kinyara Secondary school. These schools offer quality education to the young people from company staff and the communities. The schools are consistently among the top performing schools not only in Masindi district but also in the country at large. Over the years, thousands of children have risen through to join universities and other tertiary institutions and thereafter create jobs or get employed to serve the country in different capacities.

Under the Kinyara Assisted Primary Schools Association (KAPSA), Kinyara Sugar Ltd supports selected public primary schools with a salary top up for teachers and a school development fund to cater for some school requirements such as stationery, electricity bills, feeding, water, compound improvements and maintenance among others.

Every year, Kinyara Sugar Ltd gives highly subsidized certified skilling to 25 youth at Kinyara Training Centre. 20 slots are competed for by youth from different parts of the country while 5 slots are ring fenced for Uganda Peoples Defence Forces (UPDF). The company announces in newspapers and interested youth apply for training courses which are offered at Kinyara Training centre, the only vocational skilling institute attached to a factory in Uganda. The students are admitted on merit and they pursue higher diploma courses and certificates in welding and fabrication, plant maintenance, manufacturing, electrical and electronics, automotive maintenance. The centre is certified and accredited by the City and Guilds, UK.

Farmer Support Programme

Kinyara Sugar Ltd operates a unique outgrower farmers scheme. The company has approximately 7,500 farmers who are registered under Masindi Sugarcane Growers Association Ltd (MSGAL).

The company purchases sugarcane from only its registered farmers.

The Company provides the following services to its registered farmers.

- Land survey, Bush Clearing & Land tillage (currently optional)
- Supply of clean seed material.
- Agricultural inputs like Bio products (fertilizers & pesticides), Pest control agents (free of cost.), Chemical Fertilizers and herbicides (currently optional)
- Farm equipment like tractors and implements to boost production
- Extension services & farmer training (free of cost).
- Fire fighting in the dry season (free of cost).
- Cane harvesting and transportation (Free meals for laborers and transportation costs/ Labour camping incentive).
- Road Construction and maintenance (free of cost)
- Medical Outreach programmes.

Green Technological Innovations

In order to improve productivity and sustainable environmental conservation, Kinyara Sugar Ltd implements the following innovations.

- Green cane harvesting
- Land fallowing under legume crops
- Use of industrial byproducts for soil fertility enhancement.
- Use of Biofertilizers to augment plant nutrients
- Pests & diseases' management by bio-control approaches
- Environmental conservation

Sustainable Environmental Conservation

- Planted and maintains over 400,000 trees of various species over last 8 years covering a total area of 309 hectares.
- The Company has Preserved over 2,000 hectares of natural forests and wetlands.
- Kinyara Constructed Effluent Treatment plant with **USD 350,000** ensuring NEMA/MWE compliant discharge.
- **Kinyara Sugar Ltd contributed UGX 859,096,000** to the KIHA Water Stewardship project in partnership with GIZ and Ministry of water and environment.

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Sports

We operate in a community endowed with different sports talents. We are pleased to support the nurturing and development of talents among our company staff and communities. Whereas Sports improves on health, discipline, teamwork, skills and exposure of the players, the fans and supporters get entertained and refreshed. This explains why we invest in different sports disciplines such as football, athletics, music dance and drama, golf, cricket, squash among others.

Kinyara Sugar Ltd is the Premium Sponsor of Kitara Football Club which is among the top five Clubs in the Uganda Premier League. Kitara FC are the 2025 Uganda Cup Champions.

We proudly support the Annual Empango Marathon, a pre-coronation anniversary celebration run that is organized by Bunyoro-Kitara Kingdom to raise funds to supplement Government in purchasing of highly needed medical equipment at different hospitals in Bunyoro region.

We also support the annual charity runs organized by the Rotary Clubs which raise resources to support community causes such as the fight against cancer, provision of water and sanitation, environmental conservation among others.

Kinyara Sugar Ltd has so far sponsored two editions of the Kinyara Sugar Squash tournament that is annually organized by Kampala Club. The tournament attracts top squash players in Uganda and from other countries where best players win different prizes.

Kinyara Golf Tournament is a premier tournament that attracts gross and professional golfers from Uganda and other countries who compete for international golf rankings and win lots of cash and physical prizes in each category. The competitive and entertaining tournament is annually held at Kinyara Management Club in Masindi district.

Community Infrastructure

Roads are used in the movement of people, goods and services. In order to facilitate continuous easy movement of people, goods and services, we build and maintain over 2,000 kilometres of roads in Masindi district annually.

With an improved road network, farmers find it easy to access their farms, transport goods to markets, communities easily move to access schools, health services and other social services.

Health

We operate a well-staffed and equipped Kinyara Health Centre that offers medical services to both the surrounding community and our staff. The health facility has comprehensive health clinics such as HIV/AIDS clinic that handles treatment, awareness, free HIV testing, Counseling among others. We also offer maternal health services, emergency clinic for accident and relief among other services.

The health centre offers vaccinations, cancer screening, family planning, home visits and community outreach services among others.

We have outpatient, inpatient

Every year, over 15,000 people access services at our health centre.

Economic Impacts

Kinyara Sugar directly and indirectly employs about 20,000 people. The company's products and services provide thousands of economic opportunities for communities in Masindi, Bunyoro and in different parts of Uganda.

We annually pay taxes amounting to over Shs 100 billion payments to Government. Our annual gross sugarcane purchases from farmers range from Shs 100 billion to Shs 150 billion annually.

We also pay over 100 million shillings in local government taxes.

The positive economic impacts of our activities and operations have brought services closer to the people, opened up market opportunities, promoted urbanization, industrialization and improved household incomes.



**A side view of
Kinyara Sugar
factory with other
attendant facilities.**

Kinyara Sugar Ltd: Plot 31, Block 9 & 10,
Bujenje P.O. Box 179, Masindi Uganda



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Tel: +256 772 221520

THE FUE-DI PROJECT

Strengthening Social Dialogue, Skills and Inclusion



In recent times, Uganda has begun to strengthen institutional mechanisms for social dialogue between the Government, employers' organisations and trade unions. The International Labour Organization (ILO) reminds us that effective, 'peak-level' social dialogue is fundamental to decent work and a fair social contract, especially in the context of green, digital, and demographic changes.

The Federation of Uganda Employers (FUE) in partnership with Danish Industry (DI), for the last 4 years has been implementing a project aimed at strengthening social dialogue and enhancing employment relations in Uganda. The initiative focuses on promoting industrial peace and harmony, strengthening employer capacity in Alternative Dispute Resolution (ADR), wage negotiation, and workplace policies (including green transition), supporting employer-led TVET systems, and improving gender diversity and inclusion in the sugar sub-sector.

The project is implemented under three interconnected outcome areas;

- a. **Social Dialogue:** Promotion and establishment of ADR committees including at the enterprise level.
- b. **Gender Equity, Diversity and Inclusion (GEDI):** Development of a Gender Equity, Diversity and Inclusion Audit Tool to support companies in developing gender-sensitive policies.
- c. **Skills Development:** Partnerships between companies and training institutions to meet labour market skills demand.

Project Outputs, Activities, and Results

Output	Activity	Results
Social Dialogue	Raise the capacity of selected employers and workers' leaders in ADR with FUE/NOTU. Conduct dialogue and engagement with ADR Committees.	ADR committees, FUE staff, NOTU, and selected employers were trained on ADR mechanisms to strengthen dispute resolution at the enterprise level.
	Build the capacity of Trainers of Trainers (ToTs) in collaboration with NOTU and disseminate the ADR Process Guide.	Over 20 ToTs from FUE and NOTU were trained on ADR and equipped to cascade knowledge. The ADR Guide was disseminated to participants.
	Create awareness among employers and workers including ADR Committees. Conduct awareness-raising workshops and company visits.	Awareness meetings were conducted in Buzirasagama Tea Estate, Kamuli Sugar Factory, Mayuge Sugar Factory, and Kaliro Sugar Factory, strengthening social dialogue structures at the company level.
	Develop position papers to engage policymakers: i. Use of ADR mechanisms to reduce court cases ii. Bipartite sectoral minimum wage and CBAs. Prepare and share papers under the tripartite framework.	Two position papers were developed and shared with policymakers under the tripartite arrangement (Employers, NOTU, COFTU, and Government). Stakeholders provided input, and the papers are ready for advocacy and lobbying.

Gender Diversity (GEDI)	Develop and validate a Gender Audit Tool. Conduct company visits to identify gender equity and inclusion gaps in policies.	Gender KPIs and an Audit Tool were developed and validated. Employers were trained on how to use the tool to improve gender-sensitive workplace policies.
	Conduct survey on employer responsiveness to gender inclusion.	Survey findings revealed low adaptability and integration of gender considerations in company policies within the tea and sugar industries, highlighting the need for further engagement.
Skills Development	Train company managers on Danish and Ugandan skills development approaches and the benefits of the dual learning model. Identify and orient companies for skills development partnerships.	Companies in the steel and sugar industries, along with TVET institutions, were trained on the dual skills approach and its benefits.
	Sign MoUs with companies and TVET institutions to operationalize dual learning.	MoU signed between MM Integrated Steel Mills and Nile Vocational Training Institute. Eighteen (18) learners benefited from the dual learning program.

The FUE–DI Project continues to strengthen structured social dialogue, inclusive workplace practices, and employer-led skills development in Uganda. Through sustained tripartite collaboration, the initiative is contributing to more productive, harmonious, and competitive workplaces.



THE FUE CEO BREAKFAST MEETINGS

May and November
2026

Open to:
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For inquiries contact info@fuemployers.org | 0392 777 410

THE WORK READINESS FOR INCLUSIVE AND SUSTAINABLE ENTERPRISE (WRISE)

Project Overview

The Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project is a youth employment initiative implemented by the Federation of Uganda Employers (FUE) in partnership with Enabel to support the transition of TVET and university graduates into decent and productive employment.

The project focuses on strengthening workforce readiness and employer participation within the Agriculture Value Chain, Tourism, and Green Economy sectors across the Rwenzori, Albertine, and Central regions, contributing to inclusive economic growth and improved livelihoods for young people aged 18–35 years.

Strategic Approach

WRISE applies a structured employment pathway that bridges skills development and labour market demand:

Graduate Registration → Assessment and Work Readiness Training → Employer Matching → Workplace Placement → Retention Tracking.

This model positions employers as key partners in shaping a skilled and job-ready workforce while promoting decent work practices.

Key Performance Highlights

Graduate Engagement

- 960 graduates registered on the FUE digital job portal.
- 782 graduates onboarded following assessment.
- 224 graduates trained in work-readiness and soft skills.
- Strong regional participation from priority implementation areas.

Employment Outcomes

- 192 graduates placed across 15 host companies.
- 184 graduates, 96% placement completion rate.
- 33 graduates retained in employment to date.
- Majority of placements aligned with labour market demand in agriculture-related enterprises.

Employer Engagement

- 115 employers enrolled on the FUE digital platform.
- 65 employers approved following due diligence.
- Increased employer collaboration contributing to workforce development and decent work promotion.

Impact for Employers and Industry

The WRISE Project continues to demonstrate value for FUE members and participating enterprises by:

- Enhancing access to pre-screened, work-ready graduates.
- Supporting structured workplace learning environments.
- Strengthening employer participation in youth employment solutions.
- Expanding FUE's employer network and industry collaboration.
- Contributing to productivity and operational support within host companies.



Key Learning Areas

Implementation has highlighted important priorities moving forward:

- Strengthening female participation in placements.
- Expanding employer engagement in underrepresented regions.
- Increasing participation in Tourism and Green Economy sectors.
- Scaling inclusive opportunities for refugees and persons with disabilities.
- Enhancing retention-focused employer support mechanisms.

Lessons Learnt

Cohort 1 implementation has established a strong foundation for sustainable youth employment outcomes. With continued employer partnership and targeted strategic adjustments, WRISE is well positioned to scale work placements, foster inclusion and contribute meaningfully to Uganda's workforce development agenda.



Call for Applications

The Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project.

Target

600 TVET/ University Graduates and 180 Employers with recruitment needs in the agriculture value-chain, tourism and green economy sectors.

Eligibility

- Age: 18-35 years
- TVET/ University Graduates
- Residents of Kibale, Kikuube, Masindi, Kiryandongo, Kagadi, Ntoroko, Bunyangabu, Kamwenge and Mukono Districts.

Placement period: Six Months

Apply Now

<https://fuemployers.org/wrp-online-registration/>

For inquiries info@fuemployers.org | 0392 777 410

FUE-CONFEDERATION OF NORWEGIAN ENTERPRISE (NHO)

30 Fruitful Years of FUE-NHO Cooperation

The FUE-NHO cooperation framework 2020-2024, was extended till 2025 with the aim of supporting the development of the FUE Member Services Portal and the Female Future Alumni and Mentorship initiatives. The FUE-NHO partnership is the longest existing FUE partnership, spanning over 30 years from 1998 to 2025 and it has now come to an end.

The FUE-NHO partnership began when Uganda was at a crucial point in its economy, and the NHO supported FUE by delivering and facilitating high-level executive leadership training to the FUE Governing Council and selected companies/CEOs. The partnership transitioned to a capacity building nature, where NHO supported FUE's institutional capacity development, including physical operational assets, running of the organisation and strengthening governance. This support promoted FUE as a top EBMO with membership growing exponentially, thereby cementing FUE's position as Uganda's sole employers' organisation, and additionally elevated our recognition as a solid social partner. With NHO's support, we set up FUE operations for the first time in the West in Mbarara, and in the North in Lira, as well as re-establishing the FUE office and operations in the East in Jinja, then later on shifted the office to Mbale.

Through NHO, we initiated the Employer of the Year Award Survey in 2001, a program aimed at promoting decent work in the world of work by promoting good people management practices and self-regulation amongst employers, recognising top employers with best HR practices in Uganda and providing a platform for benchmarking best practices amongst organisations. The Human Resource Manager's Association of Uganda (HRMAU) was established from the EYA initiative. We also take pride in the fact that this brand has now penetrated several other countries like Kenya, Tanzania, Zambia, Ghana, Barbados, and Canada, among others. NHO facilitated a possible merger between FUE and UMA, aimed at creating one stronger voice for the private sector in Uganda but this never materialized.

The Confederation was key in initiating FUE in the space of Corporate Social Responsibility (CSR) and Responsible Business Conduct (RBC), in 2006. We developed various CSR toolkits and supported our members to integrate CSR in business plans, which later culminated in establishing the UN Global Compact (Network) Uganda and securing offices launched in 2011.

With gender equality initiatives gaining momentum globally, NHO collaborated with FUE to start the FUE Women Executive Chapter (FUEWEC) that hosts the Leadership Development Female Future Program (FFP), and the Annual Women Leadership Conference (AWLC). Since its establishment, the Female Future Programs is one of the most sought-after leadership programs in the country. The AWLC is a high-level event bringing together various women leaders and has a coveted spot on Uganda's Corporate calendar.

With the support of NORAD, FUE-NHO started a Private Sector Development project, around 2004, which was aimed at identifying, promoting and facilitating joint ventures between Ugandan and Norwegian companies. Under this project, a number of Norwegian companies found local partners, established companies and conducted business in Uganda.

Additionally, through this partnership, FUE, NHO and CEC (China Enterprise Confederation) signed a trilateral cooperation agreement aimed at supporting the Chinese Employers in Uganda and promoting Uganda as an investment destination. This trilateral cooperation was recognised as one of the best models to promote investment, decent work and collaboration between the three EBMOs and three countries, during the UN Forum on Sustainable Development in Rio de Janeiro Brazil in 2015.

Thereafter, the FUE-NHO project took a cooperation framework model, where we collaborated on different, but, specific outcomes for a period of five years each. Looking back, at the milestones we are pleased with the collaboration and the support over the years, which have been instrumental in enabling new initiatives, programs, and ideas. Ultimately, contributing to the advancement of the Employers fraternity. We would like to express our sincere gratitude to NHO for the fruitful partnership.



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SEXUAL REPRODUCTIVE HEALTH AND GENDER EQUALITY INTERVENTION

The Federation of Uganda Employers (FUE) has continued to support Employers through a programme to improve the Sexual Reproductive Health Rights Policy and Services Environment in Uganda (PROMISE II), especially for vulnerable women workers.

In 2025, a number of policy, advocacy and capacity strengthening interventions were conducted among the tripartite partners and companies. The key interventions included;

Disseminating Sexual Reproductive Health Rights (SRHR) and Gender Equality (GE) information through peer led discussions, counselling sessions and dialogues on topics including sexuality, components of reproductive health, HIV/AIDS, sexual harassment and safeguarding, complaint mechanisms, mental health and OSH practices leveraging on GTA to 3051 (1,742 male and 1,309 female) employees, relatives and out growers.



Participating in the 14th UN Forum on Business and Human Rights in Geneva under the theme: "Accelerating Action on Business and Human Rights Amidst Crises and Transformations" representing, Employers as stakeholders reflected on the growing role of Uganda's private sector in global human rights and decent work dialogues.

The engagement signals increased expectations for employers to align responsible business practices with international human rights, labour, corporate human rights due diligence (HRDD), accountability and gender-equality standards. For private sector programming in Uganda, this context underscores both an opportunity and a responsibility. International exposure elevates the voice of employers in shaping rights-based frameworks, while also increasing pressure to translate global commitments into concrete workplace policies and practices on SRHR, gender equality, and decent work at national and regional level.



Developing and presenting three position papers to advance SRHR/GE integration for stakeholder buy-in;

- SRHR and ILO C190 presented to Hoima District Local Government for the adoption of the key C190 parameter in the district labour inspections
- A call-to-action paper urging the African Business and Human Rights Forum to include SRHR on its 2025 agenda, presented at a DFPA partners' side event in Lusaka.
- Business case on SRHR/GE presented to Hoima district leadership, leading to the revision of the district labour inspection checklist to incorporate SRHR/GE and C190.



FUE collaborated with District Labour Offices to conduct regular joint inspections in 17 workplaces across Hoima, Central Uganda and Elgon regions to assess compliance with OSH, affirmative action, social dialogue, statutory provisions, and SRHR/GE standards.



Supported 10 companies implement workplace HIV and AIDS policies and rollout of a Workplace Zero stigma and discrimination guidelines associated with HIV&AIDS.



Trained 6 workplace committees (gender, grievance handling, OSH and Post Living Fighters - PLIF committees) on SRHR and mental health using gender transformative approaches, and HRBA. Participants were equipped to address workers concerns and grievances including counselling and guidance, SRHR and GE services provision for decent work.



FUE and RHU reached 2,056 (1253 male and 803 female) employees and out-growers with information to seek a range of SRHR/GE services through static and outreach service delivery models.



Reports by peer educators and out-growers' leadership indicated that 451 (242 female and 209 male) workers were fully utilising the available workplace structures to report cases of abuse at work. Key complaint mechanisms used included suggestion boxes, committees for example grievance handling, gender and safeguarding and peer educators. Key complaints raised included limited access to maternity and paternity leave, accessibility to SRHR services including HIV, gender equal pay and recruitment.



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BREAKING BARRIERS

LEADING THE CHANGE IN DISABILITY INCLUSION



At the Federation of Uganda Employers (FUE), we believe that a truly competitive workforce is one that harnesses the diverse talents of all people. Our commitment to disability inclusion is not merely about corporate social responsibility, it is about recognising untapped potential and fostering inclusive growth across Uganda's business landscape.

Over the past year, FUE has moved beyond advocacy to direct action, spearheading initiatives that empower employers to build more accessible and equitable workplaces.

Our Pillars of Inclusion

Strategic Partnerships for Scale

Real change requires collaboration. By partnering with organisations focused on disability rights, FUE has created a bridge between skilled talent and forward-thinking employers. These partnerships ensure that our members have access to the resources and expertise needed to create barrier-free environments.

Capacity Building Through Specialised Training

In collaboration with key partners, we have rolled out Disability Inclusion sensitisations designed to de-mystify the recruitment and retention of Persons with Disabilities (PwDs). From sensitising HR teams on reasonable workplace accommodation to training management teams on inclusive leadership, we are equipping our members and Employers with the practical tools to turn inclusion from a catchphrase into reality.

A Milestone Achievement: The Official Registration of the UDBN

We are proud to announce the official registration of the Uganda Business and Disability Network (UDBN). As a formal entity under the FUE umbrella, the UDBN serves as a dedicated platform for employers to share best practices, access peer-to-peer learning, and collectively advocate for inclusive policies at the national level. This registration marks a new chapter in structured corporate commitment to disability inclusion in Uganda.

Get Involved

The journey toward full inclusion is ongoing. We invite all members to:

- Join the Uganda Business and Disability Network (UDBN).
- Enroll your team in our Disability Inclusion Sensitisation sessions.
- Consult with the FUE Secretariat on making your physical and digital workspaces more accessible.

Together, let's ensure that Ugandan workplaces of the present and future are inclusive and accessible for all.

Beyond Advocacy: Walking the Talk

We believe the most effective advocacy is rooted in action. While we encourage our members to foster inclusive environments, we recognise that true leadership is exemplary and we are keen to uphold the highest standard of compliance. At FUE, we do not simply talk about inclusion we live it.

Leading by Example: FUE's Internal Transformation

As a champion of disability inclusion in the world of work, we conducted comprehensive In-House Disability Inclusion Training for all staff. The training was an intensive empowerment session designed to;

- **Internalise Best Practices:** Equip our own team with the etiquette, terminology, and mindset required to serve a diverse membership.
- **Identify Internal Opportunities:** Review our own internal processes from recruitment to service delivery to ensure they are accessible to all.
- **Strengthen Advocacy:** Ensure that when our staff speak to members about inclusion, they do so from a position of personal experience and institutional practice.

By investing in our own people, FUE has ensured that our commitment to disability inclusion is woven into the very fabric of our organisational culture. We invite our members to join us in this exemplary approach because an inclusive workplace begins within.

FUE: An Inclusive Employer

Our commitment is most visible in our recruitment and retention strategies. FUE doesn't just encourage the hiring of persons with disabilities, we are an inclusive employer as well. We take immense pride in our structured internship program, which provides a gateway for persons with disabilities to gain hands-on experience. More importantly, we are committed to the transition from learning to earning. We have a track record of retaining trainees with disabilities, integrating them into the decent employment within the Federation.

A Call for Deliberate Job Creation

Leadership often requires moving beyond existing vacancies to create new opportunities. In several instances, FUE has made deliberate action to create new positions specifically to accommodate and retain trainees with disabilities by the end of their programs.

We encourage our members and the employers to adopt this same intentionality. Let's proactively create space for talented individuals with disabilities. By identifying untapped potential and building a platform to harness growth, FUE is proving that an inclusive workforce is a cornerstone of organisational excellence.

FUE Honored for Championing Disability Employment

In a year defined by transformative advocacy, the Federation of Uganda Employers (FUE) was recently honored with a prestigious Appreciation Award for our outstanding contributions to advancing inclusive employment. This recognition is a testament of FUE's role not just as a representative of business interests, but as a dedicated architect of a more equitable labour market.

The award was presented during the Make-Way For All Program (MFAP) Host Employers' Joint Reflection Meeting, hosted by Light for the World Uganda on October 17, 2025, at the Four Points by Sheraton, Kampala. The Federation joined a crucial gathering of social partners to review the profound impact of the MFAP initiative, a program designed to bridge the school-to-work gap for talented young graduates with disabilities.

A defining moment of the event was a presentation by Ms. Phionah Boonabaana, an MFAP associate placed within the FUE Secretariat. Representing the collective voice of all beneficiaries, Phionah delivered a remarkable account of how the program and FUE's inclusive environment have been impactful.

The reflection meeting highlighted two major wins;

- **Tangible Career Trajectories:** Many graduates reported being retained by their host employers or securing full-time job offers, proving that the program is a highly effective pipeline for skilled talent.
- **Employer Validation:** Host employers across the board lauded the associates for their immense willingness to learn, their high-value contributions, and their professional consistency.

The Country Director of Light for the World, Mr. Silvester Kasozi, shared inspiring remarks that set a high bar for the future. He noted that Uganda is currently leading the international network in terms of success achieved through this program. With Light for the World now in high gear for a second, scaled-up cohort, Mr. Kasozi challenged employers to continue documenting the work of these talented trainees to build a stronger evidence base for inclusive hiring.

For FUE, this Appreciation Award is more than a trophy, it is a renewal of our promise. The success of associates like Ms. Phionah Boonabaana reinforces our dedication to the Uganda Business and Disability Network (UDBN) and our partnership with Light for the World.

Strategic Alliances: FUE Partnership with Sightsavers and NUDIPU to Drive the RISE/E Project

The RISE/E Project: Catalysing Change

Through the Futuremakers by Standard Chartered Foundation, FUE has been a key implementation partner in the RISE/E (Ready for Inclusive, Sustainable Employment/Entrepreneurship) project. This initiative is specifically designed to expand decent employment and entrepreneurship opportunities for young people, with a strategic focus on those with disabilities across the Kampala, Wakiso, and Mukono.

The project operates on three vital levels:

- **Skill Building:** Enhancing the employability of young graduates.
- **Entrepreneurial Support:** Providing a lifeline to micro-businesses.
- **Ecosystem Strengthening:** Creating a business environment that naturally adopts inclusive practices.

Under this project, we have worked in close synergy with Sightsavers and the National Union of Disabled Persons of Uganda (NUDIPU) to facilitate the placement of young talent within our member organisations.

The results have been transformative. We are proud to report numerous success stories from KCCA, Inclusion Uganda, Baylor Uganda, Joint Medical Stores among others where trainees placed through the RISE/E project have gained valuable work experience and transitioned into decent jobs.



OCCUPATIONAL SAFETY AND HEALTH AT THE WORKPLACE



FUE: Your Compliance Partner

Over the past year, FUE has remained at the forefront of workplace safety, providing the technical expertise and institutional links necessary to navigate Uganda's evolving regulatory landscape. The Federation has actively supported our members and Employers at large through:

- **Workplace Registration:** We have supported employers to officially register their workplaces with the Ministry of Gender, Labour and Social Development (MGLSD)
- **Risk Management and Auditing:** Our team of experts has conducted OSH Audits and Risk Assessments, identifying potential hazards and providing actionable roadmaps for mitigation.
- **Policy Advocacy:** FUE has remained a critical voice in the tripartite structure, providing vital employer-led inputs into national policy frameworks to ensure that safety regulations remain practical and business-friendly.
- **Capacity Building:** Through targeted training sessions and nationwide sensitisations, we have equipped thousands of professionals with the skills to manage safety effectively across all sectors - from the factories to the NGO offices.



Below is a break down in details;

Regulatory Alert: The 2025 OSH Amendment Act

On 10th April 2025, the President of the Republic of Uganda assented to the Occupational Safety and Health (Amendment) Act 2025.

In light of this, the Federation of Uganda Employers (FUE) launched a nationwide sensitisation campaign to ensure the employers are fully aligned with the new legal requirements.

Key Regulatory Highlights

During our sensitisation sessions, we emphasised three critical pillars of the updated legal framework:

1. **Continued Applicability of Cap 231:** The original Occupational Safety and Health Act (Cap 231) remains the foundation of safety regulation in Uganda. It has not been replaced, but rather refined.

2. **Targeted Revisions and Repeals:** The 2025 Amendment specifically targeted only certain provisions for review. While some sections were updated to reflect modern workplace dynamics, others were repealed to eliminate redundancy.

3. **The "Read-Together" Requirement:** Crucially, Employers must understand that OSHA Cap 231 and the OSH Amendment 2025 are supplementary. They must be read as a single, combined legal instrument to ensure full compliance.

Expert Support for FUE Members

Compliance is a journey. FUE walks this journey with employers and offers support at every step. Whether you require a deep dive into the amended OSH provisions, guidance on broader labour laws or specialised business development services, we are readily available to provide technical support. We encourage all employers to reach out to us to ensure your operations remain both safe and legally sound.

Tripartite Inspection of Uganda's Industrial Parks

Uganda has numerous industrial parks that provide various jobs to the local community. To ensure that Uganda's industrial growth aligns with international labor standards, the Government, through the MGLSD, spearheaded a joint tripartite inspection of industrial parks of Namanve, Jinja, Njeru, and Kapeeka.

This high-level delegation led by the Minister of State for Labour, Employment and Industrial Relations, Hon. Davinia Esther Anyakun, brought together social partners to assess and elevate the working conditions that define our nation's industrial output.

Government's Message to Investors and Employers

During the inspections, Hon. Davinia Esther Anyakun extended her appreciation to the investors and employers for their vital role in job creation, which is a cornerstone of national development. However, the Minister issued a firm call to action regarding the quality of those jobs. She emphasised that industrial progress must not come at the cost of worker welfare, urging employers to prioritise:

- **Formalised employment:** ensuring all staff are protected by clear, written contracts.
- **Safe environments:** proactively improving physical working conditions to meet international standards.

FUE's Message to Business Leaders

As a key member of the tripartite, FUE emphasises the strategic importance of regulatory alignment because compliance is not merely a legal obligation but a business essential that fosters long-term stability. Our message to employers focused on four pillars of workplace excellence:

- Strict Adherence to the Occupational Safety and Health (OSH) Act Cap 231 and broader labour laws.
- Regular Risk Assessments to identify and mitigate workplace hazards before they result in downtime or injury.
- Workplace Registration to ensure all workplaces are recognized and supported by the relevant authorities.
- Collaborative Labor Relations, specifically seeking guidance on how to effectively engage and partner with worker unions.



The Occupational Safety and Health Awards 2025

In commemoration of the World Day for Safety and Health at Work, observed annually on April 28th, the Ministry of Gender, Labour, and Social Development, in collaboration with its esteemed social partners; the Federation of Uganda Employers (FUE) and the National Labour Unions - NOTU and COFTU, successfully hosted the Occupational Safety and Health (OSH) Awards 2025 in Namanve Industrial Park themed, 'Revolutionising Health and Safety: The Role of AI and Digitalization at Work'. This marked the third edition of the prestigious awards since their inauguration in 2023, highlighting the growing commitment to workplace safety and health across Uganda.

The OSH Awards theme underscored the transformative potential of technology in creating safer and healthier work environments. A significant number of employers actively participated in last year's awards, demonstrating a strong interest in advancing OSH practices within their organisations.

The top three organisations that received awards were our valued members; Nile Breweries Uganda Limited, Uganda Breweries Ltd, and Vivo Energy. This remarkable achievement proves FUE's consistent efforts in championing decent work and promoting strict adherence to relevant laws and best practices among its members.

A significant moment during the event was the symbolic signing of a commitment to workplace safety and health by the Minister, the Permanent Secretary of the Ministry, the CEO of FUE, representatives from the Trade Unions, and other distinguished dignitaries. This unified act demonstrated the collective responsibility and dedication of all stakeholders towards fostering a culture of safety and health in Ugandan workplaces.

The outstanding performance of FUE member companies at the OSH Awards 2025 demonstrates the Federation's ongoing commitment to promoting decent work, ensuring compliance with labour laws, and advocating for the adoption of best practices in occupational safety and health. FUE remains dedicated to supporting its members in creating work environments where the safety, health, and well-being of staff are prioritised.



FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2025

Statement of Comprehensive Income for the Year Ended 31st December, 2025

		2025	2024
	Notes	Ushs	Ushs
Income	9		
Subscriptions		639,394,000	625,262,881
Programs		977,943,161	1,008,160,503
Projects		2,333,773,938	1,306,124,838
Other Income		82,723,262	88,609,236
Total Revenue		4,033,834,362	3,028,157,458
Expenditures	10		
Project Costs			
NHO		192,851,812	267,428,940
DFPA/SRHR		152,802,488	174,619,105
DI		175,222,117	164,341,916
ENABLE		969,849,672	42,228,000
NOREC		30,047,364	52,759,194
PSFU		7,980,600	52,582,500
ILO		232,652,760	237,750,745
Total Expenses		1,761,406,813	991,710,401
Recurrent Costs	10		
Administrative Expenses		456,890,086	348,575,501
Personnel Costs		1,049,976,554	1,216,813,407
Employment Relations and Legal Costs		23,463,694	28,099,870
Marketing Membership Costs		55,462,730	72,782,644
Policy and Research		73,885,165	133,414,948
HR Training and Consultancy		257,001,162	265,958,764
Female Future Programs		267,242,565	282,975,950
Total Expenditure		3,945,328,769	3,340,331,485
		-	-
Profit/(Loss) from operations		88,505,593	(312,174,027)

The notes on pages 15 to 25 form an integral part of these financial statements.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2025

Statement of Financial Position as of 31st December, 2025

		2025	2024
	Notes	Ushs	Ushs
Assets			
Non-Current Assets:			
Property, Plant and Equipment	3	830,359,272	848,071,459
		830,359,272	848,071,459
Current Assets:			
Accounts Receivables	4	537,768,508	447,600,346
Prepayments		-	581,780
Cash and Cash Equivalents	5	945,827,659	1,903,497,383
		1,483,596,168	2,351,679,509
Total Assets		2,313,955,440	3,199,750,968
Equity and Liabilities			
Equity			
Capital Fund		401,757,868	419,469,259
Revaluation Reserves		279,167,802	279,167,802
Income and expenditure reserve		(147,081,667)	(235,587,260)
		533,844,003	463,049,801
Non-Current Liabilities			
Provision for Gratuity	6	-	1,709,959
Current Liabilities			
Accounts payables	7	822,094,149	819,169,298
Deferred Income	8	958,017,288	1,915,821,910
		1,780,111,437	2,734,991,208
Total Equity and Liabilities		2,313,955,440	3,199,750,968

The financial statements on pages 11 to 14 were approved and authorised for issue by the Governing Council on **11th March 2026** and were signed on it's behalf by;



Fred Bamwesigye
Chairperson
FUE - Governing Council

Date: 11/03/2026



Douglas Opio
Chief Executive Officer
Federation of Uganda Employers (FUE)

Date: 11/03/2026

Federation of Uganda Employers Members - 2025

No.	Federation of Uganda Employers Members - 2025			Membership Numbers	
1	4ward Development East Africa	21001	45	Andela Uganda Limited	18003
2	AAR General Insurance	99004	46	APA Insurance (U) Ltd	24026
3	Abacus Parental Drugs	11001	47	A-Plus Funeral Management	15018
4	Abacus Pharma	99005	48	Aqua Coolers Ltd	16015
5	ABB Uganda	99006	49	Aramex Uganda Ltd	22004
6	aBi Development Ltd	14001	50	Asa Microfinance Uganda Ltd	21007
7	aBi Finance Ltd	25032	51	Asili Agriculture	24022
8	ABSA Bank Uganda	99007	52	Atlas Industries Ltd	22034
9	Abyssinia Iron & Steel (U) Ltd	23001	53	Aurum Roses Ltd	99027
10	ACCA Uganda Ltd	11002	54	AVSI Foundation	19005
11	Acholi Child & Family Programme	19040	55	Banana Industrial Research & Dev't Centre	23016
12	Aclaim Africa Limited	13001	56	Bank of Africa	23029
13	ACORD - Agency for Cooperation and Research in Development	99008	57	Bank of Baroda (U) Ltd	99028
14	Action Against Hunger	22016	58	Banyankole Kweterana Cooperative Union Limited	99029
15	ADD International	19013	59	Barkman Best Bees Co Ltd	22014
16	Adrong Enterprizes	23004	60	Basco Products (U) Ltd	20012
17	Africa Broadcasting Ug Ltd (NTV)	99009	61	Baylor College of Medicine Children's Foundation - Uganda	15019
18	Africa Polysack Industries Limited	18001	62	Belgian Development Agency-ENABEL	23013
19	African Agro Industries (U) Ltd	99010	63	Benedictine Eye Hospital	99032
20	African College Of Commerce and Technology	99011	64	Bestever Paper Industries Ltd	22003
21	African International Christian Ministry	99012	65	Bethesda Hospital Soroti Ltd	24021
22	Afripads (U) Ltd	22027	66	Better Globe Forestry Ltd	25004
23	Afroplast Enterprises Ltd	14002	67	Bidco Uganda Ltd	99034
24	Afros & Mo	19030	68	Biocore Uganda Ltd	19027
25	Aga Khan Foundation Services	99013	69	Bioversity International	99035
26	Aga Khan University	23005	70	Bishop Barham University	21016
27	Agakhan Education Services	99014	71	Bishop Stuart University	14004
28	AIDS Health Care Foundation - Uganda Cares	15017	72	Biyinzika Poultry International Ltd	99036
29	AIDS Information Center - Uganda	99016	73	Blowplast (U) Ltd	22002
30	Airtel Uganda Ltd	99017	74	BM Technical Services Ltd	19036
31	Alam Group Ltd	99018	75	Bollore Africa Logistics (U) Ltd	99037
32	Alarm Protection Services Ltd	99019	76	Brac Uganda Bank Ltd	19025
33	Alert Guards & Security Systems Ltd	99020	77	Brac Uganda Limited	22029
34	Alinda Guest House	99021	78	Brentec Investment Limited	18004
35	All Nations Christian Care	99022	79	Brighter Monday Uganda Ltd	21017
36	All Round Consult Uganda Ltd	13003	80	Britam Insurance Ltd	13005
37	All Saints University - Lango	19012	81	British American Tobacco (U) Ltd	99038
38	Alliance Africa General Insurance Ltd	20022	82	British Broadcasting Corporation Ltd	22012
39	Ambrosoli Creation	99023	83	Brookside Diary Uganda Limited	99040
40	America Tower Corporation (ATC) Uganda	99024	84	Brussels Airlines	12013
41	Amnesty International Uganda	99025	85	Buganda Land Board	16024
42	Amos Diaries Limited	22023	86	Bugisu Cooperative Union Ltd	99041
43	Amref Health Africa	13004	87	Bujagali Energy Limited	23026
44	Anca Biotech Limited	21008	88	Bushikori Christian Centre	11003

89	Busia Area Communities Federation	18005	136	DHL International Uganda Limited	99068
90	Busoga International Polytechnic (BIP)	24001	137	DHL Supply Chain International Ltd	24029
91	Bwendero Dairy Farm (U) Ltd	16008	138	Doctors with Africa Cuamm	99070
92	Cable Corporation Ltd	99042	139	Doho Rice Scheme Farmers Association	99071
93	Camusat Uganda Limited	18006	140	Doshi Hardware (U) Ltd	23002
94	Care International Uganda	99043	141	Dummen Orange	99072
95	Cascade Industries Limited	19028	142	East African Basic Foods Ltd	15004
96	Case Medcare Limited	20020	143	East African General Insurance Company Ltd	99074
97	Casements (A) Ltd	99044	144	East African Medical Vitals	24016
98	Cavendish University	22024	145	Eco Shelter and Environmental Consultants	13009
99	C-Care Uganda	24012	146	Edukans Education Services	24013
100	Celak Vocational College	99045	147	Electoral Commision	99075
101	Centenary Rural Development Bank Limited	99046	148	Electricity Regulatory Authority	99076
102	Cephas Inn Hotel Ltd	99049	149	Eleglance Finance Ltd	19033
103	CEVA Interfreight Uganda Limited	22009	150	Elimination of Child Labour in Agriculture	20011
104	CFAO Motors Uganda	99050	151	Endeavour Africa (U) Ltd	99077
105	Cheshire Services Uganda	19009	152	Engineering Solutions (U) Ltd	18008
106	Child Restoration Outreach-Uganda	23021	153	Epsilon Uganda Ltd	14008
107	Child Voice International	20024	154	Equity Bank Uganda Ltd	19007
108	Childfund International Uganda	99052	155	Ericsson AB Uganda	99079
109	Chloride Exide Uganda Ltd	22013	156	Escape Village Ltd	24031
110	Christian Child Care Programme	11004	157	Esco Uganda Limited	11008
111	CIC General Insurance	20014	158	ESL East Africa Limited	18009
112	Cipla Quality Chemical Industries Ltd	99053	159	Eureka Place Hotel	99081
113	Citi Bank (U) Ltd	99055	160	Euroflex Ltd	99082
114	Clarkson Insurance Brokers Ltd	25009	161	Evergreen Wood Industries Ltd	99083
115	Clean Plus Professional Services Ltd	16013	162	Evidence Action	21002
116	CNOOC Uganda Ltd	21018	163	Excel Construction Co Ltd	99084
117	Coca-Cola Beverages Uganda Ltd	99048	164	Exim Bank (U) Ltd	18010
118	Community Effort For Child Empowerment	19034	165	Export Trading Company	23024
119	CORSU Hospital	11006	166	Exquisite Solution Ltd	13010
120	Country Inn Masindi	99057	167	Farm Africa Uganda	99085
121	Crane Crafts and Engravers Ltd	99058	168	FBW Uganda Ltd	14009
122	Creamland High School Kabale	99059	169	Fenix International Uganda Limited	24014
123	Crest Foam Ltd	99060	170	FH Association	25024
124	Crown Beverages Ltd	99062	171	Finance Trust Bank	18011
125	Crown Building & Products Ltd	99063	172	Financial Sector Deepening Uganda	15005
126	Crown Converters Ltd	99064	173	Finca Uganda Ltd	99087
127	Cyber School Technology Solutions Ltd	23006	174	Fine Spinners Uganda Ltd	16012
128	DanChurchAid	24011	175	Fin-Hum Solutions Ltd	99088
129	Dar Agro Processing (U) Ltd	12002	176	Finn Church Aid	21014
130	Dar Al-Handasah Consultants	24010	177	Finnish Refugee Council	19001
131	Das Handling Ltd	18007	178	Fire And Safety Appliances Ltd	16009
132	Davis & Shirliff (Intl) Ltd	99066	179	First Insurance Company Ltd	11009
133	Deloitte (U) Ltd	16001	180	FIT Uganda Ltd	99089
134	Desire Beauty Products Ltd	15010	181	Footsteps Furniture Company Limited	19003
135	DFCU Bank	99067	182	Fort Mortel	16019

FUE MEMBERS

183	Forum for African Women Educationalists (FAWE) Uganda Chapter	25017	230	ICCO Cooperation Uganda	19042
184	Foundation For International Community Association (U) Ltd	99090	231	Igara Growers Tea Factory Ltd	20010
185	Foundation Leads Ltd	21021	232	Infectious Disease Institute	18014
186	Fourth Generation Capital Uganda	23025	233	Infectious Disease Research Collaboration	19044
187	Fresh Handling Ltd	99091	234	Insieme Si Pou	23027
188	Friendship Container Manufacturers Ltd	11010	235	Insight Management (U) Ltd	15009
189	G -Tech Ltd	22007	236	Institute of Certified Public Accountants of Uganda (ICPAU)	14012
190	G4S Secure Solutions (U) Ltd	99092	237	Institute of Management Science and Technology	99114
191	GA Insurance Uganda Ltd	22031	238	Insurance Regulatory Authority	13015
192	Galaxy International School Uganda	16020	239	Insurance Training College	23018
193	GardaWorld (Uganda) Limited	25008	240	Inter Aid Uganda Ltd	14013
194	General Machinery Ltd	99093	241	International Employment Linkages Uganda Ltd	99116
195	General Moulding (U) Ltd	99094	242	International Hospital Kampala	99117
196	Global Alliance For Improved Nutrition	24005	243	International Institute of Tropical Agriculture	20006
197	Globe Trotters Ltd	99095	244	International Rescue Committee	99118
198	Glory Summit Hotel	99096	245	International School of Uganda	15021
199	Golden Tulip Canaan Kampala	19041	246	Ipsos Ltd	15020
200	Goldstar Insurance Company Ltd	15014	247	iSON BPO	99119
201	Golf Course Hotel	11011	248	Jade E Services T.A Jumia	19018
202	Grant Thornton Management Ltd	23015	249	Jim Roberts & Associates	99120
203	Graphic Systems (U) Ltd	99098	250	Jinja Area Federation of Communities	19043
204	Greenhill Academy	16017	251	Jinja Nile Resort	99121
205	GreenLight Planet (U) Ltd	23008	252	JobConnect Ltd	99122
206	Gulu Youth Development Association	11013	253	Joint Clinical Research Centre	11014
207	Guru Nanak Oil Mills (U) Ltd	99099	254	Joint Medical Stores	99123
208	Haandi Restaurant (U) Ltd	99100	255	JP Cuttings	99124
209	Habitat for Humanity Uganda	15027	256	Jubilee Insurance Company Ltd	99126
210	Haifa City Traders	99156	257	Jubilee Life Insurance	20019
211	Ham Property Services and Management Ltd	19038	258	Jumbo Roses	99127
212	Handicap International Federation	18013	259	Kabale Trinity College	99128
213	Hariss International Ltd	99101	260	Kabale Universal Primary School	99129
214	Hawa Pharmaceuticals Ltd	99102	261	Kabale University	99130
215	Health Promotion International	24015	262	Kagando Hospital	13040
216	High Court View Hotel	11020	263	KAKA Business Resource & Advisory Service Center Ltd	25006
217	Hilltop View Hotel	22035	264	Kakira Sugar Limited	60001
218	Hima Cement Ltd	99105	265	Kalangala Infrastructure Services Ltd	13016
219	Hi-Tech Metal Industries Ltd	13011	266	Kampala Area Federation of Communities	19032
220	HMH - Kuku (U) Ltd	99106	267	Kampala Associated Advocates	23007
221	Hoima Buffalo Hotel	25026	268	Kampala Capital City Authority	25030
222	Hospice Africa Uganda	16003	269	Kampala Pharmaceuticals Limited	99131
223	Hotel Africana Ltd	99107	270	Kampala Serena Hotel	99132
224	Hotel Triangle 2002 Ltd	99109	271	Kasese Cobalt Company Ltd	99133
225	Hotel Victory Bijja	99110	272	Kasese Nail & Wood Industries Ltd	99134
226	Housing Finance Bank	99111	273	Kawacom (U) Ltd	19016
227	Human Capital Business Solutions	25018	274	Kaweri Coffee Plantation Ltd	99136
228	Ibero Uganda Ltd	13012	275	Kayonza Growers Tea Factory	99137
229	ICAP in Uganda	22005	276	Keltron Development Services Ltd	18015
			277	Kenafric Development Limited	20018

278	Kenfreight Uganda Ltd	99138	326	Manson (U) Ltd	99162
279	Kengrow Industries Ltd	99139	327	Mantrac (U) Ltd	19024
280	Kenya Commercial Bank (U) Ltd	99140	328	Marasa Holdings Ltd	22025
281	Kibimba Ltd	99275	329	Marianum Press Ltd	99163
282	Kigezi Healthcare Foundation	99141	330	Marie Stopes Limited	24008
283	Kijani Forestry Co. Ltd	23012	331	Marie Stopes Uganda	99164
284	Kilembe Mines Ltd	99142	332	Marifa Investment Ltd	22033
285	Kinyara Sugar Works Ltd	99143	333	Marine & Agro Export Processing Ltd (Igloo)	99165
286	Kkatt Consult Ltd	18016	334	Masindi Child Development Federation	99166
287	KTM Stationers Ltd	99144	335	Master Grain Millers Ltd	14018
288	Kuehne+Nagel	14016	336	Master Industries (U) Ltd	13021
289	Kwanza Logistics	25022	337	Mayanja Memorial Training Institute	99168
290	Kyagalanyi Coffee Ltd	99145	338	Mayondo Engineering Works (U) Ltd	19022
291	Kyambogo University	99146	339	Mayuge Sugar Limited	20021
292	Lake Victoria Hotel	99147	340	Mbale Area Federation Of Communities	99169
293	Lakeview Resort Hotel	99148	341	Mbale Clinical Research Institute	20001
294	Lango Child and Community Development Federation	99149	342	Mbale Comprehensive High School	99170
295	Leaf Tobacco and Commodities (U) Ltd	99150	343	Mbale Delicious Bakers Ltd	19029
296	Letshego (U) Ltd	18017	344	Mbale Progressive School	99171
297	Liberty General (East African Underwriters Ltd)	18018	345	Mbale Resort Hotel Ltd	99172
298	Liberty Life Assurance (U) Ltd	26009	346	Mbarara University of Science and Technology	99173
299	Lifelink Hospital	18019	347	Mcleod Russel Ltd	99174
300	Lifewater International	20008	348	Medical Research Council	18021
301	Light for the World	20023	349	Medical Teams International	20003
302	Ligopedia Advocates	24007	350	Medipoint Industries Ltd	19006
303	Liquid Telecom Uganda	20015	351	Medlink	99175
304	Lira Intergrated School	99152	352	Mengo Hospital	15022
305	Literacy and Adult Basic Education (LABE)	99153	353	Menzies Aviation Uganda (MAU)	99078
306	Living Goods	19004	354	Meridian Tobacco Company Ltd	19014
307	Living Water International	18020	355	Metro Plastics (U) Ltd	99176
308	Lubaga Hospital	20026	356	Microcare Health Ltd	99177
309	Luigi Giussani Foundation (LGF)	24006	357	Mildmay Uganda Hospital	22021
310	L'uley Plastics World	25002	358	Minet (U) Ltd	99178
311	Luuka Plastics Ltd	99154	359	Ministers Village Hotel	12009
312	M & E Associates	99157	360	MM Integrated Steel Ltd	14019
313	M/S Sempasa Luwanga Muwemba & Co. Advocates	21013	361	Model Graphics	22017
314	Machame Energy Limited	25012	362	Mogas Uganda	16005
315	Machame Farms Ltd	25013	363	Monitor Publications Limited	99179
316	Madhvani Group Ltd - Steel Division	13020	364	Mota-Engil Africa	14020
317	Madhvani Group Ltd	99158	365	Motor Care Uganda Ltd	99180
318	Mairye Estates Ltd	11015	366	Mount Meru Millers (U) Ltd	99181
319	Majid Al Futtaim Hypermarket Uganda Ltd	19002	367	Mountains of the Moon University	14021
320	Makerere University Business School	16025	368	Movit Products Ltd	15013
321	Makerere University Walter Reed Program	16006	369	Mpanga Growers Tea Factory Ltd	99182
322	Makss Packaging Industries Ltd	11016	370	MPK Graphics Ltd	15016
323	Malaria Consortium Africa	99159	371	Mt. Elgon Agroforestry Communities Cooperative Enterprise Ltd	24023
324	Manafwa High School	99160	372	Mt. Elgon Hospital Ltd	12010
325	Mango Tree Education Enterprise Ltd	99161			

FUE MEMBERS

373	Mt. Elgon Hotel & Spa Ltd	24018	420	Opaco Logistics (U) Ltd	21006
374	MTN Uganda	99184	421	Opportunity Bank (U) Ltd	99215
375	Mukono Bookshop Printing & Publishing Company Ltd	12003	422	Orbit Healthcare Services (U) P.A Ltd	99216
376	Mukono Church of Uganda Hospital	25010	423	Organisation for Community Action	18024
377	Mukwano Group of Companies	99185	424	Oxfam Uganda	16021
378	Multichoice Uganda	14022	425	Packaging Products (U) Ltd	99217
379	Multitech Business School	60003	426	Parapet Cleaning Services	14026
380	MWH Foundation Uganda	25029	427	Parliament of the Republic of Uganda	99218
381	National Agricultural Research Organisation	18023	428	Partners for Children Worldwide	14027
382	National Drug Authority	99189	429	Pax Insurance Company Ltd	22026
383	National Environment Management Authority	19020	430	Pearl Dairy Farms	22022
384	National Forestry Authority	99190	431	Pearl Engineering Company Ltd	99219
385	National Housing & Construction Co. Ltd	99191	432	PEAS Uganda Limited	22018
386	National Identification and Registration Authority (NIRA)	22019	433	People Performance Group	14028
387	National Information Technology Authority - Uganda	14024	434	Petro Uganda Ltd	99220
388	National Medical Stores	99192	435	Petroleum Authority of Uganda	19037
389	National Planning Authority	23030	436	Plan International Uganda	99221
390	National Social Security Fund	99193	437	Platform for Labour Action	13027
391	National Union of Disabled Persons in Uganda	99194	438	Platinum Credit Uganda Ltd	24004
392	National Union of Women With Disabilities of Uganda	99195	439	Polyfibre (U) Ltd	12018
393	National Water and Sewerage Corporation	99196	440	Population Services International	21003
394	New Frontiers Technology Consult (NFT)	99197	441	Posta Uganda	99222
395	New Vision Printing & Publishing Company Ltd	99199	442	Premier Packaging (U) Ltd	99223
396	Newrest Uganda Inflight Services	99200	443	Prestige Auto Holdings Ltd	12027
397	Nexus Green	22032	444	Price Waterhouse Coopers	99224
398	Nic Holdings	99202	445	Pride Microfinance Ltd	14029
399	Nice House of Plastics	19035	446	Prime Hotel Ltd	13028
400	Nile Agro Industries	99203	447	Prime Impex 2001 Ltd	99225
401	Nile Breweries Ltd	99204	448	Prime Vocational Institute	23023
402	Nile Hotel Jinja	13025	449	Programme For Accessible Health Communication And Education (PACE)	14025
403	Nile Plywood (U) Ltd	99205	450	Pros Consult Ltd	25028
404	Nile Vocational Insitute	99206	451	Prudential Assurance Uganda Limited	25019
405	Nilus Group Ltd	23009	452	Q - Sourcing	13029
406	Nissi Farm Enterprises Ltd	99207	453	Q Fm Radio	14030
407	Nokia Solutions and Network Operations	13022	454	Qatar Airways	12021
408	Norbrook Uganda Ltd	16010	455	Quality Assurance & Management Consultants	25005
409	Norplan (U) Ltd	99208	456	Quality Management Services Ltd	99227
410	North East Chilli Producers Association	99209	457	Quality Plastics (U) Ltd	13030
411	Norvik Group of Companies	99210	458	Reach A Hand Uganda	24009
412	Nsambya Hospital	99211	459	Reach Out Mbuya Parish HIV/AIDS Initiative	99229
413	Ntake Group of Companies	99212	460	Reasonant Contractors Ltd	16004
414	Nurture Africa	25020	461	Reco Industries Ltd	99230
415	Nyakatonzi Growers Union	99214	462	Regal Paints (U) Ltd	15008
416	Nyenga Childrens Home	12007	463	Regus Uganda Management Ltd	99231
417	Nzirambi Orphans Talent Development Center (NOTDEC UGANDA)	24003	464	Rene Industries Ltd	99232
418	Office of the Prime Minister	22015	465	Reproductive Health Uganda	99234
419	Oil Palm Uganda Ltd	16014	466	Restless Development Uganda	12005

467	Riley Packaging (U) Ltd	22010	515	Soroti Fruits Factory Limited	20004
468	RimRecords Limited	23019	516	SOS Children's Village	21004
469	Rock Mambo FM	99236	517	Southern Range Nyanza Ltd	99256
470	Roke Telecom	16011	518	Spa Packaging Ltd	99257
471	Roko Construction Ltd	99237	519	Spear Motors Ltd	99258
472	Roof Clad Ltd	99238	520	Specialised Technical Services Ltd	16002
473	Roofings Ltd	99239	521	Speke Hotel (1996) Ltd	99259
474	Roofings Rolling Mills Ltd	19031	522	Spina Bifida & Hydrocephalus	23003
475	Rosebud Ltd	99240	523	Spouts of Water Ltd	23014
476	Royal Van Zanten Uganda	99241	524	St Kizito's Technical Institute	22001
477	Ruby Medical Center	99242	525	St. Christian Graphics	99260
478	Rwenzori Bottling Company Ltd	99243	526	St. Lira Hotel Ltd	99261
479	Rwenzori Commodities Ltd	99244	527	Stanbic Bank Uganda Ltd	99262
480	Rwenzori Founders Limited	25027	528	Standard Chartered Bank	99263
481	Rwenzori International Hotel Ltd	99245	529	Star DTV Uganda Company Ltd	13033
482	Rwenzori Rare Metals	22020	530	Statewide Insurance Company Ltd	99264
483	Rwenzori Travellers Hotel	99246	531	Steel and Tube Industries Ltd	12032
484	SafeBoda	21009	532	Steel Works Ltd	99265
485	Salem Brotherhood Uganda	11023	533	Stromme Foundation	15024
486	Samanga Solutions Ltd	25011	534	Strongminds Uganda	21005
487	Sauti + Media Hub	24002	535	Sugar Corporation of Uganda Ltd	99267
488	Save For Health Uganda	12026	536	SunCulture Uganda Limited	25007
489	Save the Children International	99247	537	Swivel Marketing (U) Ltd	12011
490	Sawa General Engineering Company Ltd	20013	538	Tarpo Industries (U) Ltd	99268
491	SCC-VI Agro Forestry	99248	539	TATA Uganda Ltd	21019
492	SCD Darling (U) Ltd	99249	540	Tembo Steels (U) Ltd	23028
493	Sebuuma & Associates Certified Public Accountants	24027	541	Terrain Plant Ltd	99270
494	Securex Agencies Ltd	14032	542	Terrain Services Limited	25016
495	Security Group (U) Ltd	99250	543	The AIDS Support Organisation	99271
496	Security Link (U) Ltd	19039	544	The Hunger Project	21010
497	Seed Effect Uganda Ltd	20007	545	The ISIS Foundation Uganda	14034
498	Sekajja Agro Farms Ltd	25023	546	The New Forest Company	11027
499	Selecta One	99345	547	The Uganda Association Of Women Lawyers (FIDA)	99273
500	Sembabule District Farmers Association	18025	548	The Water Trust Limited	25001
501	Seret Grains Uganda Limited	24020	549	Threeways Shipping Services (Gp) Ltd	99274
502	Services & Computer Industries Ltd	18026	550	Tight Security Ltd	60004
503	Shangrila Hotel	99251	551	Tinkr As	18028
504	Sheraton Kampala Hotel	99252	552	Toro Mityana Tea Co Ltd	99276
505	Shumuk Aluminium Industries Ltd	13031	553	Tororo Cement Ltd	99277
506	Sightsavers International	18036	554	Total Uganda Ltd	99278
507	Signum Advocates	19023	555	Tracker Uganda	99279
508	Silver Back Hotel	23020	556	Transafrica Assurance Company Ltd	13034
509	Simlaw Seeds Company	13032	557	Transeast (U) Ltd	21020
510	Skenya Motors Uganda Limited	18027	558	Transtrac Ltd	99280
511	Skynet (U) Ltd	11025	559	Triune Consult (U) Ltd	22008
512	SLS Solutions International	25015	560	Tropical Heat (U) Ltd	11028
513	Smart Applications International	21012	561	True North Consults Ltd	99282
514	Sogea Satom Uganda	15023	562	Tuj & Associates	23010

563	Tujijenge Financial Services	99283	609	Uganda Pharmaceuticals (1996) Ltd	99317
564	UAP - Old Mutual	13037	610	Uganda Printing and Publishing Corporation	99318
565	Ubora Specialty Crops Ltd	24017	611	Uganda Railways Corporation	12020
566	Ugachick Poultry Breeders Ltd	20016	612	Uganda Redcross Society	99319
567	UGAFODE Microfinance Ltd	14035	613	Uganda Retirement Benefits Regulatory Authority	16018
568	Uganda Aluminium Ltd	99284	614	Uganda Revenue Authority	99320
569	Uganda Association of External Recruitment Agencies Ltd	19026	615	Uganda Small Scale Industries Association	99322
570	Uganda Baati Ltd	99285	616	Uganda Tea Association	99323
571	Uganda Bankers Association	99286	617	Uganda Tea Corporation	99324
572	Uganda Bata Shoe Company	99287	618	Uganda Tea Development Agency Ltd	99325
573	Uganda Breweries Ltd	99289	619	Uganda Travel Bureau	99328
574	Uganda Builders & Clients Association	99290	620	Uganda Vocational and Technical Assessment Board (UVTAB)	19010
575	Uganda Bureau of Statistics	14036	621	Uganda Wildlife Authority	99329
576	Uganda Christian University	16016	622	Uganda Women Entrepreneurs Association Ltd	99331
577	Uganda Civil Aviation Authority	99291	623	Uganda Women's Effort to Save Orphans	14038
578	Uganda Clays Ltd	99292	624	Umoja Microfinance SMC Ltd	25025
579	Uganda Communications Commision	99294	625	Unga Millers Uganda Ltd	14037
580	Uganda Cooperative Alliance Ltd	99295	626	Unilever (U) Ltd	99333
581	Uganda Development Bank	99298	627	Union Logistics (U) Ltd	99334
582	Uganda Development Corporation	24019	628	Universal Technology and Management University	24028
583	Uganda Disabled Women's Association	99299	629	UVRI-CRP Program	18031
584	Uganda Ecumenical Church Loan Fund	20005	630	Uzima Ministries	24030
585	Uganda Electricity Generation Company Ltd	99300	631	Venus Farms Ltd	99336
586	Uganda Electricity Transmission Company Ltd	99301	632	Victoria Hospital Limited	25014
587	Uganda Financial Literacy Association	25021	633	Victoria Medical Centre Ltd	99337
588	Uganda Fish Processors and Exporters Association	99302	634	Victoria Motors Ltd	99338
589	Uganda Fishnet Manufacturers Ltd	99303	635	Victoria Seeds Ltd	12028
590	Uganda Flower Exporters Association	99304	636	Virina Garden Hotel Ltd	99339
591	Uganda Health Marketing Group	99305	637	Vitaform (U) Ltd	99340
592	Uganda Heavy Duty & Farming Equipment Ltd	99306	638	Viva Con Aqua Uganda Ltd	23022
593	Uganda Inflight Services Ltd	99308	639	Vivo Energy Uganda	99341
594	Uganda Institute of Banking & Financial Services	99309	640	Voluntary Services Overseas	99343
595	Uganda Institution of Professional Engineers	23011	641	War Child Holland	24024
596	Uganda Insurers Association	99310	642	Wateraid	99348
597	Uganda Insurers Association	99310	643	Watu Credit Uganda Ltd	21011
598	Uganda Investment Authority	99311	644	Welthungerhilfe	12006
599	Uganda Local Government Association	16022	645	White Horse Inn Hotel	99349
600	Uganda National Action on Physical Disability	99312	646	Windle International Uganda	19021
601	Uganda National Airlines Company Ltd	25031	647	World Vision International	99350
602	Uganda National Association of Builders, Suppliers & Engineering Contractors	99313	648	World Wide Fund for Nature Uganda	18032
603	Uganda National Association of the Deaf	99314	649	Xclusive Cuttings Ltd	99351
604	Uganda National Bureau of Standards	22006	650	Yalelo (U) Ltd	25003
605	Uganda National Council for Science & Technology	99315	651	Yogi Steels Limited	23017
606	Uganda National Culture Centre	21015	652	Yuvraj International Uganda Limited	18033
607	Uganda National Farmers Federation	99316			
608	Uganda National Oil Company	19019			

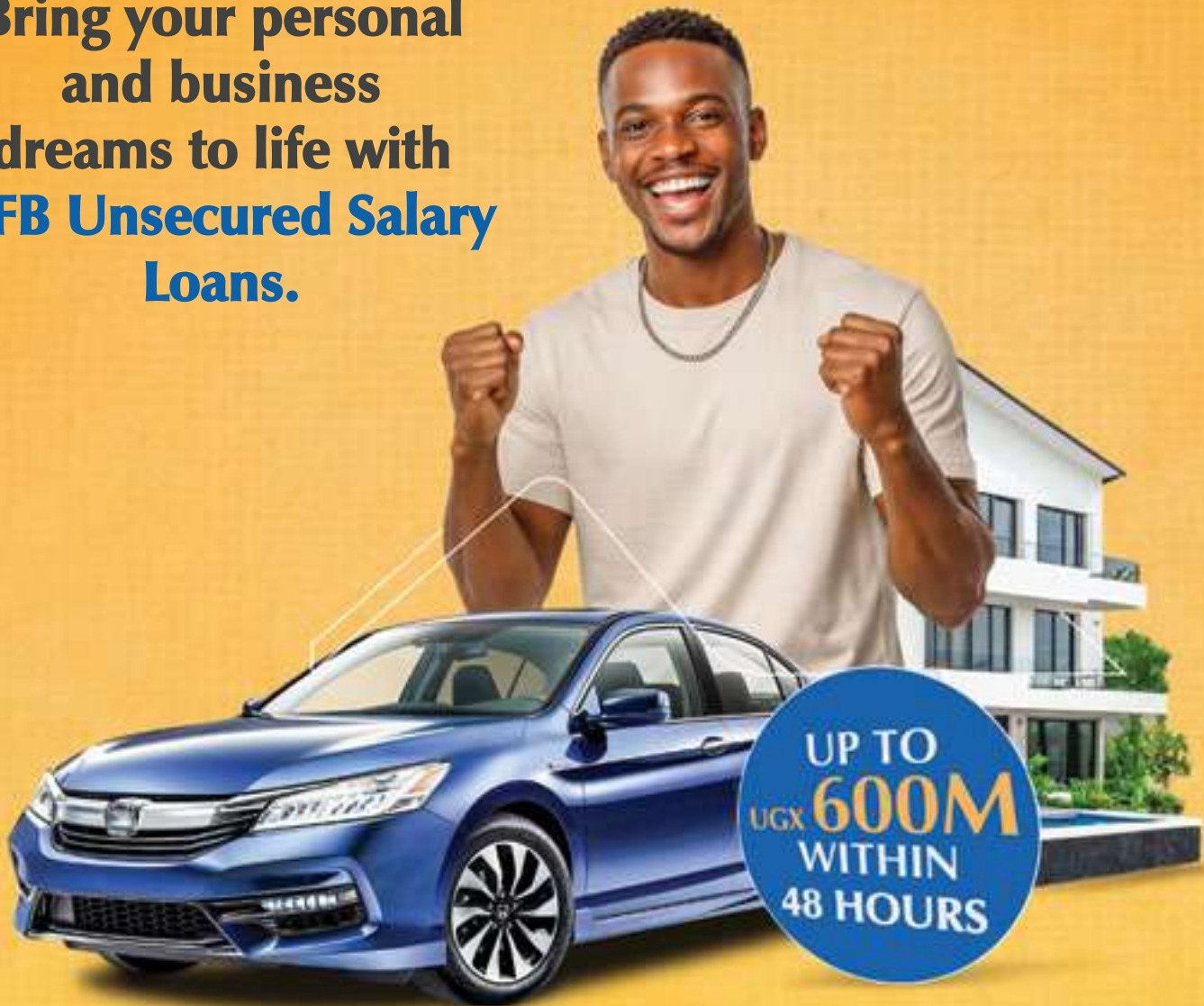
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FUE 2025 PICTORIAL





CODE	TOPIC	DATE AND VENUE	COST
GS 2601	Work Redefined: Uganda's Legal and Employer Readiness for the Digital Age	21st January Online	Free
CW 2601	CEO Webinar 1: TBC	4th February Online	Free
GT 2601	Performance Leadership: Driving Accountability, Results And Team Ownership	25th – 26th February Eureka Place Hotel, Ntinda	Member - 500,000 Non Member - 600,000
JW 2601	Joint Webinar 1 (BMU and FUE): TBC	12th March Online	Free
GS 2602	Embedding Business and Human Rights in Uganda's Corporate Culture	9th April Online	Free
RT 2601	Supervisory and Leadership Skills Development	28th - 29th April Mbarara	Member - 400,000/= Non Member - 500,000/=
GS 2603	The Silent Crisis: Recognising and Responding to Mental Health Issues at Work	7th May Online	Free
GT 2602	Managing Workplace Discipline and Exit Processes	26th - 27th May Eureka Place Hotel, Ntinda	Member - 500,000/= Non Member - 700,000/=
JW 2602	Joint Webinar 2 (BMU and FUE): TBC	11th June Online	Free
RT 2602	Supervisory and Leadership Skills Development	24th - 25th June Hoima	Member - 400,000/= Non Member - 500,000/=
IC 2601	Industrial Clinic 1: TBC	8th July FUE Training Centre	Member - 100,000/= Non Member - 150,000/=
CW 2602	CEO Webinar 2: TBC	24th July Online	Free
CW 2603	CEO Webinar 3: TBC	6th August Online	Free
RT 2603	Supervisory and Leadership Skills Development	27th – 28th August Mbale	Member - 400,000/= Non Member - 500,000/=
IC 2602	Industrial Clinic 2: TBC	18th September FUE Training Centre	Member - 100,000/= Non Member - 150,000/=
JW 2603	Joint webinar 3 (BMU and FUE): TBC	30th September Online	Free
GS 2604	Sustainability Reporting and Disclosure: Preparing Ugandan Businesses for the New ESG Era	8th October Online	Free
GT 2603	AI, Technology and Privacy: Responsible Use of Digital Tools at Work	25th - 26th November Eureka Place Hotel, Ntinda	Member - 500,000/= Non Member - 600,000/=
FUE - International Training Centre/ILO Certified courses	• Malkia (Female Managers and Supervisors) • Essentials of Occupational Safety and Health • Responsible Business Conduct	5 Weeks Online 1 month – 3 months Online (ITC eCampus)	1,300,000/=
Special Courses	Female Future Programme Executive Training in Employment Relations	February - October 2026 April - November	\$ 3,500 \$ 1,900

NOTE:

1. The quoted fee is per participant per Course (p.p.p.c) and covers tuition, course materials, lunch, tea and a certificate of participation where applicable. (Transport and Accommodation is not covered)
2. FUE members are accorded discounts depending on the number of participants nominated.
3. All the above courses can also be arranged as in-house training programs to meet specific organisational needs.

Other Courses Offered On In-House Basis

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Leadership and Management • Performance Management • Pre-retirement and Staff • Productivity Concepts & Measurements • Employee Wellness Champions & Facilitators • Strategic Management • Managing Organizational Change & Culture Change | <ul style="list-style-type: none"> • Job Analysis and Job evaluation process • Talent Management • Finance for Non-Finance Managers • OSH Committee Training • HR for Non-Human Resource Managers • Customer Care • Integrating UN Guiding Principles on business & HR in your operations | <ul style="list-style-type: none"> • Building synergy in Management Teams • Corporate Governance • Management of sexual Harassment at the workplace • Digital communication & Report Writing • Taxation Management • Integrating SDGs into your Operations • Monitoring and Coaching Evaluation |
|--|--|--|



TREMENDOUS PROGRESS RECORDED IN UGANDA'S AVIATION INDUSTRY

In line with the Uganda Vision 2040, Government developed a 20-year National Civil Aviation Master Plan covering the period up to 2033. The Master Plan covers Entebbe International Airport and other airfields in the country.

The project for the upgrade and expansion of Entebbe International Airport is critical to the development of the air transport industry in light of the growing passenger and cargo traffic figures. While Entebbe International Airport handled 118,000 international passengers in 1991 at Uganda Civil Aviation Authority's (UCAA) establishment, the Airport handled 1.65 Million passengers in 2017, 1.84 Million passengers in 2018 and 1.98 million passengers in 2019. The passenger traffic growth trend was only halted in 2020 when the figure reduced to 565,541 owing to the effects occasioned by the COVID-19 pandemic. The revival and commencement of flights by the national airline, Uganda Airlines, is expected to further grow this traffic (in subsequent years), and promote the country's tourism potential. In addition, traffic is also expected to be boosted by the coming on board of new operators like Airlink, which commenced flights to South Africa in September 2021, Air Arabia, which commenced flights from Entebbe to Sharjah, UAE in October 2021 and Saudi Airlines, which commenced direct flights to Saudi Arabia in February 2022.

In terms of cargo, Entebbe handled 6,600 metric tonnes of cargo in 1991, 59,720 metric tonnes in 2020 and 64,000 metric tonnes in 2021. An average of about 5,000 metric tonnes of cargo is so far being recorded per month in 2022.

Uganda's major exports, include fresh produce, including fish, flowers, vegetables and fruits, which are consumed by markets in Netherlands, Belgium and the Middle East. The new state-of-the-art cargo Centre with capacity to handle 100,000 metric tonnes annually is aimed at addressing this demand. Cargo operations have already shifted to the new facility.

The overall project for upgrade and expansion of Entebbe International is at 79% level of completion and also includes, among others;

- Strengthening of the main runway 17/35 and associated taxiways – complete
- Strengthening and rehabilitation of the alternative Runway 12/30 and the associated taxiways – completed

- Rehabilitation of Aircraft Parking Apron 4 and Reconstruction of Aircraft Parking Apron 2 – completed
- Expansion of the main Aircraft Parking Apron 1 – ongoing

Construction of a new Terminal building is currently ongoing in the area where cargo operations were previously undertaken. Annual capacity of the current terminal facilities will then increase from 2 million passengers a year to about 3 million passengers by end of 2023.

The current terminal has also been re-modified to create more room for departing passengers. The departure area is already in use, and the departure road has been re-instated. Soon, departing passengers will be dropped off at the entrance to the terminal building.

A Terminal Operations Control Centre has also been erected by Korea International Cooperation Agency (KOICA) to ensure automation of operations as part of a USD 9.5 Million grant by the Government of South Korea. KOICA is the implementing agency of the project on behalf of the Korean government. The project, which was commissioned in September 2022 has also delivered the following:

- A Computerized Maintenance Management System (CMMS)
- Airport Operational database (AODB) system
- Implementation of ATS Message Handling System (AMHS)
- Improvement of Flight Procedures efficiency through Air Traffic Management
- Capacity building, including training of Ugandans in Korea.



In the area of legislation, H.E. the President assented to the CAA Amendment Act, 2019 and it was published in the Uganda Gazette as CAA Act No. 7 of 2019. Most of the amendments were aimed at ensuring harmonization of Uganda's regulations and practices with the universal practice across the globe.

In an effort to expand connectivity, Uganda signed Bilateral Air Service Agreements (BASAs) with Israel, Canada and Switzerland. Uganda has so far concluded 47 BASAs of which 27 have already been operationalized. This shows commitment to open new air routes and to attract more operators to Uganda.

UCAA and Entebbe International Airport retained the prestigious ISO 9001:2015 Quality Management Systems (QMS) Certificate in 2021 following compliance with stringent requirements for the internationally recognized certification by the United Kingdom Accreditation Service (UKAS). Other aerodromes operated and managed by UCAA in Gulu, Arua, Soroti, Mbarara, Tororo, Kisoro, Pakuba, Kasese, Jinja and Kidepo were also awarded ISO 9001:2015 QMS Certification for a period of three years up to 2024.

Other major achievements recently accomplished by the Authority include the following:-

- Implementation of the new Electronic Government Procurement System (eGP) which went live in November 2020. UCAA was one of the ten pilot entities.
- Instrumental in the process for inclusion of the Uganda Airlines Airbus A330-800 neo aircraft fleet on the airline's Air Operator Certificate.
- Approval of additional Aviation Training Organizations (ATOS), including Bar Aviation Academy, Kubis Aviation Academy and additional training programmes by Morea. The number of Approved ATOs is now 8.
- Renewal of Uganda Air Cargo's Air Operator Certificate and re-activation of the Air Service License (ASL), which permits them to undertake commercial air cargo business.
- Provision of necessary support to the Ministry of Works and Transport in the establishment of an Accident and Incident Investigation unit.

One of UCAA's strategic objectives is to promote the development of an Air Navigation System aligned to the Global Air Navigation Plan (GANP). It is in line with providing airspace users with improved capacity and efficiency. In this respect, the Air Traffic Management system has undergone various system improvements and upgrades as follows;

- Air Traffic Management (ATM) has made a transition from conventional navigation using ground aids to the use of satellite based navigation. Since 2020, arrival and departure procedures in Entebbe are based on the Global Navigation Satellite System (GNSS), which has improved the safety, efficiency and capacity of the Ugandan airspace.
- Due to the ATM improvements above, UCAA has been able to implement free routing airspace within the Entebbe Flight Information Region (on request from IATA). Using this technology, a pilot can safely fly from point to point within the Ugandan airspace without following the published routes.

In relation to upgrade and improvement of Navigation Aids infrastructure and systems, UCAA adopted a phased approach, which has involved;

- Installation of High Frequency (HF) Radio system for the Rescue Coordination Centre at Entebbe International Airport was completed. This facilitates the provision of Search and Rescue Services to aircraft in need of the services within the Flight Information Region (FIR).
- The Non-Directional Beacon (NDB) at Port Bell, Luzira, has been installed and there is an on-going project to replace the Distance Measuring Equipment at Entebbe.
- Upgrade of the Automatic weather observation system is ongoing.
- Implementation of the electronic terrain and obstacle data (eTOD) for the area covering the entire territory of Uganda, in line with the requirements of ICAO. This involves collection of terrain and obstacle data for the entire country. This data is used in various air navigation applications.



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