

ANNUAL PROGRESS REPORT & FINANCIAL STATEMENTS

2019-2021



**Promoting
Professionalism
& Integrity**

**UGANDA FREIGHT FORWARDERS
ASSOCIATION (UFFFA)**

A MEMBER OF



ANNUAL PROGRESS REPORT & FINANCIAL STATEMENTS

2019-2021

About (UFFA)

UFFA is an umbrella association of transport and freight logistics companies in Uganda whose membership includes foreign, multinationals and local companies involved with freight logistics, including but not limited to: customs clearance, transport, shipping, ICD/freight terminals and warehouses/storage operations. The Association has a membership of 231 companies who handle over 90% of Uganda import and export cargo.



Vision

To be an association of excellence in freight logistics and supply chain.



Mission

To promote Professionalism, integrity and ethics in the logistics and supply chain.



**Core
Values**

- Professionalism
- Integrity
- Transparency

Objectives

- Maintain and monitor a code of conduct for the freight logistics industry.
- Participate in activities of regional and international organizations engaged in freight forwarding.
- Promote partnership and cooperation with stakeholders and the government.
- Promote awareness of the Association, its objectives and its members.
- Provide information to members on issues pertaining to the freight forwarding industry.

UFFA's main activities include but are not limited to training and capacity building, lobbying & advocacy, transport logistics information dissemination and membership growth & development.

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UFFA EXECUTIVE COMMITTEE 2019-2021



HUSSEIN K KIDDEDEDE - FCILT
(CHAIRMAN)



CHARLES MWEBEMBEZI
(VICE CHAIRMAN)



PAUL HIGIRO
(GENERAL SECRETARY)



PHOEBE MUATHE
(TREASURER)



**AMBROSE
TURYAHABWE**
(MEMBER)



**JOHN
KUTYABAMI**
(MEMBER)



**HUMPHREY
ASIIMWE**
(MEMBER)

CHAIRMAN'S STATEMENT



On behalf of the Executive Committee, I welcome you all to the Uganda Freight Forwarders Association (UFFA) 20th Annual General Meeting and thank you for dedicating time to representing your esteemed organizations.

We highly value your continued commitment to the growth of UFFA, through the timely fulfilment of your obligations and support rendered towards the numerous Association activities. We continue to seek more of your cooperation.

2020/21 were unprecedented years across the world on account of the covid 19 pandemic. The experience was not different for the freight logistics industry where the current EXCOM and the secretariat operated under extraordinary circumstances that required modification of various operations including the mode of interaction with members.

To comply with the SOPs to mitigate the transmission of the virus, virtual meetings were embraced to facilitate continued operations. EXCOM and the secretariat working with partners ensured the necessary coordination that enabled the industry to continue to offer essential services throughout the pandemic-related lockdowns.

The freight logistics industry is fast evolving and becoming more dynamic than ever before, with several emerging disruptive innovations, many of which are a blessing to the industry. The Covid-19 pandemic underpinned the essential role of this industry in the economic and social sustainability of Uganda, as was the case globally. Technology is the next inevitable disruption and as Logistics Service Providers, we need to either build or adapt systems that will enhance the resilience of our organizations. ICT and globalization continue to create a new world order, “a knowledge-based eco-system” where collaboration technologies, innovative processes, information sharing, re-skilling and upskilling, visibility, quality, and safety certified standards are key to competitiveness. Adoption of these skills will facilitate the continued relevance of the various logistics practitioners and culminate in the much-needed innovation.

At the industry-wide level in Uganda and EAC, self-regulatory processes to govern industry practices are critically important and need to be fast-tracked- *The Freight Logistics Industry Self-Regulation Draft Bill*.

Despite the unprecedented times, UFFA has been in a position to grow synergies and partnerships with other stakeholders, especially with Government Ministries, Departments, and Agencies that are most relevant to the logistics industry. The Covid-19 pandemic also manifested the need to work with other Associations/bodies, like the Private Sector Foundation Uganda (PSFU), National Logistics Platform which has increased our bargaining power and has placed us in a better advocacy position with the Government whilst easing Government's work in finding solutions to industry challenges.



In the period 2019/20/21 UFFA has achieved several milestones, including a review of the curriculum of the East African Customs and Freight Forwarding Practicing Certificate (EACFFPC), development and validation of the curriculum for the FIATA Diploma in International Freight Forwarding, input into the National Transport & Logistics Policy, initiating dialogue on industry self-regulation, actively participating in the revival of Transport & Logistics as one of the 6 key sectors at the Presidential Investor Round Table (PIRT), among others.

In the same period, we should all take pride in the fact that UFFA member organizations significantly grew and hit the 200 marks. UFFA combined membership handles over 85% of Uganda's freight logistics. This speaks to quality, thanks to you esteemed Members.

Owing to the growing industry dynamics and activity scope, to ensure enhanced member experience, management efficiency, and association impact, an earlier suggested proposal to review the secretariat structure is to be tabled before this honourable AGM for consideration.

Constitutional reviews to speak to the prevailing circumstances were presented for consideration and adopted in the same vein.

It has been a great honour serving as Chairman together with a vibrant EXCOM team. The selfless support and guidance from our past leaders cannot be discounted. I do not doubt that we shall all rally behind the incoming EXCOM to continue realizing UFFA's objectives.

Lastly, I implore committed and able members here present to offer yourselves to serve on the various sub-committees. Amongst us are many who can make a contribution to the industry to further what has been built. Let us support the incoming EXCOM and Advisory Council. For UFFA, with our culture of cohesion and commitment, the sky is the limit.



Hussein K Kiddedde- FCILT
Chairman



CHAIRMAN'S REPORT

OVERVIEW

This report is a summary of activities implemented by the Association in the period January 2019 - December 2021. During this period, the Association was involved in project activities of the FIATA Diploma, institutional activities including the Annual General Assembly, the Regional Logistics EXPO 2019, Continuing Professional Development (CPD) program, Self-regulation, among others.

Work on domesticating a self-regulation bill in the Freight Logistics Industry in Uganda progressed to the phase of conducting a Regulatory Impact Assessment for this legal framework, and it is partially complete. Our training activities also progressed through the EACFFPC, CPD program and the FIATA Diploma in International Freight Forwarding. Additionally, we reviewed the UFFA constitution as a way of enhancing the capacity of the institution.

UFFA participated in numerous advocacy forums at national, regional and continental levels. The details presented below are in accordance to the association's key strategic goals.

STRATEGIC PLAN 2017-21

UFFA has been implementing a 5-year result-oriented strategic plan, that is aligned to the National Vision 2040, the agenda 2030 and the National Development Plan II with fundamental focus on job creation through trainings and capacity building, profitability and productivity of Ugandan firms through innovation, promotion of shared value and social business. The strategic plan has been managed and implemented in line with the existing internal structures.

This General Assembly is the supreme body for the approval of this plan, annual work plans, reports and budgets. The Executive Committee did oversee the operations of the Secretariat during implementation of this strategic plan. The latter has helped in improving the efficiency and effectiveness in implementing our planned activities.

Great emphasis has been put on results and financial sustainability during implementation of this strategic plan. We have closely worked with a clear focus on creating and strengthening partnerships with key stakeholders such as; Government MDAs, Development Partners, Business Membership Associations like FIATA, PSFU, FEAFFA and many more.

Our strategic plan is about promoting and creating a conducive and competitive environment for freight logistics industry in Uganda. This has been done through;

- i. Designing and implementing a stakeholder advocacy plan/strategy
- ii. Establishing, maintaining and promoting partnership and cooperation with key stakeholders and respective government institutions
- iii. Designing and offering training services to members

With such interventions, we have managed to build the institutional capacities of our member companies and this has enabled them compete favorably at both local and regional levels.

UFFA EXECUTIVE COMMITTEE PERFORMANCE

UFFA Executive Committee is constituted by 7 members elected from member companies and is assisted by the Chief Executive Officer in fulfilling its mandate. The Executive Committee has consulted widely and supported service delivery to our membership through supervision, strategy development and management of all programs and project activities.

I want to thank our ExCom for this unreserved and invaluable support. You have done an extremely commendable job in coordinating industry work, both in advocacy and business development, a clear testimony that we have laid commitment to serve the interest of our members.

Please join me to thank them for their contribution.

UFFA SUB-COMMITTEES

UFFA has 6 sub-committees that support the Executive committee in executing its mandate. These include; Customs & Technical Affairs, Training & IT development, Finance & Administration, Member service & Discipline, Advocacy & Public relations and Trade Facilitation.

I urge all those interested in serving to join these sub-committees.



UFFA ADVISORY COUNCIL

This organ of the Association is constituted of distinguished individuals of good repute who have offered outstanding service to the freight and forwarding industry. Their TORs were presented by the Executive Committee and approved of by the previous General Assembly. The council plays an advisory role to the Executive Committee, promote the interests of the Association and also offer guidance on specific matters of interest.



UFFA ADVISORY COUNCIL



Mr. Charles Kareba



Dr. Merian Sebunya



Mrs. Jennifer Mwijukye



Mr. Thomas Stroh



Mr. Bent Andersen



Mr. Dan Nabaasa

1. MEMBERSHIP MANAGEMENT, DEVELOPMENT & CAPACITY BUILDING

FIG 1: GROWTH OF UFFA MEMBERSHIP



Growth and deepening of our membership is a core mandate as the UFFA Executive Committee and over the years, been able to grow our membership from 171 in 2019 to 231, as of December 2021.

Together, we can empower UFFA become a safe haven for Freight Forwarders to discuss a wider industry strategy for Uganda.

Dear members, I urge us to be more proactive, agile and innovative than ever before if we are to stay competitive in this dynamic industry. We should invest in systems that enable us create strategic and sustainable linkages between our operations and the dynamic macro-economic patterns.

Currently, there is growing pressure from the external environment and this means that, as an industry, we have a huge task to adapt to the recommended practices as a measure of building resilience to these disruptions. UFFA appreciates the need to empower its membership and industry at large with expertise, data exchange platforms, vocational training programs and several other tools to enhance compliance, professionalism and ensure competitiveness amongst Logistics Service Providers. This not only promotes trade facilitation but also keeps our membership updated on the emerging trends in the industry. There are several initiatives being implemented by UFFA in relation to training and capacity building, some of which include but not limited to;

a) FIATA DIPLOMA IN INTERNATIONAL FREIGHT FORWARDING;

UFFA in partnership with key industry stakeholders worked together to develop a Competence Based Vocational Education and Training in Uganda. To ensure industry wide benefit, UFFA worked in collaborating with the National Curriculum Implementation Committee (NCIC) of the East African Customs Freight Forwarding Practicing Certificate (EACFFPC) in Uganda, Private Sector Foundation Uganda (both the National Logistics Platform and Skills Development Facility), FIATA Foundation – Vocational Training and Uganda Revenue Authority. Curriculum has been developed in line with the 14 minimum standards as set by FIATA.

We took a vocational approach to the development of the program, an element that has been lacking in training institutions within Uganda and the region. During the development of this curriculum, various practitioners were deeply involved, both directly and indirectly. Several consultations were held with key organisations during the development phase to ensure authenticity and relevancy and value addition. A considerable volume of material included in training manuals originates from the freight logistics industry in respect to areas that require strengthening within the labour market of the EAC region.

A number of case studies in our curriculum are actual real-life experiences of practitioners. In addition, field visits, simulations, role play, videos and demonstrations have been included in the course structure to ensure that the training

program facilitates and addresses the labour market needs in the freight logistics industry.

This Diploma focuses on knowledge acquisition, comprehension and skill application with more emphasis put on knowledge and skills application. The lesson plans and the curriculum in general have been structured so as to deliver a competence based education and training.

The UFFA curriculum was validated, making us the 48th FIATA member Association to be accredited. Uganda is the 5th country in Africa to have a FIATA accredited centre.

The Diploma will be launched in the 2nd quarter of 2022. In the usual spirit of corporation, we look up-to you to support the program just like you have with the EACFFPC over the years.

Please join me in thanking whoever contributed towards this initiative.

b) DEVELOPMENT AND IMPLEMENTATION OF A CPD PROGRAM

Upon completion of the EACFFPC program, most graduates did not have any opportunities of progression to stay competitive in the freight logistics industry. This had a great impact on their ability to deliver quality service, an aspect that greatly undermined their level of professionalism.

The freight logistics industry is very dynamic by nature. The needs of customers and the operating environment keep changing making it increasingly complex for the professionals to continue effectively executing their roles. There is need to empower practitioners with skills, expertise and knowledge that will make them more proactive to the emerging trends and competitive. Starting a Continuous Professional Development (CPD) program is one of the ways FEAFFA is deploying to address these challenges.

After the development and validation of the Continuing Professional Development (CPD) framework and the implementation guidelines by FEAFFA, Uganda was one of the two countries selected for the piloting of the program to ascertain its success before rolling it out in the entire EAC region. Uganda was considered mainly due to its readiness for such an undertaking as UFFA was already working on the FIATA diploma program as well as the seemingly supportive Customs Administration that already tasked the National Curriculum Implementation Committee (NCIC) to come up with an appropriate program that would circumvent the issues arising from questionable competence levels among the industry players.

A CPD activity will be any structured and unstructured activity or event that will have been accredited by the CPD Committee to create opportunities for industry practitioners to gain knowledge, develop skills and shape their attitudes in order to sustain high professional standards.

A structured Continuing Professional Development program will be an undertaking of any formal learning activity designed to meet a specific development need (this is what an individual is expected to know, understand or do as a result of his or her learning). Structured CPD hours shall be earned from structured CPD activities and to qualify for the structured CPD hours, the activity must have had a pre-planned written program, expert trainers and certificate of completion.



Unstructured CPD Activities will be any activity an individual considers has met a learning objective, but has not been specially undertaken for this purpose. Unstructured CPD can also be defined as any form of informal learning or development of day to day working skills achieved through self-study and/or informal training. Unstructured CPD hours shall be earned from self-guided CPD activities such as watching videos, reading relevant and current journal articles.

The individual may submit to the CPD Board evidence of attendance, presentation or participation in other initiatives which expose such an individual to different areas of knowledge and skills necessary for their work such as innovations, coaching and mentoring, chats, professional networking events, publishing articles and books, Blogs and personal development activities. For all unstructured activities, the burden of proof and justification falls entirely on the individual.

c) REVIEW OF THE EACFFPC CURRICULUM

In partnership with TradeMark East Africa (TMEA), FEAFFA rolled out the second phase of the EACFFPC training intervention for customs agents and freight forwarders in East Africa under the EAC Logistics Sector Skills Enhancement Programme of TMEA.

TMEA supported implementation of the programme between 2011 and 2014 to accelerate attainment of a critical mass of approximately 4500 trained practitioners or at least two trained persons per licenced customs agent and freight logistic firm in East Africa. The support included updating the curriculum, development of revised training materials and a trainers' guide, establishment of additional training centres, technical and administrative support to FEAFFA among others.



Fig: Trainers at the TOT of the new EACFFPC curriculum

An evaluation of the EACFFPC program highlighted a number of issues that needed improvement, including but not limited to; the heavy focus on customs aspects and too little to other parts of freight logistics, reliability of trainers, outdated course materials and inability to update the course regularly based on industry needs and emerging trends.

The objective of updating the curriculum therefore was to enhance the ability of freight forwarders to provide competitive, bespoke and high-quality end to end services, as well as reduce inventory costs and increase safety levels in warehousing operations in the East African region.

The main areas of focus for this project was to update the curriculum and training material, with wider coverage on freight forwarding to include key components such as warehousing, and other emerging industry trends.



In order to identify the training needs of the industry, a market survey was conducted and this enabled FEAFFA to come up with an updated curriculum that is aligned to real labor market needs and opportunities in the freight logistics operating environment as well as responding to needs of the industry and those of other stakeholders.

d) PROGRESS OF THE EAST AFRICAN CUSTOMS & FREIGHT FORWARDING PRACTICING CERTIFICATE



EACFFPC is a joint regional training program of the East African Revenue Authorities, National associations of the Freight Forwarding industry, the EAC Directorate of Customs and FEAFFA. It aims at equipping practicing or prospective custom agents and freight forwarders with requisite skills and competencies in customs and freight forwarding.

The EACFFPC Training in Uganda started in 2008 with a critical mass of 800. From then, the total number of graduates has increased each year. In 2011, with support from Trademark East Africa to facilitate attainment of the critical mass, the number of graduates rose from 109 to 545 by the end of 2014, and to date, the number has increased to 2174 graduates.

e) ORGANISE NETWORKING LOGISTICS EVENTS

● The Regional Logistics EXPO 2019

Uganda Freight Forwarders Association (UFFA) in partnership with National Logistics Platform and Ministry of Works and Transport hosted the second Annual Regional Logistics Expo 2019 at the Sheraton Kampala Hotel on 21 -22 August, 2019.



Fig: Some of the distinguished guests at the Regional Logistics Expo, 2019

Uganda is a major transit route for goods destined for the Great Lakes region and beyond. This event offered a unique opportunity for key stakeholders in the freight logistics industry at the national, regional and global level to convene, discuss, discover and align their views to what was happening in the region. The Logistics Service Providers also brain stormed on how best to position their businesses to meet the dynamic range of industry demands. The Expo that was officially opened by the then Minister of Works and Transport, **Hon. Monica Azuba Ntege** attracted over 250 delegates. The event was hosted under the theme, **“Innovation and sustainable solutions for Freight Logistics.”** Delegates were treated to a wide range of presentations from lead facilitators from all walks of life to which several recommendations were drawn such as;

- i. Embrace and harness new emerging technologies such as block chain and Artificial Intelligence
- ii. Uganda should focus on smart policies first and not the infrastructure
- iii. The need to innovate in order to tap into the empty container market
- iv. Establish partnerships and collaborations beyond the borders to maximize available opportunities
- v. Embrace self-learning using on-line platforms such as edX to grow individuals, teams and organizations.
- vi. Continuous growth of professionalism for staff and organizations
- vii. Adhere to the regulations and rules in the logistics industry
- viii. Share information with stakeholders within the industry especially on key government initiatives
- ix. Explore means of making transport in the industry cheaper
- x. Design trainings that respond to the demands within the industry
- xi. Design services in the industry that are tailored to the needs of the clients
- xii. The need to have specialized skills in the logistics industry.

- **RAME 2019, Beirut Lebanon**

RAME Beirut 2019 was a freight logistics conference hosted by the Lebanese Forwarders Syndicate on behalf of FIATA from 24 – 26 June 2019 in Lebanon. The conference was hosted under a theme **“Towards 2025: Emerging Trends and Initiatives Vitalizing the Freight & Logistics Sector in the Mena Region.”**

At RAME Beirut, Uganda made a presentation to host RAME 2020, an opportunity which had competition from our Egyptian counterparts. The decision on host of RAME 2020 between Uganda and Egypt was to be made at the FIATA Congress in Cape Town in October 2019 after the final round of presentations.



Fig; UFFA Chairman making a presentation at RAME Field meeting 2019.

- **FIATA World Congress in Cape Town**

The 2019 FIATA World Congress was held in Cape Town, South Africa in October 2019 attracting 800 participants, 60 exhibitors and provided an opportunity for delegates to network 15 hours a day on average. Congress session covered topics such as Brexit, digitalization, modern slavery, education, freight security, attracting young talent and many more.

FIATA's General Assembly chose its new president Mr. Basil Pietersen, from South Africa and also chose its new 2022 FIATA Congress host to be Panama. At the congress, two key milestones were struck with FIATA agreeing to move its headquarters from Zurich to Geneva, to be close to international bodies, and merging the Advisory Body Vocational Training and FIATA Logistics Academy to create an institute named FIATA Logistics institute. UFFA had representation at the congress. The efforts to host RAME in 2021 materialised, after Egypt won the bid to host RAME 2020.

However, this schedule was disrupted by the COVID-19 pandemic. Egypt will host RAME 2022 and UFFA will be the host for RAME 2023.



Fig: Ugandan delegation with their Egyptian counterpart at the FIATA World Congress 2019.

- **Global Logistics Convention 2019;**

The 2019 GLC was successfully held in Rwanda. The conference attracted participation from across the global led by FIATA, the region and Rwanda. TAFFA and UFFA were key strategic partners.

The convention also attracted good sponsors, government officials among others.



Fig: Mr. Charles Kareba UFFA representative at GLC19 in Kigali, Rwanda

● Luncheon meeting

UFFA held a luncheon meeting on June 14, 2019 at the Sheraton Hotel Kampala to update members on the Annual Regional Logistics Expo 2019 which was to be hosted in partnership with National Logistics Platform and Ministry of Works & Transport from August 21-22, 2019. The Executive Committee also used this opportunity to discuss and address the pressing matters in the industry.

The Commissioner highlighted on the new approaches of URA to trade facilitation which were a response to matters raised by the members including URA poor network, KPIs, delays in Special Tariff code requests and delays in release of entries, among others.

f) UPDATING OF UFFA COMMUNICATION CHANNELS TO WIDEN SCOPE AND PROMOTE UFFA VISIBILITY

Website: The website remained active with many updates passed to our publics through it. The online version of the magazine remained active with updates made weekly.

The Transport & Logistics Magazine: Work on having our annual Transport & Logistics magazine continued with the 3rd Edition of the Transport & Logistics Magazine. UFFA is keen at providing to Members and stakeholders the current information of the Industry. This is always done through this magazine that is issued out during our annual logistics event.

A wide range of articles, case studies and communication sharing articles were published in this magazine. All this was aimed at providing the industry with information on new developments, emerging trends, policies, laws and regulation. We also used this publication to give our members visibility through publishing the membership lists in the editorials. Through this, they can easily connect with new clients on top of the participants of the Expos and conferences.

Social Media Platforms: The social media tools i.e. Twitter, Facebook continue to be active in updating the industry on developments in the Association. UFFA's Twitter account is-mention

Facebook – Uganda Freight Forwarders Association – UFFA

Twitter – UFFAuganda

g) INFORMATION SHARING

Our operations were greatly affected by Covid-19, we had to be innovative, and ensure continuity amidst the disruption. A couple of interventions were undertaken, some of which include but not limited to;

- Creation of a WhatsApp platform. This has eased the information dissemination process. It has also created synergies for networking amongst the members. Let us not misuse this forum
- •Supported the operations of our member companies during COVID-19 period through; timely sharing of updates and information on trade and industry related matters.
- Facilitated movement of members to handle essential cargo by issuing exemption passes.



- Designed a set of SOPs to be adhered to by Warehouses, ICDs, Bonds and transit truck drivers
- Mobilized members to attend industry related webinars, seminars, trainings and workshops organized by various stakeholders such as; URA, NLP, International Oil Companies, UNBS, and Uganda Export Promotions Board
- New members have been easily inducted and initiated into the Association

h) RECRUITMENT AND RETENTION OF MEMBERS;

The following 18 members joined UFFA in the year 2019;

- | | |
|--|--|
| 1. Alastar Company (U) Ltd | 10. Medical Access Uganda Ltd |
| 2. IH Grand Logistics Ltd | 11. Kasomare Frontiers & Consults EA Ltd |
| 3. Kheri Group Limited | 12. Lime Sourcing International Ltd |
| 4. APK Logistics Ltd | 13. RI Distributors Ltd |
| 5. Choice International Forwarding (U) Co. Ltd | 14. Shipax Africa Ltd |
| 6. Dusman Logistics-SMC Ltd | 15. Trueline Africa Ltd |
| 7. Fracht Uganda SMC Ltd | 16. Upstream Logistics Uganda Limited |
| 8. Freight Sendy Ltd | 17. Global Consignment Africa |
| 9. Daks Couriers Ltd | 18. Derina Uganda Ltd. |

The Following 29 Members Joined UFFA in the year 2020;

- | | |
|--|--|
| 1. Freeport Logistics East Africa Ltd | 15. Oak Supply Chain Solutions Limited |
| 2. Nellions Moving Relocations (U) Ltd | 16. Edel Logistics & Investment Ltd |
| 3. United Enterprises U Limited | 17. Overseas Freight Forwarders Ltd |
| 4. Focus Africa Freight Solutions Ltd | 18. Welgrow Line Uganda Limited |
| 5. Damara Transporters & Logistics Ltd | 19. Peak Clearing And Forwarding Limited |
| 6. Seahorse Logistics Ltd | 20. Davika Associates Limited |
| 7. Medical Access Uganda Ltd | 21. Pearl Ways Holdings Limited |
| 8. Medical Access Uganda Ltd | 22. Don Logistics Ltd |
| 9. Shamushtaq Investments Ltd | 23. Transtar Logistitcs Limited |
| 10. Lentic Holdings Ltd | 24. Rocket Logistics (U) Ltd |
| 11. Nshuti Logistics Limited | 25. Roshana Enterprises Ltd |
| 12. Somdian Limited | 26. Charnat Freight Services Ltd |
| 13. Ivanos Logistics and Company Limited | 27. Raw Multilines Ltd |
| 14. Gex Logistics Uganda Limited | 28. Auto Haven (U) Ltd |
| | 29. Multilano Uganda Smc Ltd |



The Following 31 Members Joined UFFA in the year 2021;

- | | |
|--|---------------------------------------|
| 1. Stevekat International Logistics Ltd | 16. Compain Logistics Ltd |
| 2. Steel Logistics Ltd | 17. 24/7 World Wide Travel & Tour Ltd |
| 3. Primefuels Uganda Ltd | 18. Salttrans Limited |
| 4. Suhara Logistics Uganda Ltd | 19. World Overseas Ltd |
| 5. One 2 One Logistics Uganda Ltd | 20. Mantrac Uganda Ltd |
| 6. Bandeko Uganda Ltd | 21. Freight Kargo Masters (U) Ltd |
| 7. Wema Logistics Ltd | 22. Seven Seas Logistics Ltd |
| 8. Jostrides Agencies Ltd | 23. Ceva International Ltd |
| 9. Saby Freight Logistics Ltd | 24. Rio Agencies Ltd |
| 10. Pickle Freight Limited | 25. Shartex Investments Ltd |
| 11. Boolean Logistics & Consult Ltd | 26. Deyo Logistics Ltd |
| 12. Intergrated Logistics Services Tilenga Ltd | 27. Inac Bueno Ltd |
| 13. Labomah International Ltd | 28. Ruwa Freight Services |
| 14. Helias Uganda Ltd | 29. Kims Logistics Ltd |
| 15. Geo Freight Africa Ltd | 30. Agrivest Shipping Uganda Ltd |
| | 31. Steadyfast Forwarders Limited |



2. INSTITUTIONAL AND OPERATIONAL EFFICIENCY

a) Member Engagements

Members, UFFA has had several engagements with both our principals and key stakeholders in order to lobby and advocate for a supportive and conducive business environment. Table below shows some of the engagements we have been a part of to advocate for a better operational environment.

EVENT/ENGAGEMENT	IMPORTANCE TO MEMBERSHIP	PARTNER/SPONSOR
PIRT Transport & Logistics Thematic Area-Investment for Warehousing	A matrix of issues affecting the industry and recommendations was presented to the Ministers of Finance, Works, Trade and later to the President	Uganda Investment Authority.
4 th National Committee on Trade Facilitation,	At this meeting, we discussed issuing ranging from; strategies on how to improve the expediting of movement, release & clearance of goods including goods in transit, enhance technical assistance and capacity building, and how to insure increased cooperation between customs and other border agencies.	Ministry of Trade, Industry and Cooperatives (MTIC)
Presentation of the draft National Transport and Logistics Policy	We were part of the stakeholder consultations. Our input into the Bill was captured by MoWT.	Ministry of Works & Transport
Meeting in regard to the ongoing development of the Jinja Free Zone and Logistics facility.	At this meeting, key components of the Study like the Sector Analysis Report, project Implementation Matrix were presented to the private sector. Updates about the ongoing engineering designs were also given.	Uganda Free Zones Authority
Customs Clearing Agents competence tests	Successful declarants were given user rights to the Asycuda system.	URA
Invitation to Bid Management Upgrade Project 2nd Stakeholders Round Table – SOGA project by E360	E360 shared the new project frame work of the Bid management training. We encourage you to enrol for this program.	E360

EVENT/ENGAGEMENT	IMPORTANCE TO MEMBERSHIP	PARTNER/SPONSOR
PSFU Annual General Meeting	Mr. Charles Kareba was re-elected as a Board member at PSFU representing the Transport & Logistics industry.	PSFU
UFFA EXCOM with a team of the single Association	Team behind the formation of a single association was met and discussed how best to approach the issue. ExCom advised them to join UFFA and strengthen the customs sub-committee instead of further fragmenting the industry through the formation of another association.	UFFA
Stakeholders Workshop on the cost-efficient Freight Logistics Study	The consultants made a presentation on the report on the development of a modern and cost-efficient Freight Logistics system in Uganda. This consultancy was sponsored	NLP& MoWT
The private sector AEO project kick-off meeting	Humphrey Asiimwe, a Member of the UFFA Board was elected as the Chairman of the AEO Association	FEAFFA
The CIC Meeting on The CPD Program for Customs Agents and Freight Forwarders	Uganda was chosen amongst the countries where CPD program will be piloted. UFFA is taking the lead in implementation of this project.	FEAFFA
Meeting to discuss a notice from URA to have all goods entered for home consumption to be paid for in 72 hours from assessment (IM4s)	Letter was written to CCD seeking dialogue on the implications of the notice. Meeting was convened and resolved that freight forwarders be given more time to prepare themselves.	UFFA & NLP
Meeting on the development of a legal framework for the freight logistics industry.	A steering committee was formed to spearhead this project. Currently, the Regulatory Impact Assessment of the framework is partially done.	MoWT & FEAFFA

EVENT/ENGAGEMENT	IMPORTANCE TO MEMBERSHIP	PARTNER/SPONSOR
Meeting between UFFA EXCOM and Commissioner Customs on KPIs, Customs initiatives and processes, training strategy etc	CCD pledged to continue supporting industry initiatives such as trainings	URA
URA Management operations meeting to share expectations of financial year 2019/2020	URA convened a meeting with clearing agents and shared their expectations in terms of compliance and KPIs.	URA
The 3rd Trade and Business Facilitation Symposium	Provided a platform for the private sector organisations, government institutions and stake holders involved in the import & export business exchange ideas on the opportunities, strategies and challenges in the EAC.	NLP
Press launch of the Regional Logistics Expo 2019	The Regional Logistics Expo was launched to the general public at this press launch.	UFFA&NLP
1st private sector preparatory meeting of the Joint Uganda - Tanzania Business and Investment Forum	A couple of Tanzania businesses in the Oil & Gas supply chain were introduced to Uganda's private sector for match making.	Ministry of Foreign Affairs
New Guidelines for Consolidated Cargo (Groupage) Clearance	Guidelines were issued for clearance of groupage cargo	URA
Meeting with ICDs and Shipping Lines	<p>We mobilized and coordinated a team of representatives from the Customs & Technical Affairs and the Trade Facilitation subcommittees who attended a meeting with branch managers of the different Shipping lines and Terminals to negotiate for a one - off pandemic waiver on demurrage, detention and other storage related charges accrued by overstayed Ugandan destined cargo right from the Port of Mombasa.</p> <p>Our shipping lines and ICDs agreed to negotiate with their clients on a case by case basis.</p>	UFFA

EVENT/ENGAGEMENT	IMPORTANCE TO MEMBERSHIP	PARTNER/SPONSOR
Localization of Marine Cargo Insurance and Launch of the Marine Cargo Portal	Localisation of Marine Cargo Insurance; A strategy has been developed by Insurance Regulatory Authority of Uganda and will be implemented by Uganda Insurers Association in partnership with Uganda Revenue Authority. In the implementation strategy, there is an element on the development of the local marine cargo insurance system/portal that will facilitate procurement of local marine cargo insurance services. A provision for issuing the local marine cargo/ goods in Transit insurance certificate will be on the URA Electronic Single Window Portal.	Insurance Regulatory Authority and Uganda Insurers Association
Meeting with the CCD on challenges faced during the application of the 2022 agency licence	The office of the CCD accepted to extend the period of application for the agency license. Provisional licenses were later issued to all those who had failed to finish up the process on time.	URA
Meeting with the Commissioner General, Uganda Revenue Authority	A matrix of issues affecting the members was presented to the CG.	URA
UFFA special AGM 16 th Dec, 2021	Validate the activities of the executive committee for the period 2019-2021	UFFA
UFFA special AGM 19 th April, 2022	Validate the amendments to the UFFA constitution	UFFA
Meeting with URA on the new regional transit process under SCT 28 th March, 2022	Sensitive members on the new SCT module for transit cargo to DRC & South Sudan. Implementation of this new process was to take effect on 15th April, 2022. However, this has been stayed until further notice.	URA
Optimisation of the multimodal services on the central corridor for Ug 21 st April, 2022	Stakeholders were sensitized on the opportunities and key interventions along the central corridor trade route.	PSFU/ CCTTFA

b) UFFA Constitutional Review

As one of the action points taken up from the AGM 2019, the Executive Committee was tasked to review the UFFA constitution.

We worked closely with the counsel of the Association, MNA Advocates to amend a couple of clauses in our constitution and also include a provision for the Advisory Council. The review aimed to achieve the following;

- i. Remove redundant Articles
- ii. Re-arrangement of Articles in a logical manner
- iii. Provide for the legal status of the Association
- iv. Provide for the legal status of the Advisory Council
- v. Review of rights and responsibilities of members
- vi. Provide for Indemnification of Executive Committee and Employees of the Association
- vii. Provide for Conflict of interest
- viii. Having provided for a Complaint procedure, to provide for Appeals and Procedure
- ix. Provide for Litigation as a last resort dispute resolution option

c) Development of a Legal framework for the Freight Logistics Industry.

Uganda just like the other EAC member states is working closely with FEAFFA to draft the Freight Logistics Practitioners Management Manual. To ensure a wide industry benefit, we are working closely with Ministry of Works & Transport and the National Logistics Platform. This initiated will unite us and an industry as well as promote compliance, professionalism and integrity. The Regulatory Impact Assessment of this intervention is partially complete.

I urge you to support this initiative, because it will not only help us to streamline our operations but also promote compliance, professionalism and integrity in the industry.

A special thank you to all the stakeholders we have worked with on this project.

d) Fundraising.

UFFA continued her fundraising drive targeting both internal and external sources. Some of the key internal revenue streams included; 1. Subscription fees, 2. EACFFPC training, 3. Regional Logistics Expo 2019. However, we have continued to engage development partners and public institutions to finance our initiatives for example; FIATA and the Private Sector Foundation Uganda (Skills Development Facility) funded the development of the curriculum of the FIATA Diploma.

Ran a CSR campaign and was in position to raise UGX 39,500,000 in both cash and in-kind donations. The donation was used to procure assorted PPE items, run a media campaign all donated to the National Task Force on Covid-19.

We issued certificates of appreciation to all the member companies that contributed towards this campaign.



Fig 2: UFFA Vice Chairman, Mr. Charles Mwebembezi (2nd from Left) and Mr. Charles Kareba (Middle) handing over UFFA's contribution to the national COVID-19 task force.

Listed below are the UFFA member companies that participated in this CSR campaign.

- | | |
|------------------------------|---------------------------------|
| 1. RI DISTRIBUTERS | 17. SPEDAG INTERFREIGHT (U) LTD |
| 2. FRACTH UGANDA | 18. GRABEN 4PL & GRABEN |
| 3. PHILEX LOGISTICS | LOGISTICS ACADEMY |
| 4. BOLAX ENTERPRISES | 19. ALLPORT FREIGHT LTD |
| 5. DUSMAN LOGIDTICA | 20. BEMUGA GROUP |
| 6. BHUMI LOGISTICS | 21. BTS CLEARING AND |
| 7. TRUELINE AFRICA LIMITED | FORWARDING |
| 8. GEX LOGISTICS | 22. TMK LOGISTICS LTD |
| 9. MULTI-BULK FORWARDERS LTD | 23. UNIFREIGHT GROUP |
| 10. KARGO INTERNATIONAL LTD | 24. ESL U LTD |
| 11. AFROFREIGHT CLEARING AND | 25. UNI MOVERS & LOGISTICS LTD |
| FORWARDING CO. LTD | 26. LIVERCOAT IMPEX |
| 12. DAKS COURIERS LTD | 27. BOLLORE LOGISTICS |
| 13. UPSTREAM LOGISTICS LTD | 28. GLOBE TROTTERS LTD |
| 14. MUSITA INVESTMENTS LTD | 29. MAERSK GROUP |
| 15. ATLAS CARGO SYSTEMS LTD | 30. THREeways SHIPPING |
| 16. ABUNDANCE LOGISTICS | SERVICES (GROUP) |
| | 31. MULTILINES INTERNATIONAL |

Please join me in thanking them for their timely response and intervention.

e) Annual General Meeting.

UFFA held its 19th AGM on March, 29 2019 at Sheraton Kampala Hotel. The general meeting reviewed and adopted the annual report, minutes of the 18th AGM, financial report of FY 2018 as well as approve annual budget for FY 2019. The General Assembly also approved the TORs of the Advisory Council.

3. CHALLENGES ENCOUNTERED IN THE IMPLEMENTATION OF OUR ACTIVITIES

COVID-19

The pandemic has greatly affected our membership as majority have downsized on operations. This has made it hard for secretariat to effectively coordinate some activities like; member luncheons with key stakeholders, because majority preferred virtual meetings; collection of subscription fees, and many more. The pandemic has also brought about a shift in timelines for some scheduled activities. It is for that reason that we are having our first AGM in 3 years.



Fragmentation of the Industry

The industry is highly fragmented at both enterprise and regulatory levels. This has resulted into the sector being disjointed, an aspect that has hindered information sharing between our stakeholders/regulators. This has made it hard for us to implement several interventions, thus hindering growth and progress of our industry.

Un-harmonized national Policy, legislation and regulatory challenges

Dear members, our industry has also encountered a number of policy, legislation and regulatory challenges that greatly affected the competitiveness of a Ugandan Logistics Service Providers. These also hinder our role in advocacy.

A case in point is when Uganda Revenue Authority put out memos restricting Warehousing of imported goods and another about payment of IM4s which we believe were both misguided directives passed without comprehensive stakeholder consultations. Similarly, the implementation of the collection of the Withholding Tax on International Transport, on top of the ever-increasing excise duty/ fuel levy, Infrastructure Development Levy, Northern Corridor Levy, Road User Charges, Cross-border fees, to mention but a few. All these have increased the cost of doing business, thus making Ugandan freight forwarders uncompetitive.

As UFFA, we regularly engage and consult with our membership about these directives and it's your feedback that we have always used as guidelines in our lobbying and advocacy meetings.

We have had the opportunity to discuss the impact of these directives on the industry with the relevant ministries (Ministry of Trade, Industry & Cooperatives, Ministry of Finance, Planning & Economic Development, Management of URA, Prime Minister's Office and Office of the President) and I'm here to assure you that change will be coming soon.

UFFA has continued to operate on a shoe string budget due to the limited financial resources and this has greatly affected the magnitude of activities executed and priority was given to those funded by our partners and development partners. We are however in the process of implementing several business development activities that will help boost our financial position such as training, organizing expos and conferences, proposal writing all geared towards boosting our finances. We would also like to take this opportunity to thank you for your continued support and financial contribution towards the Association.

4. WAY FORWARD

a) Institutional capacity building and sustainability

UFFA will be focusing on revenue generation initiatives with more effort on service based revenue. On top of maintaining the already existing revenue streams, implementation of existing strategies as well as identifying and prospecting new avenues, we shall continue diversifying our revenue streams through initiatives like Annual Expos and Conferences, proposal writing and capacity building. We shall also keep engaging the Development Agencies for both financial support and expertise as we believe this will help us serve you better.

b) Ensure effectiveness of flagship interventions

Dear members, we also look forward to strengthen the implementation of key projects such as training. Currently, we are working towards validation our curriculum for the FIATA Diploma in International Freight Forwarding, a training competence based vocational training and education that we believe will further professionalize our industry. We are also paying close attention to ensuring effectiveness of the EACFFPC training program. As earlier highlighted, we are on course of curriculum review where we shall include detailed components of insurance, Warehousing, freight Forwarding... on top the already existing program.

c) Restructuring of the Secretariat

We are in plans of restructuring the Secretariat. Heads of different sectors like; Freight Forwarding, Customs and Technical Affairs and Finance & Administration will be hired to offer support to the already existing staff. This will put us in a better position to offer membership services to you.



5. APPRECIATION & CONCLUSION.

Fellow members, the milestones outlined above are a result of your dedication, commitment, perseverance and hard work. I thank you all for supporting us as a team and choosing to be a part of UFFA throughout the years. I also thank the Government for the increased responsiveness to our proposals and recommendations. This has created a fairly good business environment. However, there is still a lot to be worked on, to deliver competitiveness in our industry.

Allow me take this opportunity to thank the Development Partners, and the private sector at large that have always rendered their support to our activities and initiatives. This is a key milestone as we work towards strengthening our capacity to service the local market, as well as those at regional and international levels.

Finally let me thank you members for your commitment towards UFFA. We appreciate you.

On behalf of the Executive Committee, I wish to thank our Advisory Board for the never-ending commitment and continued guidance and as well the staff for their support and dedication.

I wish you all a fruitful and blessed 2022.



APPENDIX A

Agenda for the 20th UFFA AGM

Date: 29th April, 2022

Venue: Victoria Restaurant, Sheraton Hotel

Time: 2:30 PM

Item	Description
1.	Opening Prayer
2.	Confirmation of minutes from the previous AGM
3.	Chairman's report
4.	Consideration and adoption of the 2020 & 2021 Annual Accounts
5.	Appointment of Auditors
6.	Admissions, Suspensions and Expulsions
7.	Election of the Board and Sub-committee Members
8.	AOB i. Signing of an MOU with Uganda Insurers Association

APPENDIX B

a) MEMBERS PRESENT AT PREVIOUS AGM

NO.	NAME	COMPANY	POSITION	TELEPHONE	EMAIL
1	Paul Higiro	Universal Freight Ltd	Director	0772422591	prhigiro@yahoo.com
2	Phoebe Muathe	Kenfreight Uganda Ltd	Director Finance and Administration	0753786955	pmuathe@kenfreight.co.ug
3	George Odeke	Consult one Logistics Ltd	Director	0750216841	geodeke@consultlogistics.co.ug
4	Charles	Bollore Africa Logistics (U) Ltd	Customs Relations Manager	0752660838	charles.Mwebembezi@bollore.com
5	Obbo Richard	Afrofreight C&F Ltd	Operations Manager	0702232399	afrofreight@yahoo.com
6	John Kutwabami	Bamil Global Logistics (U) Ltd	Director	0772580032	kutyabami@yahoo.com
7	Ambrose Turyahabwe	TMK Logistics U Ltd	Director	0772842037	aturyahabwe@yahoo.com
8	Lonja Mike Uyenkyer	Meiser-freight Forwarders (U) Ltd	Director	0756565291	mikelonja1969@gmail.com
9	Nandego Susan	Seawing Cargo (U) Ltd	Director	0772408580	susan@seawinguganda.com
10	Dorothy Kengingo	Blink Logistics (U) Ltd	OPS	0706294357	dorothy.kengingo@blinklogistics.net
11	Bwire Fredrick	B&E Investments (U) Ltd	Director	0775314493	bwirefred79@gmail.com
12	James Peter Ekobu	Flitlinks International Ltd	Director	0772689024	peter@flitlinks.com
13	Bashir Mawa	Tropic Intralines	Operations Manager	0772315666	mawabashir@yahoo.com
14	Princess Favour	Unifreight Cargo Handling Ltd	P/A	0753187221	princess.favour@unifreightgroup.com
15	Charles Kareba	Kargo International Ltd	Director	0772772736	info@kargoint.com
16	Asiimwe Humphrey	Multilines International Ltd	General Manager	0752527540	humphrey.asiimwe@multilinesinternational.com

17	Ateker Emmanuel	Mateks International Ltd	Director	0704180313	atekeremma41@gmail.com
18	Aswa Fredrick	D'alessandro Logistics Ltd	Imports Manager	0776190938	fredrick.aswa@dalessandro.net
19	Alex Wasswa	Coast Gate	Director	0754108721	wasswalx@yahoo.com
20	Ntanda Ernest Christian	Meinfreight Solutions Limited	Managing Director	0701539094	meinfreightltd@gmail.com
21	Ian Nuwagaba	Superflous C&F Ltd	Director	0775404846	ian@superflousclearing.com
22	Kitone Mariat	Western Merchants	Declarant	0700415677	westernmerchants@yahoo.com
23	Alezuyo Hope	Coyefreight Logistics Ltd	Manager Admin Services	0778548737	hopesana@gmail.com
24	Nabbosa Sharifa	Edge World-wide	Declarant	0700411075	sharphanabbosa@gmail.com
25	Rutebera Caroline	Fast Forward Freight	Manager	0791226115	Uganda.customerseve@fast
26	Ndyamuha-ki Cecilia	Bigisha Company Ltd	Admin & Finance	0781576969	bigisha@yahoo.com
27	Nabaaba Mukandiiki	Rukwanzi Investments Ltd	Head of Operations	0705555309	info@rukwanzi.co.ug
28	Dr. Merian Sebunya	Head Customs	Managing Director	0772620730	kyomerian@gmail.com
29	Nyapidi Fred	DHL Global	Head Customs	0782964109	Fred.nyapidi@dhl.com
30	Mulika Brian	Abundance Logistics	Managing Director	0706244131	bmuliika@abundancelogistics.com
31	Male Solomon Grace	Coye Freight Logistics	Sales Executive	0778299697 0759317052	malesolomongrace@gmail.com
32	Gumana-mukama Arivas	Crest Foam Ltd	Procurement	0700847210 0776571305	Guma.arivas@crestfoam.co.ug
33	Luganda Pauline	Freight Concept Ltd	C&F Agent	0788350050	paulineluganda@gmail.com
34	Allan Kakuba	Liversot Impex	Shipping Manager	0772440771	Allan.kakuba@livercot.com
35	Cissy Nansubuga	Coyefreight Logistics	Operations Manager	0777573343	Nansubugacissy143@gmail.com
36	Suzanne Kahunde	Diamond Shipping Services Ltd	Manager	0772407972	Suzanne@dssuganda.com

37	V. V. Manivan-nan	Magellan Logistics	Manager	0757692235	mani@magellanlogistic-sultd
38	Lugule Tabitha	Atlas Cargo Systems Ltd	General Manager	0772413988	administration@atascargo.biz
39	Baluku Nelson	Chap Chap Merchants (U) Ltd	Commercial Director	0782614314	chapchapmerchants@gmail.com
40	Adupa Felix	Greenroad International Logistics Co. Ltd	General Manager	0788092311	adupaf@gmail.com
41	Masaba Ivan	Greenroad International Logistics Co. Ltd	Transport Manager	0777259295	masavan@gmail.com
42	Namukoma Fazirah	Bamil Global	Clientele Support	0782136441	Fazirahnamukoma@gmail.com
43	Katende Job	JK Continental	Managing Director	0752756069	job@jkcontinetal.co.ug
44	Twinomugi-sha Sauda	Mateks Int. Co. Ltd	Manager	0705768481	saudatwinomugisha@gmail.com
45	Kayemba Allan	Nyozi (U) Ltd	Managing Director	0702615910	kayembaza@gmail.com
46	Kishore Reddy	Bhumi Ltd/ ROKO	Director	0751557836	
47	Okello William	Pan African Carriers	Logistics Manager	0757712347	Logisticspicfare.com
48	Mukyenga Gerald	Multilines Group	Managing Director	0772200031	
49	Mariam K.	Bamil Global	Director	0755821516	kyairema@gmail.com
50	Sam Sekasi	Maersk DAMCO	Delivery Manager	0782147829	Sam.sekasi@damco.com
51	Kegingo Dorothy	Blink Logistics (U) Ltd	Operations Manager	0706294357	Dorothy.kegingo@blinklogistics.com
52	Frances Maganda	Kuehne+Nagel Ltd	General Manager	0752200031	Frances.maganda@kuehne-nagel.com
53	Oscar Mlawa	ESL Uganda Limited	Accounts Officer	0777250605	Oscar.mlawa@esl-eastafri-ca.com
54	Isaac S. Mukiibi	Nyozi Uganda Ltd	Director	0774533199	info@nyoziuganda.co.ug
55	Mutabazi Charles	Chasil Company Ltd	Director	0772372062	mutabazicharles@yahoo.com
56	Namanya Abel	BTS Clearing & Forwarding Ltd	Director	0772404047	namanyaabel@yahoo.com

57	Joweria Nansereko	Graben 4pL Ltd	Management Rep.	0787410387	Joweria.nansereko@graben4pl.com
58	Geoffrey Ayebare	Bigisha Co. Ltd	Executive Director	0772597753	bigisha@yahoo.com
59	Dennis Ainamani	Basic Intra Logistics	Operations Officer	0702261722	dennisainamani@gmail.com
60	Kagusuma Diana	Union Logistics	Operations Officer	0752336965	dianaoper@unionug.com
61	Laxman Mendon	Equator Shipping Line Ug. Ltd	General Manager	0757144704	ismendon@gmail.com
62	Mugenyi Assad	Deep Earth Int.	MD	0776142862	Mugenyi.assad@gmail.com
63	Nabukeera Oliver	WAMCO Logistics Ltd	Agent	0759677377	nabolimar@gmail.com
64	Omara Patricia	Diamond Shipping Services Ltd	Customer Care Executive	0779534814	patricia@uganda.com
65	Bob Bover	Fast Forward Freight	Director Africa	0790226010	b.bover@fastforward-freight.com
66	Konde Dennis	DSV Air & Sea	Customs Specialist	0772444455	Dennis.konde@ug.dsu.com
67	S.P. Wasswa	Spedag Interfreight	Customs Expert	0772385166	wasswaspk@gmail.com
68	Rumumba M.G.	Uganda Railways Corporation	Clearing Officer		grumumba@gmail.com; s.wakasenza@urc.go.ug
69	Mukiibi Ali	Afrofreight C&F	Logistics/ compliance	0702835440	afrofreight@yahoo.com
70	Joseph Kecha	Le Bluebird Transport & Logistics	Finance Director	0775234342	lebluebirdtransport@gmail.com josephkecha@gmail.com
71	Julius Kye-walabye	Bahari Forwarders (U) Ltd	Asst. C&F Manager	0782349734	Julius.k@bfl.co.ug
72	Ssentumbwe Samson	Le Bluebird Transport	BIZ Manager	0751455668	Ssentumbwe.samson@gmail.com
73	Merreck Getugi	ESL Uganda Ltd	Country Manager	0771890452	Derrick.getugi@esl-eastaf-rica.com
74	Nicholas Kafeero	UFFA	Secretariat	0705660533	ugnicho@gmail.com
75	Anne Kibirige	UFFA	Secretariat	0751344937	kibanne@hotmail.com
76	Grace Nayiga	UFFA	Secretariat	0704318281	uffainfo@gmail.com

b) MINUTES FROM FROM THE PREVIOUS AGM

Minute	Record of Discussion	Responsibility Center
1/AGM/19	<p>Minute 1: Opening prayer and introductions</p> <p>The meeting was chaired by the Vice Chairman, Mr. Charles Mwebembezi who called it to order after confirming quorum.</p> <p>He then conveyed apologies of the chairman, Mr. Hussein Kiddedde, who was absent on official duties of the Association.</p> <p>Dr. Merian Sebunya (member of the Advisory Board) gave the opening prayer.</p> <p>The members present introduced themselves to the AGM.</p>	UFFA
2/AGM/19	<p>Minute 2: Adoption of the agenda</p> <p>The adoption of the agenda was proposed by Mr. Charles Kareba, a member of the advisory board and seconded by Mr. Bashir Mawa</p>	ALL
3/AGM/19	<p>Minute 3: Receive and approve minutes of the previous AGM.</p> <p>The General Secretary, Mr. Paul Higiyo presented the minutes of the previous AGM.</p> <p>He gave members time to review them and confirm if this was a true record of what was discussed.</p>	UFFA
	<p>Matters arising out of the minutes.</p> <ol style="list-style-type: none"> 1. Ian Nuwagaba requested for a copy of the UFFA constitution. This was given to him after the meeting. 2. The AGM observed that the minutes were already signed. The meeting resolved that the minutes should be handled in a more formal way. 3. Members of the Advisory Board were highlighted on pages 7 & 8 of the minutes. The meeting recognized the presence of those who were in attendance (Mr. Charles Kareba, Dr. Merian Sebunya and Mr. Bent Anderson). 4. The meeting asked for an update on the COMESA RCTG bond (0.5%). This rate been brought down from 0.75% to 0.5%, but members felt that it should be lowered further due to the advancements in technology that have enhanced security along the supply chain and reduced the risks. The meeting resolved that UFFA should engage the stakeholders to design an alternative to this RCTG to break this monopoly. 	

	<p>5. The meeting advised that UFFA should at least start collecting a minimal fee per entry to sustain its activities. We were further guided that we try to engage the office of the Commissioner Customs Department, to help us implement this as a charge collected as a structured levy as is the case in Rwanda.</p> <p>However, the AGM was informed by the Secretary General that UFFA had already engaged the principals and regulators who highlighted the challenges of the above proposition. It had legal implications as all the moneys collected is forwarded to the consolidated fund and is appropriated by Parliament.</p> <p>6. The meeting also wanted to find out on the resolution that was made by the previous AGM, where UFFA had to pay 20.00\$ to FEAFFA, for each paid up member, to help resolve our regional issues. The Executive Committee confirmed that UFFA had complied to this suggestion. The meeting therefore resolved that for any member with a regional challenge, UFFA should help them elevate it to FEAFFA.</p> <p>7. Adoption of minutes with amendments was proposed by Bashir Mawa and seconded by Dr. Merian Sebunya.</p> <p>8. The minutes were then officially signed by the Vice Chairman and the Secretary General.</p>	
4/AGM/19	<p>Minute 4: Presentation of the chairman's report.</p> <p>The vice chairman took members through the report starting with the chairman's statement in which: He thanked members for their attendance. Key achievements like an MOU with the MoWT through NLP; the GLC 2018; the award of strategic professional body of the year by URA; and the successes of the training programs were all highlighted.</p> <p>He also mentioned key strategic steps like; the FIATA diploma in international freight forwarding, the review of EACFFPC curriculum, the FEAFFA e-learning platform, which are all aimed at enhancing the competences and professionalism of the practitioners.</p> <p>Additionally, he highlighted the financial challenges that UFFA is faced with and the proposed interventions on how these will be addressed, such as; building partnerships with development partners, focusing on institutional capacity building and sustainability and continued investment in training.</p>	UFFA

	<p>The Chairman also urged members to support the initiative of self-regulation, because it is a key intervention that will promote professionalism in the industry.</p> <p>In his concluding remarks, the Chairman requested for the AGM's approval of the TORs for the Advisory board. Additionally, he urged members to express their interests in serving on the UFFA sub-committees.</p> <p>Matters arising from the Chairman's report</p> <p>1. TORs of the Advisory Board.</p> <p>a) Introduction and Rationale</p> <p>The meeting guided that the core mandate of the Advisory Board should be, to offer advice to the Executive Committee. It was therefore resolved that when defining their role, offer of advice should come before making recommendations.</p> <p>b) The roles of the advisory board.</p> <p>There was a realization that the Advisory Board was described as an organization. Meeting resolved that this should be rectified.</p> <p>c) Operational guidelines</p> <p>The AGM also suggested that the Advisory Board should not only be limited to past chairpersons and vice chairpersons of the Association. The meeting resolved that UFFA should use this organ to attract and retain the best resource, in and out of the industry.</p> <p>Additionally, the AGM guided that, for purposes of continuity, the Advisory Board should be opened up to all past members of the Executive Committee. However, there should be a limit on how many members can be appointed onto the Board at a given point.</p>	
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	<p style="text-align: center;">Way forward</p> <ul style="list-style-type: none"> • The AGM resolved that there should be a provision in the UFFA constitution to cater for the Advisory Board. • The meeting therefore directed the Executive Committee to engage a lawyer review the constitution. <p>Abel Niwamanya moved a motion to approve the TORs of the Advisory board, with amendments. This was seconded by Princess Favor Muwanguzi.</p>	
Min 5/AGM/1/9	<p>Adopt the Auditor's Report for financial year ended 31st December 2018 and the budget for the following year 2019.</p> <p>The report was presented by the treasurer, Phoebe Muathe. The following are the aspects report that she brought to the attention of the General Assembly.</p> <p>1. The financial position of the Association: UFFA's net surplus increased from UGX 108,374,793 in 2017 to 179,466,667 in 2018. This growth was supported by the revenues the association collected, mostly from the GLC expo. The number of applications of students increased by 5 folds, the highest registration for UFFA to date. UFFA was still yet to collect UGX 364,080,000 for tuition as well as UGX 11,000,000 in graduation fees.</p> <p>The subscription fees increased only marginally because some members did not pay in time.</p> <p>2. Recurrent expenses:</p> <p>The increase from 2017 was attributed to; the FIATA membership affiliation subscription fees, expenses of the GLC18 as well as the expenses of, the Training of Trainers and curriculum development of the FIATA Diploma in International Freight Forwarding. These expenses were high because we hired venues for all the aforementioned activities, as well as the additional costs like travel expenses.</p> <p>Matters arising from the auditor's report.</p> <p>1. The AGM inquired about the significant increase in staff salaries from UGX 7,000,000 in 2017 to UGX 70,000,000 in 2018.</p>	UFFA

Min 5/AGM/1/9	<p>Response: UFFA has now merged the accounts and runs them as a school. We used to pay PAYE for our staff at a secretariat, however, when we merged with URA as a project of EACFFPC training, all the trainers are paid UGX 150,000 per session and this is subjected to PAYE.</p> <p>2. Some members requested that annual subscription fees be changed from January to September. So that members could have time to pay.</p> <p>Response. The treasurer advised that the UFFA calendar runs from 1st January to 31st December. Invoices are therefore issued in January. All members who join after January are invoiced for that calendar year. She further added that UFFA is flexible in its admission of new members.</p> <p>The income expected in 2018 was UGX 424,100,000. UFFA surpassed this and to acquire UGX 705,276,804. UFFA also spent more than expected. This was mainly because of the GLC18, where UFFA spent more than expected and also earned more than they expected.</p> <p>Presentation of the UFFA budget: Treasurer Phoebe Muathe proceeded to take the general assembly through the budget of 2019.</p> <p>Matters arising from the budget.</p> <p>1. Queries were raised on rent. The budget for rent was underestimated. According to the figures of the previous year, UFFA incurred more money in rent. Why did the association expect to pay for the subsequent year?</p>	UFFA
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	<p>Response: The rent estimate was based on the 2018 invoices. There was no proposed increment by the landlord. In instances where the Association incurs more than what was projected, the variance will be due to foreign exchange variations because the invoices for rent are issued in US Dollars but expenses are recorded in Uganda Shillings. The AGM also asked about the abnormal variances in staff costs. Whereas UGX 59,000,000 is what was budgeted for, UFFA incurred UGX 70,000,000.</p> <p>Response: The UGX 70,000,000 was incurred because of the PAYE on the trainers' fees which were not included in our budget. Mr. Charles Kareba proposed the approval of the budget, with amendments. This was seconded by Mr. William Okello.</p>	
Min 6/AGM/1/9	<p>Minute 6: Elect members of the Executive Committee of the Association. The vice chairperson highlighted to the AGM the positions that are available for re-election, that is; 1. Chairman 2. Board Member</p> <p>The secretary general guided the assembly on how the voting process was to be conducted.</p> <p>Chairman: Mr. Hussein Kiddedde was re-elected for another term. His re-election was seconded by Mr. James Peter Ekubo and Mr. Charles Kareba.</p> <p>Board Member: Mr. John Kutwabambi was re-elected as a member of the Executive Committee. He was seconded by Mr. Bashir Mawa and Mr. Brian Mulinga.</p>	ALL
Min 7/AGM/1/9	<p>Minute 7: Confirm Admission of new members, consider suspension and expulsion of members in accordance with the constitution of the Association.</p> <p>New members were read out to the AGM. Only those whose representatives were present were recognized and were formally welcomed into the association.</p>	UFFA

	<ol style="list-style-type: none"> 1. Uganda Railways Corporation. 2. Edge World Wide Company-SMC Ltd. 3. Wamco Logistics Ltd. 4. JK Continental Ltd. 5. Magellan Logistics (U) Ltd. 6. Meinfreight Solutions Ltd. 7. Bigisha Company Ltd. 8. Nyozi (U) Ltd. 9. Coyefreight Logistics Ltd. 10. Sky Logistics 11. Superfluous C&F Ltd. 12. Crest Foam Ltd. <p>The following members were absent.</p> <ol style="list-style-type: none"> 1. Sino Trans Logistics Uganda Ltd. 2. Freight Concept (U) Ltd. 3. Bhumi Ltd. 4. Masa Logistics Ltd. 5. Lutor Uganda Ltd. 6. EAC logistics Solutions (U) Ltd. 7. ESL Uganda Ltd. 8. Intertrade Global Commissions Investments Ltd. <p>Only 12/22 of the new members were present at this meeting.</p> <p>Mr. Bashir Mawa apologized on behalf of freight concept (U) Ltd who he said were on a trip with their students to Mombasa. This was declined on grounds that if the directors were away on a trip, any staff member should have been represented.</p> <p>The AGM resolved that UFFA should write to all the members who were absent, and pardon only those with a genuine apology. The meeting further emphasized the need to recruit quality as opposed quantity when recruiting members.</p> <p>The new members present will be fully inducted after they have signed the UFFA code of conduct.</p>	
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	<p>Suspension and expulsion of members.</p> <p>These members were singled out for not fulfilling their obligations. All these members were cautioned and written to after the 18th AGM. However, nothing has changed to the date of their suspension.</p> <p>The vice chairman presented the list to the assembly in order to seek approval for their expulsion. After suspension, members can only return after convincing UFFA of their commitment.</p> <ol style="list-style-type: none"> 1. Agility Logistics Limited. 2. Berteen Business Systems Ltd. 3. Ketz International Ltd. 4. Lagoon Holdings Ltd. 5. Rift Valley Railways. 6. Transoceanic Projects Development (U) Ltd. 7. Visma Freight Ltd. 8. Transeast Uganda Ltd. 9. Tabaki Freight Services International. 10. Shipland Agencies 11. Novamarine Ltd. <p>The constitution is clear that once a member has not paid up their subscription fees for two years, they cease to be a member. Thus, the suspension can be effective immediately.</p> <p>However, some of the members volunteered to contact the affected companies as tell them about the intended action.</p> <p>Concerns were raised on the impact of these suspension to the financial performance of association considering the budget had been planned with these 11 members in consideration. The general secretary stated that though it would bring the numbers by 11 the new members would bring it to 21 making it a growth of +10.</p>	
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	<p>The AGM inquired about the appointment of auditors. The assembly asked whether the auditor was still legible for appointment as there is a legal limit on the number of years that an auditor can audit for a company.</p> <p>Response: According to the constitution, members could propose an auditor and approve of him in the AGM, the power is with the assembly. The vice chairman asked that this be done next year when the appointment is included in the agenda.</p> <p>The limit is five years and the auditor was still well within the law for FY 2019.</p> <p>The AGM was officially adjourned at 06;15pm.</p> <p>Members were urged to stay behind for the session with the Commissioner Customs Department, dinner and the cocktail.</p> <p>Signed by;</p> <p>..... Date: Chairman</p> <p>..... Date: General Secretary</p>	
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APPENDIX C
Auditor's Report

KREG associates.

Certified Public Accountants Of Uganda.
KREG HOUSE
Plot 1, Madras Gardens / Nsalo Road Old Kampala.
P.O. Box 34146, Kampala. Uganda.
Tel: 256-414-345014
E-mail associateskreg@yahoo.com

**PRESENTS A FINAL AUDIT REPORT
AND
FINANCIAL STATEMENTS**

**FOR THE PERIOD
ENDED 31ST DECEMBER 2021**

**TO
THE EXECUTIVE COMMITTEE MEMBERS
OF
UGANDA FRIEGHT FORWARDERS ASSOCIATION (UFFA)**

Your Partners in Management.

**Uganda Freight Forwarders Association
Executive Committee's Report and Financial Statements
For a period Ended on 31st December 2021**

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UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)
The Association's Information
For the year ended 31st December 2021

Association's Names:

Uganda Freight Forwarders Association (UFFA)

Legal Status:

Registered with Registrar of Companies
As Limited Liability Company by Guarantee

Allegeable Members

All Freight Forwarding Companies whose Membership and Subscriptions are fully paid.

Registered Office and Principal Place of Business

Operations office is located at 2nd Floor Room 11, Kanjokya House
Plot 65/75 Kanjokya Street, Kamwokya.

Bankers

Bank of Africa

DFCU Bank

Auditors

KREG associates
Certified Public Accountants – Uganda
P.O. Box 34146, Kampala

Solicitor and Secretary

Byenkya, Kihika & Co. Advocates
22 Jinja Road
4th Floor Spear House Suite 5-9
P.O. Box 18401, Kampala.

UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)
Executive Members' Report
For the year ended 31st December 2021

The Executive Members submit their report together with the audited financial statements for a period ended on 31st December 2021, which disclose the state of affairs of **Uganda Freight Forwarders Association (UFFA)** ("The Association").

Principal activities

The principal activity of the association is to promote professionalism and integrity in the logistics industry.

Results

The company's results for the year are set out on page 6

Executive Committee

The executive committee Members who held office during the period and to the date of this report were:

Chairman: Mr. Hussein Kiddedde
Vice Chairman: Mr. Mwebembezi Charles
General Secretary: Mr. Paul Higirow
Treasurer: Ms. Phoebe Muathe

Members: Mr. John Kutyabami
Mr. Turyahabwe Ambrose
Mr. Humphrey Asiimwe

Auditors

The AGM agreed that KREG associates Certified Public Accounts of P.O. Box 34146, Kampala, be appointed as the Association's external Auditors for the financial period ended on 31st December 2021, in accordance with Section 159(2) of the Companies Act.

By order of the Executive Committee

Signed.....


General Secretary

..... 2022

UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)
Statement of Executive Committee Members' responsibilities
For the Period ended 31st December 2021

The Association's Constitution requires the Executive Committee to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Association as at the end of each financial year and of its surplus and Deficit. It also requires the members to ensure that the association keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the Association. They are also responsible for safeguarding the assets of the Association.

The Executive Committee Members accept responsibility for the annual financial statements set out on pages 4 to 11, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Accounting Standards and the requirements of the Uganda Companies Act. The Executive Committee Members are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Association's operations during the period.

The Executive Committee Members further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of the financial statements, as well as adequate systems of internal financial control. The directors also accept responsibility for the detection and prevention of fraud.

Nothing has come to the attention of The Executive Committee Members to indicate that the association will not remain operational for the next twelve months from the date of this statement.



.....
Chairman Executive Committee



.....
Treasurer

INDEPENDENT AUDITORS' REPORT

Your Ref:.....

Our Ref: **To The Executive Committee Members**
Uganda Freight Forwarders Association (UFFA).
P.O. Box 28904,
Kampala.

We have audited the financial statements of Uganda Freight Forwarders Association (UFFA) (a non-profit making organization) for the period ended on 31st December 2021, and the related Statements of Income and expenditure, Cash flows for the period ended on 31st December 2021. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit. The financial statements are in agreement with the books of accounts.

Respective responsibilities of Executive Committee and Auditors;

The Executive Committee is responsible for the preparation of financial statements, which give a true and fair view of the association's state of affairs and its surplus or deficit. Our responsibility is to express an independent opinion on the financial statements based on our audit and to report our opinion to you.

BASIS OF OPINION

We conducted our audit in accordance with international standards of auditing. Those standards require that we plan and perform our audit so as to obtain a reasonable assurance that the financial statements are free from material misstatement. An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing the accounting principles used and significant estimates made by the directors, as well as evaluating the overall financial statements presentation.

We believe that our audit provides a reasonable basis for our opinion.

OPINION

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of **M/s Uganda Freight Forwarders Association (UFFA)** as at 31st December 2021, and the changes in its net assets and its cash flows for the period then ended, are in conformity with the International Financial Reporting Standards (IFRS), and the Association's Constitution.



Accountants - Uganda

Not to be used and regulated by the Institute of Certified Public Accountants of Uganda (AF0058)

Mr. Byarugaba Richard - Partner

Mr. Kasi Fabian - Partner

**UGANDA FRIEGHT FORWARDERS ASSOCIATION
STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER 2021**

	NOTE	2020 Ushs	2021 Ushs
NON-CURRENT ASSETS			
Property, Machinery & Equipment	1	2,248,800	1,499,200
CURRENT ASSETS			
Debtors and other Receivables	2	587,480,260	468,193,054
Cash and Cash Equivalents	6	283,705,395	81,900,244
		871,185,655	550,093,298
CURRENT LIABILITIES			
Creditors And other Payables	3	430,556,405	51,353,760
Net Current Assets		440,629,250	498,739,538
TOTAL ASSETS		442,878,050	500,238,738
FINANCED BY			
Accumulated Members' Funds			
Surplus / Deficit B/F		412,895,279	442,878,050
Surplus / Deficit For the year		29,982,771	57,360,688
Surplus / Deficit C/F		442,878,050	500,238,738

The accounts were approved by the Executive Committee on.....
2022 and signed on its behalf by :

..... Chairman

..... General Secretary

..... Treasurer

**UGANDA FRIEIGHT FORWARDERS ASSOCIATION
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED 31ST DECEMBER 2021**

	Note	2020 Ushs	2021 Ushs
REVENUES			
Cash Receivable During the year	4	482,376,405	412,312,134
Add opening balances			
Cash at Hand		-	-
Cash at Banks			
Barclays Bank			
Bank Of Africa - Us \$ 35,506.01			
Bank Of Africa - Shs			
Total Opening Balances		-	-
Total Cash available for Recurrent Expenditure		482,376,405	412,312,134
Reccurent Expenditure	5	452,393,634	354,951,446
Add Transfer to Assets		-	-
Less Accrued Expenses - Current			
Add Prepayments		-	-
Add Payments to Creditors			
Total Expenditure for the year		452,393,634	354,951,446
Surplus / Deficit for the year		29,982,771	57,360,688
Add Surplus / Deficit B/F		412,895,279	442,878,050
Net Surplus / Deficit C/F		442,878,050	500,238,738

**UGANDA FRIEGHT FORWARDERS ASSOCIATION
CASH FLOW STATEMENT
YEAR ENDED 31ST DECEMBER 2021**

	Note	2020 Ushs	2021 Ushs
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus / Deficit for the year		29,982,771	57,360,688
Depreciation	2	749,600	749,600
Adjusted Surplus / Deficit before working Capital changes		30,732,371	58,110,288
Decrease / (increase) in Debtors and other receivables	2	(113,521,289)	119,287,206
Decrease / (increase) in Creditors and other payables	3	281,090,271	(379,202,645)
Net cash outflows from operating activities		198,301,352	(201,805,151)
Interest paid		-	-
Taxes Paid		-	-
Net cash from operating activities		198,301,352	(201,805,151)
INVESTING ACTIVITIES			
Proceeds from sale of assets		-	-
Investments		-	-
Purchase of fixed assets	1	-	-
Net cash outflows from investing activities		-	-
Net cash inflow/outflows before financing activities		198,301,352	(201,805,151)
FINANCING ACTIVITIES			
Share capital Issued		-	-
Payment of loan		-	-
Dividends earned / (Paid out)		-	-
Net cash inflows from financing activities		-	-
Net Increase / decrease in cash and cash equivalents		198,301,352	(201,805,151)
Effects of exchange rate Translation changes		-	-
Cash and cash equivalents at beginning of the year		85,404,043	283,705,395
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	6	283,705,395	81,900,244

UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)
Accounting Policies
For the year ended 31st December 2021

1. Summary of Significant Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below:

Nature Of Activities

Uganda Freight Forwarders Association (UFFA) (The “Association”) is a non-profit making organization which was incorporated in Uganda under Uganda Company’s Act with its major aim of bringing together all freight forwarders and clearing Agents under one Umbrella to stream line their operations and use one common voice to address their operational concerns.

A Basis of Preparation

The financial statements have been prepared in accordance with and comply with International Financial Reporting Standards (IFRS) and interpretations issued by the International Accounting Standards Board (IASB). The financial statements are presented in exact figures.

The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below. For example, assets and liabilities acquired are shown at book value after depreciation.

B Translation of foreign currencies

Since some transactions are done in United States of America Dollars therefore converting to Uganda Shillings we took exchange rate at an average rate of 3650/= per Dollar. Due to fluctuations in the exchange rates during the period

C Income recognition

Income for the Association is recognizable as remitted by members.

D Fixed Assets

All assets are initially recorded at cost, and are stated at historical cost less depreciation. Increases in the current amount arising on revaluation are credited to a revaluation reserve. Decreases that offset previous increases of the same asset are charged against the revaluation reserve; all other decreases are charged to the Income and Expenditure account.

Depreciation is calculated on the reducing balance basis to write down the cost of each asset, or the revalued amounts, to their residual values over their estimated useful life, at the following annual rates:

Computers	-	40%
Furniture & Fittings	-	12.5%
Other Assets	-	20%

E Estimates

The preparation of Financial Statements in conformity with accounting principles generally accepted in Uganda requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

F Provisions

Provisions are recognized when the Association has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

UGANDA FRIEHT FORWARDERS ASSOCIATION
NOTES TO THE ACCOUNTS
YEAR ENDED 31ST DECEMBER 2021

1 NON-CURRENT ASSETS SCHEDULE

	2020 Ushs	2021 Ushs
Cost / Value as at Beginning of Year		
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,038,780	40,038,780
Totals	43,786,780	43,786,780
Total Cost / Value as at end of year C/F		
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,038,780	40,038,780
Grand Total as at the end of year	43,786,780	43,786,780
DEPRECIATION		
Accumulated Dep. B/F		
Radio Active Equipment	749,600	1,499,200
Computer s & Accessories	40,038,780	40,038,780
Total Accumulated Dep. C/F	40,788,380	41,537,980
Charge for the year		
Radio Active Equipment	749,600	749,600
Computer s & Accessories	-	-
Total Charge for the year	749,600	749,600
Accumulated Dep. C/F		
Radio Active Equipment	1,499,200	2,248,800
Computer s & Accessories	40,038,780	40,038,780
Accumulated Dep. C/F	41,537,980	42,287,580
Net Book Value after Depreciation C/F		
Radio Active Equipment	2,248,800	1,499,200
Computer s & Accessories	0	0
Total Net Book Value to Balance Sheet	2,248,800	1,499,200
DEPRECIATION RATES		
Radio Active Equipment	20%	20%
Computer s & Accessories	40%	40%

UGANDA FRIEGHT FORWARDERS ASSOCIATION
NOTES TO THE ACCOUNTS (Continued)
YEAR ENDED 31ST DECEMBER 2021

	2020	2021
	Ushs	Ushs
2 DEBTORS AND OTHER RECEIVABLES		
Subscription Fees Due - Since 2012	150,000	150,000
Subscription Fees Due	43,293,000	68,318,050
FIATA -DIPLOMA PROJECT	123,885,178	104,561,248
RX10001 · Accounts Receivable - UGX	240,148,876	157,419,400
RD10001 · Accounts Receivable - USD	180,003,206	137,744,356
	587,480,260	468,193,054
3 CREDITORS AND OTHER PAYABLES		
Sundry Creditors - Confrence Facilitation-SDF	115,535,000	-
Audit Fees	4,720,000	4,720,000
PD10001 · Accounts Payable - USD	7,420,000	7,420,000
PX10001 · Accounts Payable - UGX	73,000,963	36,213,760
PAYE	107,054	-
CL10001 · Subscriptions Received in Advan	3,000,000	3,000,000
Advanced Tuition Received 16th Intake	226,773,388	-
	430,556,405	51,353,760
4 REVENUES/ Cash & Receivables During the Year		
Membership Fees & Subscription 2020	124,973,000	105,200,000
IN10400 · FIATA DIPLOMA DONATION	19,323,930	-
FEAFFA-EACFFPC- Programs - Registration	23,373,000	20,850,590
EACFFPC- Program Tuition Fees	104,200,400	-
Donations and Grants	10,500,000	-
Donations and Grants - SDF	200,006,075	-
Total IN20000 · Training Income		13,767,200
EACFFPC- Program- Tuition Fees- 16th Intake		235,505,344
IN20000 · Training Income:IN20200 · Graduation Fees		36,989,000
Total Revenue / Cash	482,376,405	412,312,134

UGANDA FRIEGHT FORWARDERS ASSOCIATION
NOTES TO THE ACCOUNTS (Continued)
YEAR ENDED 31ST DECEMBER 2021

	2020 Ushs	2021 Ushs
5 RECURRENT EXPENDITURE		
Depreciation	749,600	749,600
Rent and Repairs	23,147,257	22,593,244
Audit Fees	4,000,000	4,000,000
VAT on Audit Fees	720,000	720,000
NSSF Co Contributions	8,730,000	8,250,000
Computer and IT expense & Software	155,000	650,000
Stationery and Printing	10,315,400	5,883,800
Telephone Expense	630,712	526,218
Transport Expense	2,995,000	1,220,000
Staff Salareies	71,098,000	61,002,000
Staff Salaries - SDF		21,150,000
Expo Expense	1,000,000	-
Advertising and Promotion	10,700,000	960,000
Advertising and Promotion	34,730,000	960,000
Meeting Facilitation Expense	169,500	1,905,200
Meeting Facilitation Expense -SDF	115,535,000	-
Materials Development	33,507,000	
Subscriptions (FIATA&PSFU)	15,620,000	16,817,603
Utilites	617,258	835,327
Computer and IT expense	4,433,820	1,831,820
Repairs and Maintenance	14,875,000	-
Transport Expense	1,548,000	1,810,400
Office Supplies and Cleaning	488,000	560,000
Board Expense	430,000	1,955,000
PAYE	5,201,021	18,608,100
Staff Meals and Welfare		136,300
Bank Service Fees	1,781,345	1,873,748
Bank Service Fees	1,726,675	1,370,625
Awards and Events	2,075,900	53,880,345
NCIC Meetings	2,260,000	-
Trainers Fees	53,550,675	81,357,280
Awards and Events	1,560,000	-
Marking fees	9,072,000	13,076,500
NCIC Meetings	8,940,000	5,410,000
Printing IDs and Booklets		5,952,000
Hiring Examination Venue		9,000,000
CPD Program		3,030,000
Charitable contributions	4,175,000	1,000,000
Travels and Perdium	6,594,000	3,761,200
Insurance Expenses		4,000,000
Foreign Exchange Gain / Loss	(737,528)	(1,884,863)
Total Expenditure	452,393,634	354,951,446
	2020 Ushs	2021 Ushs
6 CASH & CASH EQUIVALENTS		
DFCU Bank - Shs Acc.	107,248,579	9,760,709
Bank Balance Bank of Africa \$ Acc	3,602,412	19,826,496
Bank Balance Bank of Africa Shs. Acc	172,854,404	52,313,039
Total Cash & Cash Equivalents	283,705,395	81,900,244

APPENDIX D PICTORIAL

a) FIATA DIPLOMA ToT PROGRAM



b) UFFA GENERAL ASSEMBLY 2019



c) EACFFPC GRADUATION – 15TH INTAKE



d) REGIONAL LOGISTICS XPO 2019





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