



UGANDA FREIGHT FORWARDERS  
ASSOCIATION (UFFA)

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# ANNUAL PROGRESS REPORT & FINANCIAL STATEMENTS FOR 2023-2024



# AGENDA

ITEM	AGENDA
1	Opening Prayer
2	Confirmation of minutes of the previous AGM
3	Chairman's report
4	Consideration and adoption of the Auditor's Report for the financial year ended 31 <sup>st</sup> December 2024
5	Confirmation of the 2025 workplan and budget
6	Confirm Admission of new members; consider suspension and expulsion of members
7	Election of Board Members

# ANNUAL PROGRESS REPORT & FINANCIAL STATEMENTS 2023-2024

## 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 over 250 companies handle over 90% of Uganda import and export trade.



### Our Vision

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



### Our Mission

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



### Our Core Values

Professionalism  
Integrity  
Transparency

## Our Objectives

- To maintain and monitor a code of conduct for the freight logistics industry.
- To participate in activities of regional and international organizations engaged in freight forwarding.
- To promote partnership and cooperation with stakeholders and the government.
- To promote awareness of the Association, its objectives and its members.
- To 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.

# Acronyms

<b>AGM</b>	Annual General Meeting
<b>CCTTFA</b>	Central Corridor Transit Transport Facilitation Agency
<b>CPD</b>	Continuing Professional Development
<b>HQTS</b>	Helmsman Quality & Technology Services
<b>CPD</b>	Continuing Professional Development Program
<b>EACFFPC</b>	East African Customs Freight Forwarding Practicing Certificate
<b>PSFU</b>	Private Sector Foundation Uganda
<b>RAME</b>	Region Africa and Middle East
<b>MoWT</b>	Ministry of Works and Transport
<b>UFFA</b>	Uganda Freight Forwarders Association
<b>EAC</b>	East Africa Community
<b>UNBS</b>	Uganda National Bureau of Standards
<b>URA</b>	Uganda Revenues Authority
<b>VAT</b>	Value Added Tax
<b>GLC</b>	Global Logistics Convention
<b>UCAA</b>	Uganda Civil Aviation Authority
<b>GLA</b>	Graben Logistics Academy
<b>UIA</b>	Uganda Investment Authority

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## Message from the Chairman

It is a privilege and a profound honour to address you at UFFA's 23<sup>rd</sup> Annual General Meeting. Reflecting on my tenure as Chairman over the past three years, I am filled with gratitude for the unwavering support and dedication of our members, who have been instrumental in our collective success.

A key milestone in our recent journey was the FEAFFA Electoral General Meeting held in November 2024, where new leadership was established to guide the Federation into the future. I am honoured to have been elected as the President of FEAFFA, a responsibility that I accept with deep humility and great enthusiasm. This transition in leadership marks a significant step in strengthening FEAFFA's advocacy role at the regional level, particularly in advancing the interests of freight forwarders and customs agents.

As President, I am committed to building upon the remarkable achievements of my predecessors, championing policies that create a more favorable business environment, and reinforcing our collaboration with national associations. This new leadership presents an opportunity to elevate the advocacy efforts of UFFA within the broader regional framework, ensuring that our industry's voice is heard and our concerns are addressed at key policy and regulatory levels. I look forward to working closely with all stakeholders to drive meaningful progress for the sector.

Throughout the year, our efforts to engage with members and industry authorities have been robust and purposeful, addressing challenges head-on and driving progressive change. Noteworthy initiatives such as the VIASERVICE Luncheon and strategic dialogues with key stakeholders—including KPA, Apexloads, and URA—have significantly influenced the trajectory of our industry, shaping a promising future.

As we cast our vision forward, it is rooted in the principles of inclusivity, collaboration, and innovation. We proudly launched the inaugural FIATA Diploma in Freight Forwarding cohort, while our EACFFPC program continues to advance. Additionally, we are implementing various Continuing Professional Development (CPD) initiatives designed to equip practitioners with the vital skills needed to thrive in an ever-evolving industry landscape.

I extend my heartfelt appreciation to the Association’s leadership—including the Board, Advisory Council, Sub-committees, and Secretariat—alongside our esteemed partners, including FIATA, FEAFFA, PSFU, MoTW, URA, UNBS, KPA, TPA, and the Uganda Insurers Association. Your collaboration and commitment are invaluable to our shared mission.

As we look to the future with optimism, I am confident that UFFA will continue to grow and excel. Together, let us seize new opportunities, navigate challenges, and propel our industry forward with determination and unity.

Thank you for your attention, and I wish you a successful and productive Annual General Assembly.



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CHARLES MWEBEMBEZI  
UFFA CHAIRMAN

## Background & Overview

UFFA's activities and accomplishments in 2024 reflect significant progress, with active participation in various projects and initiatives. The emphasis on programs such as the FIATA Diploma in Freight Forwarding, EACFFPC Program, Continuing Professional Development (CPD), Partnership with key stakeholders, and many other institutional activities underscores our strong commitment to industry excellence and professional growth.

The report therefore aligns with UFFA's strategic objectives while showcasing the achievements and developments of the Association in the FY 2023/24. By outlining key activities, milestones, and proposed actions for the AGM, it provides a clear and comprehensive foundation for Members to engage in meaningful discussions and make informed decisions.



# Progressive Report

This section provides an overview of the key activities carried out by UFFA during the financial year, all of which were strategically aligned with the objectives outlined in the annual work plan. These initiatives were systematically implemented throughout the fiscal year to advance UFFA's mission and drive meaningful impact within the industry.

## Membership services and Capacity Building.

### Strategic Objective 1:

To mobilize members and develop their capacity to offer professional logistic services to all clients both locally in Uganda and internationally.

### Recruitment and Retention of members into the association

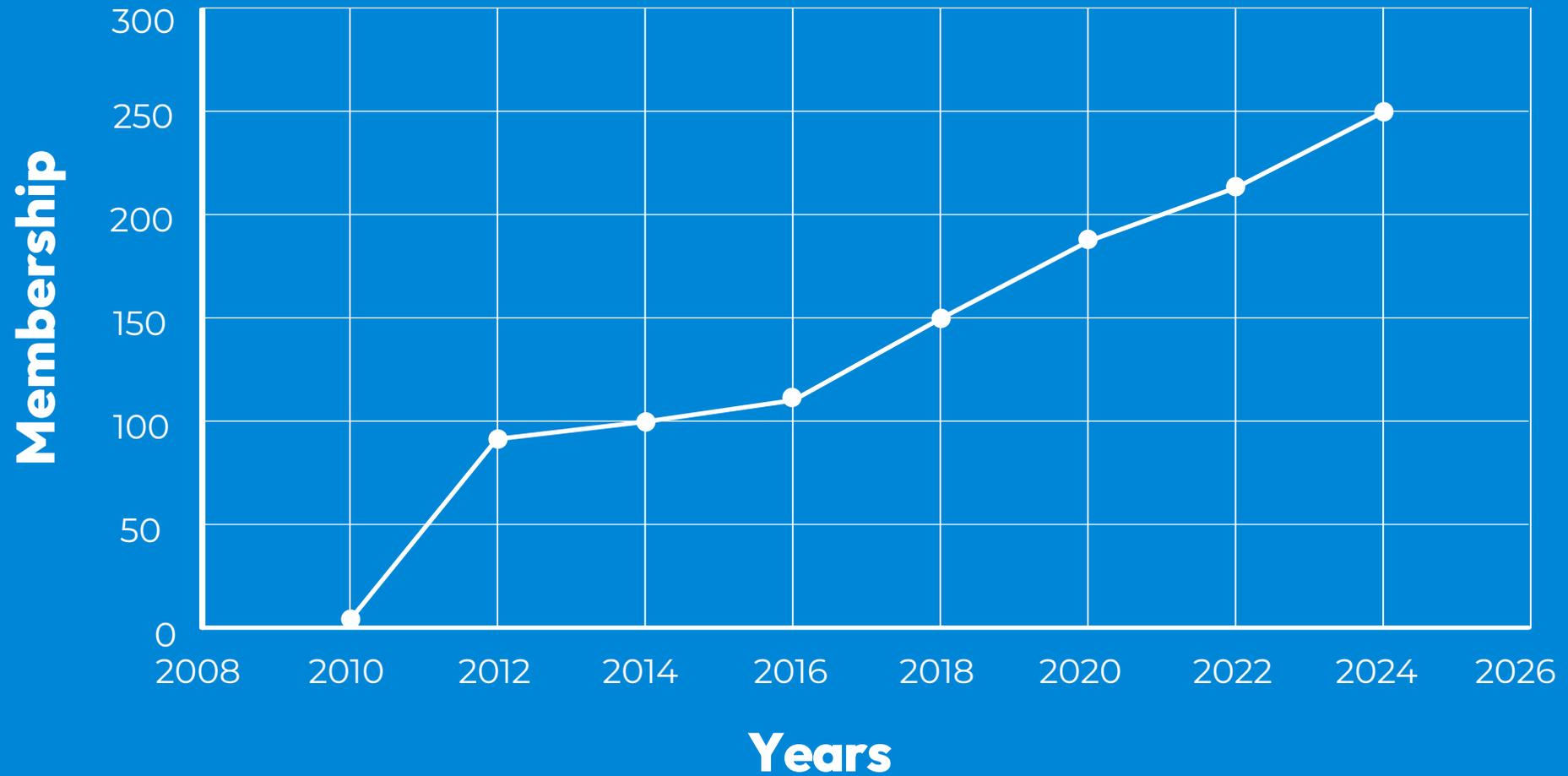
UFFA members are the backbone of our association, playing a pivotal role in shaping its strength and influence. In 2024, our membership organically grew to 250 companies. This steady growth and increasing interest in UFFA membership underscore the association's credibility and impact within the industry.

Maintaining high membership standards is essential to reinforcing UFFA's reputation. To support new members, we provide orientation programs, training opportunities, industry insights, networking platforms, and active participation in various association activities, ensuring their seamless integration into the UFFA community.

The addition of new members not only enhances collaboration within the association but also reflects broader industry trends, strengthening UFFA's position as the leading organization for freight logistics professionals in Uganda. This year, we proudly welcomed 17 new members, further demonstrating our commitment to growth and industry excellence. These new members are:

01. Step Soluable Limited
02. Mantreyah Logistics Limited
03. Fles Logistics Limited
04. Yikalo International Limited
05. Trustline Clearing And Forwarding Agency Limited
06. Siway Uganda Ltd
07. New Plan Logistics Limited
08. Kem Express Co. Ltd
09. Honest Forwarders Uganda Limited
10. Grindrod Logistics Africa Uganda Limited
11. Cfao Mobility Uganda Limited
12. Noki Logistics Limited
13. Golden Bridge Supply Chain Logistics Company – Smc Ltd
14. Westac Investments Ltd
15. Viaport Express Ltd
16. Flip Consultants Limited
17. Saciva Properties Ltd

## Growth of UFFA members over the years



*Fig 1: The Growth of UFFA membership between 2010 to 2024*

## FIATA Diploma in Freight Forwarding

The FIATA Minimum Standards for the FIATA Diploma in Freight Forwarding, which are critical for maintaining excellence in logistics education and professional development, were recently revised to incorporate the latest industry insights and best practices. All 14 existing modules were updated, and two modules, Digital Operations and An Introduction to Sustainability in the Freight Industry were introduced to address the evolving needs of the sector.

As a result of these revisions, the implementation of the FIATA Diploma by UFFA was temporarily delayed pending the completion of the validation process. We are pleased to inform the AGM that UFFA was successfully revalidated by FIATA in July 2024, granting us the mandate to continue offering the Diploma for the next three years until the next validation exercise.

Following this achievement, we reopened admissions for the program and received an overwhelming response, with over 70 applications submitted. After a rigorous selection process, 25 applicants who met the required criteria were admitted into the first cohort. Classes commenced on 10<sup>th</sup> March 2025, marking another milestone in our commitment to advancing professional standards in the freight logistics industry. Graben Logistics Academy was contacted as our implementation partner.



# CPD training schedule for 2025

## CONTINUOUS PROFESSIONAL DEVELOPMENT FOR CUSTOMS AGENTS

**MAR**  
13TH - 14TH



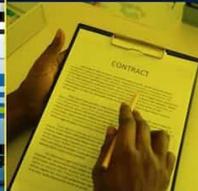
Best practices  
for Clearing  
Agents

**APR**  
15TH - 16TH



**Domestic Tax:**  
Tax  
Administration  
and EFRIS  
-Electronic Fiscal  
Receipting and  
Invoicing System

**MAY**  
8TH - 9TH



International  
Trade and Sale of  
Goods - Legal  
and Contractual  
framework

**JUN**  
18TH -19TH



Mastering the  
Rules of Origin  
Criteria/Key  
features of the  
Certificate of  
Origin

**JULY**  
10TH - 11TH



Data Analytics  
and Big Data

**JULY**  
23RD - 24TH



Cargo Insurance

**AUG**  
20TH - 21ST



In-depth  
understanding of  
documentation  
as a key concept  
in the freight  
Forwarding  
Industry

**SEP**  
10TH - 11TH



AfCFTA Trade  
Facilitation  
Agreement

**OCT**  
14TH - 15TH



Understanding  
the WTO Trade  
Facilitation  
Agreement

**NOV**  
20TH - 21ST



Customs entry  
compilation,  
Customs  
worksheet  
preparation, and  
Customs  
declaration  
through  
ASYCUDA World

**DEC**  
9TH - 10TH



Client  
Relationship  
Management for  
Operational Staff  
in the CC&FF  
Industry

**COST:** UGX 100,000 PER CPD

**BANK:** DFCU BANK

**ACCOUNT NAME:**

UFFA-FEAFFA EACFFPC PROGRAM

**ACCOUNT NUMBER:**

01273550358439

**NOTE:**

Please ensure that the payment is made  
at least ten days before the scheduled  
training date.

**VENUE:**

TAX ACADEMY (SHORT TOWER-- 2ND FLOOR),  
URA HEADQUARTERS, NAKAWA  
TIME: 09:00 AM - 12:00 PM

**OFFICE LINES:**

**DIRECT CONTACTS:**

0417442236/0417442235  
+256772916022 / 701916022  
+256 76344937 / 751344937

## Certificate in Freight Logistics (EACFFPC Program)

The freight logistics sector plays a vital role in international trade and economic development, particularly in the East African region, where it significantly impacts regional integration allowing free movement of capital and labour by harmonizing a minimum training programme for the practitioners in the EAC. Key services within the sector include customs clearance, warehousing, and transportation.

In 2006, with support from USAID, national freight forwarding associations in East Africa collaborated to establish a formal training program for customs clearing and freight forwarding professionals through the Federation of East African Freight Forwarders Associations (FEAFFA). This initiative led to the creation of the East Africa Customs Freight Forwarding Practicing Certificate (EACFFPC), designed to enhance skills and uphold professional ethics within the industry.

After a decade, a curriculum review became necessary due to several key factors:

More than five years had passed since the last major update, despite ongoing industry changes.

A demand emerged for a higher-level qualification for EACFFPC graduates.

The curriculum required broader coverage of the logistics chain, including warehousing and advancements in technology.

Compliance with regional and national training regulations was essential for accreditation.

There was a growing need to equip practitioners with modern, industry-relevant skills.

As a result, the program was rebranded as the Certificate in Customs and Freight Logistics (CCFL), developed in partnership with Trademark Africa (TMA). TMA has provided significant support in updating the curriculum and facilitating its implementation.

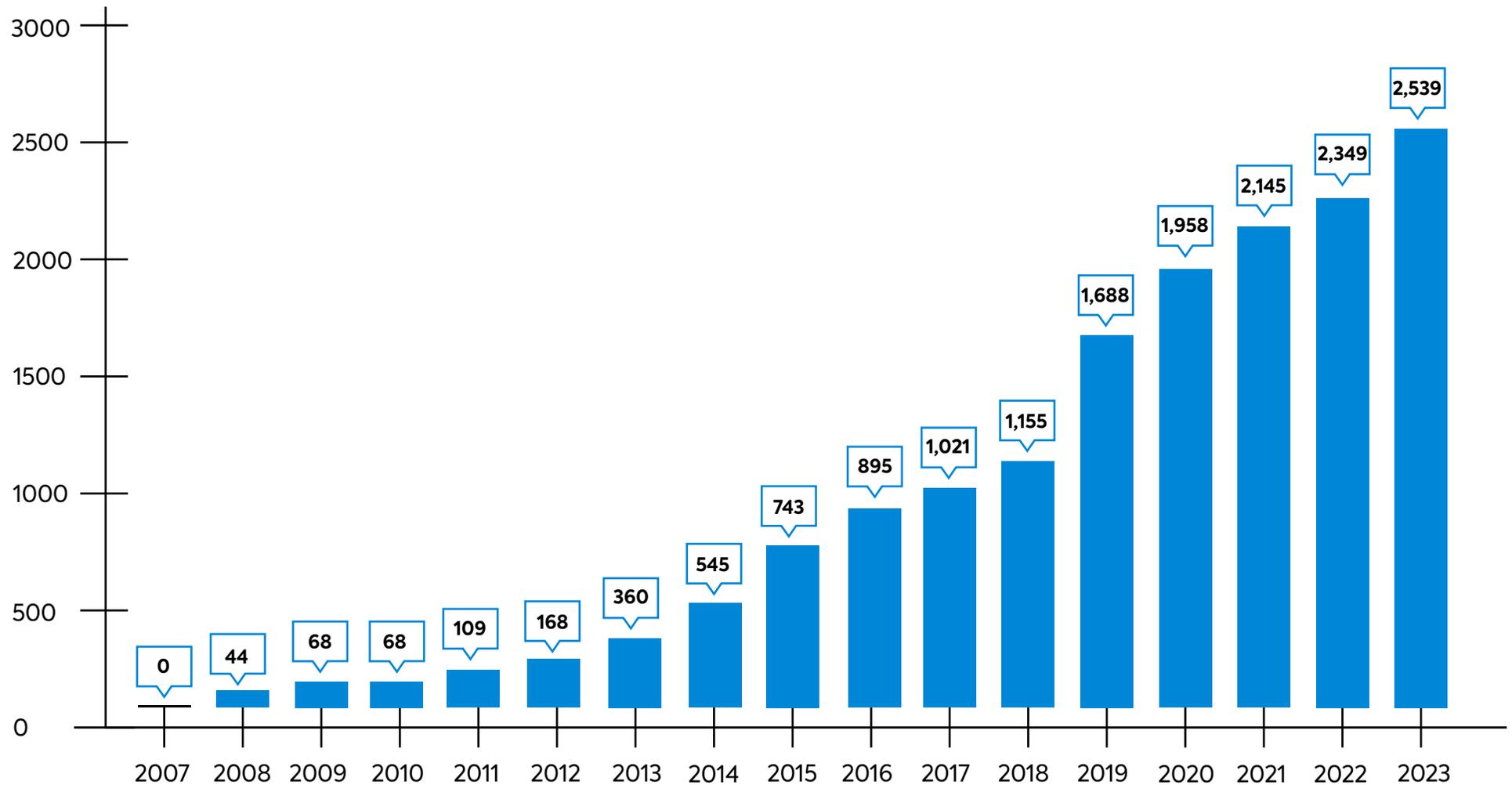
Since its inception, Uganda has seen a steady increase in graduates from the program, reaching a total of 2,539 trained professionals to date. This milestone reflects the growing commitment to professionalizing the freight logistics sector and ensuring that practitioners are equipped with requisite competencies to meet industry demands.



**2,539 trained  
professionals  
to date.**



## EACFFPC Program Performance



Source (NCIC, 2025)

Additionally, a total of 248 students from the 19<sup>th</sup> intake are awaiting their results and graduation, while 290 students were admitted for the 20<sup>th</sup> intake, which commenced in January 2025.

## Additional training and capacity building programs

UFFA collaborated with essential stakeholders to coordinate various training programs including:

Table 3: Meetings and workshops coordinated by UFFA and other stakeholders

WORKSHOP	PARTNER	DATE
KPA Tariff Review Meeting	KPA	February 18,2025
Customs management meeting with Licensed Customs Clearing Agents	URA	January 9 2025
Sensitization Meeting on the EAC Customs Bond	FEAFFA	January 30th 2025
Meeting with the Aviation Security Manager on UFFA recommendation letters for Members	UCAA	January 23,2025
Stakeholder meeting on new registration plates implementation	MoW&T	December 19,2024
The URA Integrity Forum	URA	December 10 2024
Enforcement Processes and Offence Management	URA	Tuesday 30th January 2024
[AfDB - CCTTFA - ALG] Africa Railway Study - UFFA & ALG Meeting	CCTTFA	November 21,2024
Discussion on the Clearing Agency Licensing Module current state and desired changes.	URA	Friday 22nd November 2024
Meeting with Apex Loads on new a logistics match making infrastructure	Apexloads	November 28,2024
Status on implementation of local marine cargo insurance	UIA	July 16 2024

Meeting on the process change in Transit Monitoring to South Sudan at Sendaula Hall starting at 9:00am.	URA	Friday 15th November 2024
Meeting between Field Services Management and the Executives of the Clearing and Forwarding Fraternities	URA	November 1,2024
A meeting regarding the Licensing Process for Customs Clearing Agents License	URA	October 3,2024
Meeting with the URA commissioner Customs to discuss MOU	URA	May 5,2024
Meeting with Graben Logistics Academy to discuss implementation of the FIATA Diploma	GLA	Thursday, 09 May 2024
Pre-Verification of Conformity Assessment meeting at Speak Resort Munyonyo	HQTS	March 28, 2024

*Meetings and Workshops coordinated by UFFA and our stakeholders*



UFFA proudly participated in the launch of MV MPUNGU, Lake Victoria's first scheduled roll-on/roll-off freight vessel, commissioned by East Africa Marine Transport (EAMT) and operated by Grindrod Logistics Africa - Uganda. Built-in Uganda, the vessel cuts transport times from days to just 18 hours, carrying up to 21 fully loaded trucks (1,000 tonnes).

This USD 20 million project provides a safer, greener, and cost-effective alternative to road freight, enhancing trade efficiency with Tanzania and supporting regional logistics. UFFA members stand to benefit from faster, more reliable cross-border transport, reducing costs and boosting trade opportunities. Cargo trucks and other vehicles can drive into the ship at either Portbell or Mwanza and arrive at their destination in just 18 hours.

## Networking Events

In 2024, UFFA had a successful and productive year of events, signaling a strong return to normalcy following the disruptions caused by the COVID-19 pandemic. The association successfully hosted a luncheon meeting and the UFFA Annual General Meeting in March. Additionally, UFFA actively participated in various industry events, as outlined below

### UFFA Annual General Meeting

The Association held its Annual General Meeting (AGM) for the year 2023 on March 31<sup>st</sup>, 2024, at the Kampala Serena Hotel. During the meeting, members conducted a comprehensive review of the annual report and audited accounts for 2023. They actively participated in discussions and formally adopted the amended Constitution.

Additionally, elections were held, allowing members to exercise their voting rights and take part in selecting the Association's leadership.

Mr. Abert Mwebembezi was unanimously voted as the Vice Chairman, Ms. Louis Kamuhangire and Mr. Ambrose Turyahabwe were both elected as Board Members. The AGM served as a vital platform for members to engage in decision-making processes and contribute to the governance of the Association





## Global Logistics Conversion 2024

The 5<sup>th</sup> Global Logistics Convention (GLC) 2024, held from August 14<sup>th</sup> to 16<sup>th</sup>, 2024, in Dar es Salaam, Tanzania, brought together over 400 international delegates, including logistics professionals, policymakers, and industry stakeholders. Organized by TAFFA and FEAFFA, the event focused on sustainability in logistics under the theme “Africa’s Supply Chain and Logistics Industry in the Age of Sustainability.”

Discussions emphasized the urgent need for the industry to adopt greener practices and reduce carbon footprints, ensuring that logistics professionals are prepared for the future by adopting sustainable practices and building capacity to support the transition to a decarbonized future. Moreover, the convention showcased how digitalization, AI, and automation are transforming logistics, providing new avenues for efficiency, cost reduction, and innovation within the sector.

A central feature of the event was the Business-to-Business (B2B) matchmaking platform, which facilitated networking, collaboration, and the sharing of best practices among participants. The event also emphasized the importance of regional integration and trade facilitation, urging East African countries to work together to strengthen their logistics and supply chain operations as the regional economy continues to grow.

The convention highlighted the critical role of policy engagement, advocating for the alignment of industry goals

with government policies to support sustainable practices in the logistics sector. Additionally, the event provided insights into preparing for future challenges such as climate change, global disruptions, and evolving market demands, ensuring logistics professionals are equipped to navigate a fast-changing global economy while seizing new opportunities.



Fig 7: Group photo of some of the delegates at the GLC 2024

## UFFA and Viaservice Luncheon on Sustainable Container Deposit Solutions

On September 26<sup>th</sup>, 2024, UFFA and Viaservice held a strategic luncheon at Protea Hotel Kampala-Skyz to discuss a sustainable approach to container deposits. Viaservice Container Solution (VCS) offers a transformative solution by eliminating the need for traditional container deposits, which have long constrained working capital and business expansion for clearing and forwarding agents across East Africa.

Under VCS, Viaservice advances payments for demurrage, damage, and total loss charges to the shipping line on behalf of clearing agents at no cost to them. Once an empty container is returned, agents notify the shipping line through the transport portal, streamlining the invoicing and reimbursement process. This reduces administrative burdens and enhances cash flow management.

Key benefits highlighted during the meeting include immediate release of working capital, faster cargo clearance, reduced operational costs, and improved business scalability for clearing agents, shippers, and transporters. The solution's dual-port coverage across Tanzanian and Kenyan ports further enhances regional trade efficiency, providing unprecedented flexibility and cost savings.



## FIATA World Congress 2024 Panama

The 2024 FIATA World Congress, held from 23<sup>rd</sup> – 27<sup>th</sup> September, 2024, at the Panama Convention Center in Panama City, brought together 878 leaders, experts, and stakeholders from 85 countries. Under the theme “**The Great Connection**,” the event focused on global logistics challenges and opportunities.

The congress commenced with speeches from distinguished figures, including José Ramón Icaza Clément, Minister for Canal Affairs of Panama. The YLP competition recognized outstanding young professionals in the logistics sector, with Laura Cristin Egerer being named the 2024 YLP Global Winner for her innovative contributions to sustainable logistics.

The Ethiopian Freight Forwarder and Shipping Agents Association (EFFSAA) was selected to host the 2027 FIATA World Congress in Addis Ababa, Ethiopia, marking a significant milestone for Africa. The 2024 FIATA World Congress served as a pivotal platform for discussing the evolving logistics landscape, emphasizing the importance of innovation, resilience, and collaboration in addressing current and future industry challenges



## FIATA 2025 World Congress Vietnam

The 2025 FIATA World Congress is scheduled to take place from October 6<sup>th</sup> to October 10<sup>th</sup>, 2025, at the National Convention Center in Hanoi, Vietnam. This will be a significant gathering for professionals in the logistics and transportation sectors, offering opportunities to discuss industry trends, share insights, and network with peers from around the globe. The theme for the 2025 congress is "Green and Resilient Logistics," emphasizing the importance of sustainable practices and adaptability in the logistics industry.

For registration, kindly visit <https://registration.fiata2025.vn/dang-ky/su-kien/fiata-world-congress-2025>.



## RAME CONFERENCE 2024 IN DUBAI

The FIATA-RAME Field Meeting took place on March 5<sup>th</sup> - 6<sup>th</sup>, 2024, in Dubai, United Arab Emirates, with 633 registered participants under the theme "Connectivity, Resilience, and Sustainability in Global Supply Chains." Key discussions focused on global trade in the aftermath of recent disruptions, particularly the region's response and ongoing adaptations.

Sustainability emerged as a crucial factor in driving industry growth, while building resilience against future challenges was also a major topic of conversation.

Nadia Abdul Aziz, President of NAFL, emphasized that FIATA-RAME events are not just gatherings but platforms for collaboration, achievement, and measurable impact. Speaking in Dubai—a key global trade hub—she highlighted positive signs of post-pandemic business recovery.

She also addressed the current Red Sea crisis, noting that multimodal transport, a core competency of FIATA, has been revitalized, positioning freight forwarders at the heart of supply chain resilience in the region.





## RAME 2025

The FIATA RAME (Region Africa and Middle East) Field Meeting 2025 is scheduled to take place from April 30<sup>th</sup> to May 1<sup>st</sup>, 2025, in Zanzibar, Tanzania, at the Golden Tulip Hotel under the theme: “Collaborating in the Blue Economy: Transforming Logistics for Sustainability.” This event is organized by the Tanzania Freight Forwarders Association (TAFFA) in conjunction with the International Federation of Freight Forwarders Associations (FIATA) and serves as a key gathering for freight forwarders and logistics professionals in the region.

RAME 2025 will provide industry stakeholders with an opportunity to discuss challenges, trends, and innovations in logistics, trade facilitation, and regional transport networks. The event typically features panel discussions, networking sessions, and Strategic dialogues aimed at improving logistics operations across Africa and the Middle East. For registration, kindly email: [info@taffa.or.tz](mailto:info@taffa.or.tz) or [info@feaffa.com](mailto:info@feaffa.com).

**2025**  
**FIATA-RAME**  
**FIELD MEETING**

Golden Tulip, Zanzibar 30 April - 1 May, 2025

**Booths**  
Are Available

**200+**  
Rooms

**500+**  
Participants

**1000+**  
Visitors

*Theme:*  
**“Collaborating in the Blue Economy:  
Transforming Logistics for Sustainability”**

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@taffaorg

## The 28<sup>th</sup> PSFU Annual General Meeting

The 28<sup>th</sup> Annual General Meeting (AGM) of the Private Sector Foundation Uganda (PSFU) was held on Friday 06<sup>th</sup> December 2024, at 09:00 a.m in the Katonga Hall, Kampala Serena Hotel.

The meeting focused on leadership transitions, policy discussions, and business development strategies. The AGM saw the election of Mr. Humphrey Nzeyi as the new Chairman, replacing Hon. Elly Karuhanga, while Ms. Sarah Kagingo was elected Vice Chairperson. Nzeyi emphasized the need for an enabling business environment and strategic partnerships to make Ugandan businesses competitive at local, regional, and global levels.

### Key discussions during the AGM included:

Advocacy for tax reforms, including a reduction of capital gains tax from 30% to 5% to attract more investment.

Policy studies on manufacturing costs, trade logistics, and digital tax stamps, aimed at influencing government policies.

The continued prioritization of sectors like agriculture, industry, tourism, and construction in national economic strategies



## Information Dissemination channels;

UFFA uses multiple channels to effectively disseminate information to its members, stakeholders, and the broader logistics community. These channels include its official website and digital platforms, which provide updates on industry news and professional training opportunities.

Through social media platforms such as Facebook, Twitter, and LinkedIn, UFFA engages with its audience in real time, fostering interaction and knowledge-sharing. Additionally, the association utilizes traditional media, including newspapers,

business magazines, and press releases, to communicate key industry developments. UFFA also leverages its WhatsApp platform for swift information-sharing, particularly during critical periods such as the Agency Customs Agents Licensing process. These coordinated efforts have significantly strengthened UFFA's reputation as a leading and reliable industry association.

### **UFFA engagement with PSFU**

The UFFA board recently hosted a delegation from PSFU to strengthen our collaboration. During the meeting, we were informed that while the election of the PSFU board representative for the logistics sector was previously conducted through associations, a constitutional amendment now allows corporate entities to also have voting rights. To safeguard UFFA's position, it is essential to encourage as many corporate members as possible to join.

## **Strategic goal 2**

To strengthen the institutional capacity of UFFA to pursue its mandate.

## **UFFA Board Performance**

The Board consistently upheld its governance responsibilities through regular meetings, strictly adhering to the constitution, and ensuring proactive engagement with emerging issues affecting members and business operations.

This commitment was demonstrated through comprehensive deliberations involving the full Board, the Advisory Council, and various sub-committees. Key discussions during UFFA Board meetings covered critical topics such as the establishment of the Stakeholders Forum-Uganda in collaboration with KPA, participation in the FIATA HQ Meeting 2024, the review of the FEAFFA constitution, and preparations for the GLC Conference in Dar es Salaam.

Additionally, the Board addressed updates on the FIATA Diploma in Freight Forwarding, the EACFFPC/CPD program, and customs-related engagements with URA. Further deliberations focused on the implementation of the Graben Logistics Academy and its role in administering the FIATA Diploma. The Board also assessed a strategic partnership with Viaservice, pending compliance with Apex Loads EAC profile licensing requirements, and engaged with the CAA Aviation Security Manager to strengthen industry collaborations.

# Board Members



**CHARLES MWEBEMBEZI**  
CHAIRMAN



**PAUL HIGIRO**  
GENERAL SECRETARY



**PHOEBE MUATHE**  
TREASURER



**JOHN KUTYABAMI**  
BOARD MEMBER



**AMBROSE TURAHABWE**  
BOARD MEMBER



**MS. LOUISE KAMUHAGIRE**  
BOARD MEMBER



**ABERT MWEBEMBEZI**  
BOARD MEMBER

## UFFA Sub-Committees

We sincerely appreciate the dedicated efforts of all sub-committees, with special recognition for the Customs & Technical Affairs team for their outstanding contributions over the past year. These committees have played a crucial role in representing the Association and delivering timely and insightful reports on key industry issues.

Their efforts have addressed critical matters such as agency licensing, the rollout of the EAC bond, the implementation of new MV registration plates, consolidated cargo clearance, warehousing verification processes, used motor vehicle valuation, and withholding tax assessments on international transporters.

sub-committees were instrumental during the agency licensing process, ensuring members had adequate time to complete their applications. Given their significant impact, we encourage all members to actively participate in sub-committee activities to uphold the high standards of service and advocacy provided to the Association.

In the previous year, the following individuals expressed interest in joining the various subcommittees as indicated below. I therefore call upon the AGM to formally admit them.

### MEMBERS TO JOIN SUB COMMITTEE

NAME	ORGANIZATION	SUB COMMITTEE
MARVIN AYEBARE	KHERI GROUP	AVOCACY & PUBLIC RELATIONS
ANDREW BWIIRA	UGANDA RAILWAYS COORPORATION	TRANSPORT & TRADE FACILITATION
SOLOMON SERUWAGI	KHERI GROUP	TRAINING & ICT
GERALD MAWANDA	RIRI INVESTMENTS LTD	TRAINING & ICT
GEOFFREY AYEBARE	BIGISHA LIMITED	CUSTOMS & TECHNICAL AFFAIRS
NGOBI MICHEAL ANSON	ANSON AGENCIES LTD	TRAINING & ICT

## UFFA Advisory Council

The Advisory Council of the Association is composed of highly respected professionals, known for their outstanding contributions to the freight and forwarding industry, All of them as founders of UFFA and have served on the board at different times . Appointed by the Board and endorsed by the previous General Assembly, these individuals serve in an advisory capacity, offering strategic guidance and advocating for the Association's interests. Their expertise is instrumental in shaping industry policies and addressing key challenges.

Notably, members of the Advisory Council played a pivotal role in the PSFU engagement, providing valuable insights and support during a period when the priorities of PSFU had led to reduced freight logistics industry activities.

## Advisory Council



**CHARLES KAREBA**



**DR. MERIAN SSEBUNYA**



**BENT ANDERSEN**



**JENNIFER MWIJUKYE**



**THOMAS STROH**



**HUMPHREY ASIIMWE**



**DAN NABAASA**



**HUSSEIN KIDDE**



**GERALD MUKYENGA**



**BUSINGE RWABWOGO**



**PAUL LUGANDA**

## Secretariat

Despite limited resources, the secretariat has effectively managed and coordinated the Association's daily operations, maintaining its crucial role in all activities. The team's dedication and resilience have been key to sustaining the organization's functions and ensuring continued service to its members.

To further enhance efficiency and effectiveness, a strategic restructuring of the secretariat is underway. This initiative aims to streamline operations, optimize resources, and strengthen the secretariat's capacity to better support the Association's goals. By aligning its structure with the evolving needs of the industry, this transformation will reinforce the secretariat's ability to deliver long-term value and operational excellence.

## Strategic goal 3

To contribute to fostering a supportive environment for the freight forwarding industry in Uganda, UFFA has actively engaged with both our principals and key stakeholders. Through these interactions, we have consistently advocated for a competitive, supportive, and conducive business environment. Below is a summary of the various engagements with key stakeholders aimed at advancing these goals.

1. The Stakeholder Workshop on Facilitating an Efficient Logistics System through the Central Corridor in 2024 took place as part of the Central Corridor Stakeholders Consultative Committee (STACON) Meeting in Dar es Salaam, Tanzania. Held from April 16<sup>th</sup> –17<sup>th</sup>, 2024, at the Johari Rotana Hotel, the event brought together representatives from both the public and private sectors across the Central Corridor Transit Transport Facilitation Agency (CCTTFA) member states. Key discussions focused on overcoming logistical challenges, optimizing trade procedures, and enhancing efficiency in the Central Corridor. The event also marked the inclusion of Malawi and Zambia as new members of the CCTTFA, reflecting expanded regional cooperation. Participants had the opportunity to experience the Electrified Standard Gauge Railway (SGR), a major infrastructure project connecting Dar es Salaam to Morogoro, showcasing advancements in regional transport networks. For more detailed information, the report can be accessed at the Secretariat.
2. The 9<sup>th</sup> meeting of the ISCOS Assembly of Ministers of the Intergovernmental Standing Committee on Shipping (ISCOS) was held on July 27<sup>th</sup>, 2024, in Nairobi, Kenya. A major highlight of the event was the rebranding of ISCOS to the Maritime Organization for Eastern, Southern, and Northern Africa (MOESNA). This change reflects a broader regional focus on maritime affairs. During the meeting, key discussions included the launch of the Regional Shippers Council and the adoption of the Regional Maritime Transport Policy, which was developed with contributions from 20 regional states. The policy aims to standardize and harmonize national maritime transport policies to enhance efficiency and cooperation in the shipping and logistics sectors across the region.
3. On August 8<sup>th</sup>, 2024, UFFA hosted an engagement with KPA at the UFFA Secretariat regarding the Stakeholders Framework. Ms. Betty Mkonyi, the KPA Country Representative, expressed her appreciation for the warm welcome from UFFA and highlighted the significance of the Port of Mombasa, which serves over 80% of Uganda's market. She emphasized KPA's commitment to improving client service and noted that collaborating with UFFA would help expand their reach to a broader clientele through UFFA's membership. Ms. Mkonyi referred to her previous visit, mentioning that the challenges faced by UFFA members, as outlined in the matrix, had been effectively addressed. She encouraged members to continue raising port-related issues for swift resolution.

Ms. Mkonyi also introduced the Stakeholder Management Framework, a system launched in Kenya in 2010 to foster engagement and address feedback gaps in port operations. The framework consists of four key components: Port Community Forum, Port Advisory Meetings, Port Authoritative Meetings, and Partner Government Agencies Meetings. She proposed a similar framework for Uganda, which would be action-oriented, with scheduled meetings for UFFA members to discuss challenges and share feedback.

**In response, the UFFA Board made several recommendations:**

- A request for an update on Kenya’s framework, with KPA reporting that consultative meetings have been successful and that agencies take action based on the circulated matrix.
- The Chairman briefed KPA on UFFA’s structure and activities, encouraging further collaboration.
- Members suggested starting the framework with a smaller group as a pilot, with a long-term development plan.
- Quarterly sectoral meetings were recommended to maintain relevance unless urgent matters arise.
- A proposal for an online forum for interaction and information sharing was made.
- It was emphasized that KPA should focus on addressing operational issues impacting UFFA members.

This meeting underscored the importance of continued collaboration between KPA and UFFA for efficient port operations and service delivery.

4. UFFA had the privilege of engaging with the Apexloads team on Thursday, 28<sup>th</sup> November 2024, where Mr. Charles Thuo, the CEO, introduced Apexloads and the groundbreaking EAC Profile. This innovative tool is designed to support and verify credentials within the logistics sector across the East African Community, enhancing trust and efficiency in the industry. Apexloads offers a comprehensive, unified platform that integrates load board services, transportation management, CRM, real-time shipment tracking, and invoice factoring—all tailored to address Uganda’s unique logistics challenges. By streamlining freight-truck matching, accelerating payments, and improving visibility and compliance, Apexloads is revolutionizing the logistics landscape.

This cutting-edge platform empowers Third-Party Logistics (3PL) providers—including freight forwarders, brokers, and transporters—by equipping them with tools that optimize best practices and drive operational efficiency. UFFA encourages its members to embrace these transformative solutions, designed not only to enhance business performance but also to save valuable time and reduce costs in an increasingly competitive market.

5) **Engagement with Commissioner Customs on collaboration on February 6<sup>th</sup>, May 2025 in Hotel Africana.** On February 6<sup>th</sup>, 2025, URA Commissioner General John R. Musinguzi held a high-level meeting with over 600 licensed customs clearing agents. The meeting aimed to enhance collaboration in revenue mobilization and introduced new compliance guidelines for 2025. Key requirements included:

- **Employee qualifications:** Clearing firms must have at least five employees, with two holding a Certificate in Customs Clearing & Forwarding.
- **Tax compliance:** Monthly tax monitoring is now mandatory, and company directors not on payroll must obtain a Tax Clearance Certificate (TCC).
- **Customs regulations:** Companies must process at least UGX 50 billion in Customs Value and contribute UGX 5 billion in taxes for license renewal. Misuse of login credentials will result in a three-month suspension.

6) **Development of a Legal framework for the Freight Logistics Industry**

The Federation of East African Freight Forwarders Associations (FEAFFA) is leading the development of a legal framework to regulate the freight logistics industry in East Africa. This initiative aims to professionalize the sector by introducing a self-regulation model, improving service quality, and eliminating malpractices.

In Uganda, FEAFFA has been working closely with UFFA, the Ministry of Works and Transport, industry stakeholders, and government agencies to approve a draft bill for regulating freight forwarding. The proposed law will establish a regulatory body in each East African Community (EAC) member state to oversee licensing and professional standards for customs clearing and freight forwarding practitioners.

This initiative is part of a broader effort across East Africa, with Kenya and Rwanda already advancing in the process. The law is expected to address issues such as unfair competition, the lack of industry standards, and gaps in professional training. If enacted, it will ensure better service delivery, industry compliance, and reduced government costs in dispute resolution.



*URA Commissioner General awarding UFFA - FEAFFA for their contribution towards Professionalising the logistics Industry*

## Fundraising

UFFA persisted in its fundraising efforts, focusing on both internal and external sources. Key internal revenue streams encompassed;

- Membership subscription fees
- Income from EACFFPC trainings
- Revenue generated from conferences and expos
- Income from FIATA Diploma training

## Challenges encountered during implementation of UFFA activities

### **i) Delays in payment of subscription fees**

The ongoing delay in the remittance of annual subscription fees by some members remains a persistent challenge for the Association. Some members are yet to fulfill their obligations, significantly impacting our planning processes.

### **ii) Inadequate Financial Resources**

UFFA consistently operates within a limited budget, primarily due to constrained financial resources. This has significantly impacted the scale of our activities, with priority given to those funded by partners and development collaborators.

However, we are proactively implementing various business development initiatives to improve our financial position. These initiatives include the implementation of the FIATA Diploma, the early collection of returns from expos and conferences, and focused proposal writing.

We would like to express our sincere gratitude for your steadfast support and financial contributions to the Association. Your ongoing assistance is crucial as we navigate financial challenges and work towards achieving our objectives.

## Recommendations

### **Institutional capacity building and sustainability**

UFFA is developing a comprehensive strategic plan that outlines the long-term goals, objectives, and key performance indicators for institutional growth and shall ensure alignment with industry trends and regulatory changes. UFFA shall invest in continuous training and development programs for staff to enhance their skills and stay abreast of industry advancements. Foster a learning culture within the organization

### **Ensure effectiveness of flagship interventions**

UFFA will involve key stakeholders in the planning, implementation, and evaluation phases, seeking input from members, partners, and beneficiaries to ensure that interventions address their actual needs and concerns.

Members, we are committed to enhancing the implementation of crucial projects, particularly in the realm of training. UFFA is actively progressing towards establishing the inaugural cohort for the FIATA Diploma in Freight Forwarding. This competency-based vocational training initiative aims to elevate professionalism within our industry.

At the same time, the association is closely monitoring the effectiveness of the EACFFPC training program. As previously mentioned, a thorough review of the course curriculum has been conducted, with enhancements including the addition of subjects such as Warehousing, Field Study, Carriage of Goods, and Rules of Origin, complementing the existing program.

### **Revamping presence at the border stations and operation areas:**

UFFA is currently in the process of establishing points of presence at key border stations, specifically at Entebbe and Malaba, based on recommendations from member companies located in these areas. Individuals interested in serving as representatives at these border stations are encouraged to submit their requests.

It is important to note that a designated budget has been allocated for facilitation purposes in 2024. However, UFFA wishes to clarify that this budget does not cover expenses related to rent or staffing. Financial assistance from UFFA will be allocated to support office operations and member activities at both the Entebbe and Malaba locations.

The Board, through the Secretariat, has already reached out to a few individuals from different border posts to volunteer as UFFA representatives.

## Conclusion

The financial year 2023/24 has been a period of significant milestones, challenges, and growth for the freight industry. As we move into the new year, it is crucial to leverage the insights gained, refine our strategies, and set ambitious yet achievable goals. By capitalizing on our successes and addressing past challenges, we can foster resilience, innovation, and excellence within the industry. With the collective commitment of all stakeholders, we are well-positioned to build on our achievements and drive even greater progress in the year ahead

# MINUTES OF THE 22<sup>ND</sup> ANNUAL GENERAL MEETING OF UGANDA FREIGHT FORWARDERS ASSOCIATION HELD AT KAMPALA SERENA HOTEL, Friday 22<sup>nd</sup> March 2024 14:00HR

## AGENDA:

- 1) Opening Prayer
- 2) Confirmation of minutes from the previous AGM
- 3) Chairman's report
- 4) Consideration and adoption of the Auditor's Report for FY ended 31<sup>st</sup> December, 2023
- 5) Confirmation of the 2024 work plan and budget
- 6) Confirm Admissions of new members, Consider Suspensions and Expulsions of members
- 7) Election of the Board Members
- 8) Dinner

## ATTENDANCE:

Name	Organization	Tel. No.
James Peter Ekobu	Flitlinks International Ltd	0772689024
Charles Mwebembezi	Africa Global Logistics (U) Ltd	0752660838
Paul Higiro	Universal Freight Ltd	0772422591
Phoebe Muathe	Pickle Freight Limited	0753786955
Biwaga Jean .M	Fracht Uganda SMC	0782577294
John Mbowa	City Oil Ltd	0700170143

Name	Organization	Tel. No.
John Kutwabami	Bamil Global Logistics (U) Ltd	0701580031
Ambrose Turyahabwe	TMK Logistics Ltd	0772842037
Francis Maganda	Kuene+Nagel Ltd	0752200031
Gerald Mawanda	Riri Investments Ltd	0776263542
Zavuga Geoffrey	Allport Freight Ltd	0772316509
Kasozi Peter Lyada	TLN Uganda Ltd	0772630249
Lubuulwa Richard	Riri Investments Ltd	0753367367
Bwire Fredrick	B&E Investments (U) Ltd	0775314493
Ampaire Gift	Kasomare Frontiers	0787115385
Jennifer Mwijukye	Unifreight Cargo Handling Ltd	0754733696
BW.Rwabwogo	Mukwano Industries Ltd	0772744743
Joan K Muyinda	IH Grand Logistics Ltd	0702120403
Amiya Deborah	Kasomare Frontiers and Consults	0783259996
Ngobi Michael Anson	Anson Agencies Ltd	0784105548
Kabuye Enoch	Linear E.A Agency Ltd	0704918296
Lisa B.Anabo	Linear E.A Agency Ltd	0758155667
Edaku Emmy	Panafrican Carriers (U) Ltd	0775114422
Ben Amarungu	JLC Logistics Ltd	0772863446
Stella Nakamyia	Kenfreight Uganda Ltd	0782448926

Name	Organization	Tel. No.
Dan Nabaasa	Patner MNA Advocates	0772748892
Ssemanda Marvins	Rocket Logistics Uganda Ltd	0753767733
Baluku Nelson	Chap Chap Merchants Ltd	0782614314
Donnah Masambu	Continental Logistics and Networks	0788960480
Katenda Job	JK Continental Ltd	0752756069
Daniel Wandira	Shipax Africa Ltd	0704010684
Kajubi Shamirah	Riri Investments Ltd	0703614883
Spencer Colline	DT Logistics/RI Distributors	0786924101
Joweria Nansereko	Graben 4PL Ltd	0772406135
Kalule Solomon	KASO Logistics Ltd	0772259641
Kutyabami Nabirye Leah	Bamil Global Logistics	0743310246
Batte Francis	Rocket Logistics	0751928978
Israel Obbo	Atlas Cargo Systems	0776443558
Ojiambo Owen	Freight Energy	0706429802
Lunkuse Sandra Edith	Graben Logistics Academy	0781384227
Madunagi edhiroh	EFL Global	0752026500
Lutaaya Julius	Mutilano Ug.SMC Ltd	0753000671
Bwebale Julius	Graben 4pl Ltd	0701530968
Nteza Nicholas	Lincoln Logistics Ltd	0700169268

Name	Organization	Tel. No.
Lawrence Samula	Freight Concept (U) Ltd	0774063378
Mutabaazi Charles	Chasil Company Ltd	0772372062
Augustine Kigozi	Seahorse Logistics Ltd	0772248424
Geoffrey Ayebale	Bigisha Co.Ltd	0772592753
Ntare Keith	Parth International Ltd	0787085198
Bereket Ayalew	Pave Logistics Ltd	0787063435
Karugaba Angella	Trueline Africa Ltd	0777685337
Elijah Nkusi	Trueline Africa Ltd	0772700215
Ngeye Daphine	Graben Logistics Academy	0753205810
John Frank	Maritime Shipping Co	0751483478
Butetsi Monica	Kenfreight (U) Ltd	0703697875
Bwira Andrew	Uganda Railways Corporation	0773140237
Bent Anderson	Advisory Member	0777678788
Humphrey Asimwe	UCMP	0752527540
Abert Mwebembezi	Ceva Interfreight (U) Ltd	0776221470
Mark Ongom Oloya	Overseas Freight Forwarders Ltd	0772420865
Henry Kasoma	Nellions Moving and Relocations	0787777640
Grace Nayiga	UFFA Secretariat	0775318281
Ann Kibirige	UFFA Secretariat	0776344637

Minute	Item	Description	Other Comments
MINUTE 1	OPENING PRAYER	<p>The meeting was opened up with an opening prayer led by Mr John Kutwabami</p> <p><b>Adoption of the Agenda</b></p> <p>Proposed by – Ngobi Micheal - Director, Anson Agencies Ltd</p> <p>Seconded by – Richard Lubulwa – CEO RIRI Investments</p>	Members present self introduced themselves

The chairman welcomed members to the 22nd AGM and thanked them for their commitment towards UFFA.

- Introduced the members of the Advisory council present and thanked them for their continued support towards the Association. He further noted that the Advisory Council plays an essential role in guiding the association's strategic decisions. Their support helps the association navigate the challenges in the freight logistics sector, including regulatory shifts and the push for digitalization.

- The Chairman urged the Membership to adapt to the evolving landscape and embrace new technologies and practices. It is crucial that we stay updated on international standards and regulations. He further added that the freight logistics industry is being shaped by key trends such as the increased use of Artificial Intelligence (AI) for Route Optimization, and Asset Management; Blockchain for enhanced transparency and security; the rise of e-commerce, and sustainability through eco-friendly practices. These trends require both flexibility and proactive adaptation from all stakeholders in the sector. Encouraged UFFA to take the lead on this.

- Comforted the AGM by highlighting a couple of interventions that UFFA has undertaken to lobby for a competitive business environment. Informed the AGM that UFFA has been at the forefront of lobbying for policies that create a level playing field, such as advocating for a competitive working environment and policies with key stakeholders like URA, Ministry of Works & Transport, Ministry of Trade, Industry and Cooperatives, Civil Aviation Authority, and many more. These initiatives have led to an improved relationship with all the aforementioned stakeholders, leading to fair customs practices, smoother cross-border trade, and reduced bureaucratic inefficiencies.

- He further advised members to embrace sustainability in their operations because it is becoming a major focus in the global logistics industry. The Chairman added that green initiatives like carbon offset programs, and energy-efficient warehouses being adopted. The Chairman encouraged members to integrate these practices into their operations and align with international standards to mitigate environmental impact.
- The Chairman reassured the AGM that the Association is fully committed to providing excellent service and encouraged members to stay actively engaged with the Secretariat. He highlighted that, as the industry continues to evolve, UFFA is dedicated to supporting its members with the highest quality service. He also stressed the importance of staying connected, saying that regular communication is key to addressing any concerns, keeping members updated on regulations, and making the most of changes in the industry for everyone's benefit.
- Assured members the UFFA will resume quarterly engagements with key stakeholders. Regular interaction with key stakeholders, including Ministries, Departments and Agencies is vital for shaping the future of the industry. UFFA plans to maintain these quarterly engagements to stay ahead of changes and foster partnerships that drive growth.
- The Chairman concluded his remarks by encouraging members of the Association to work together to gain a competitive edge. He pointed out that, as the logistics industry becomes more complex, collaboration is key. By sharing resources, knowledge, and best practices, the industry can tackle challenges more effectively. He also highlighted the value of building strong partnerships with definitive stakeholders like URA, Transporters, and tech companies to make operations smoother and more cost-effective. He wrapped up by stressing that working together to push for better policies and regulations could create a more favourable environment, helping the industry stay resilient and grow even in the face of disruptions..

Minute	Item	Description	Other Comments
MINUTE 2	CONFIRMATION OF MINUTES FROM PREVIOUS AGM	<p>SG moderated this session</p> <p><b>Matters Arising</b> How far with UFFA appointing representatives at Border points?</p> <p><b>Response:</b> we have identified some of our members at the Border stations, by Q2 2024, the membership will be informed of this select committee. He however encouraged members to come forth and serve on this committee</p> <p>How much are we going to pay as tuition for the FIATA Diploma? <b>Response:</b> Full diploma - \$1,500, Modular - \$200 per module – 3 mandatory units</p>	<p>Propose confirm and receipt of minutes as a true record of what transpired – Mawanda Gerald from RIRI FREIGHT</p> <p>Seconded by – MASAMBO Donah from Continental Logistics</p> <p>Network Minutes were then signed as a true record of the meeting</p>
MINUTE 3	CHAIRMAN'S REPORT	<p>This presentation was made by Chief Executive Officer</p> <p><b>Matters arising</b> There were no matters arising from the Chairman's report.</p>	<p>Mrs. Jennifer Mwijukye appreciated the Board for their focus on training the Association.</p> <p>Mrs. Mwijukye then informed the AGM of UFFA's participation in the PSFU-GROW project. UFFA applied to PSFU/GROW for agrant to train and empower women in the freight logistics industry in the key disciplines of business development, management and compliance in cross- border trade. This will be in partnership with Unifreight and Strategic Smart Partnerships</p>

Minute	Item	Description	Other Comments
MINUTE 4	CONSIDERATION AND ADOPTION OF THE AUDITOR'S REPORT	<p><b>Matters Arising</b></p> <p>Under recurrent expenditure – Advertising and promotion, PAYE, bank charges and bank charging fees all appeared twice. Why did it happen like that?</p> <p><b>Response:</b> Ads for RAME 2023 and EACFFPC were reported separate Bank charges – UFFA and EACFFPC accounts were also separated. The Treasurer however, promised to merge accounts for the subsequent AGM</p> <p>What is our sustainability plan, especially from the EACFFPC and other training programs? Can we at least have a development fee off each member company, pooled towards acquisition of capital assets like UFFA House, Van...</p> <p><b>Response:</b> The Association will consider writing proposal for funding to the different development partners</p>	<p>The auditor's report was adopted.</p> <p><b>Proposed by</b> Mr. Andrew Bwiira</p> <p><b>Seconded by</b> Mr. Ecobu</p>

Minute	Item	Description	Other Comments
MINUTE 5	CONFIRMATION OF WORKPLAN AND BUDGET	<p><b>Matters Arising</b></p> <p>How do you justify spending on CSR yet our asset base is run down. What are our priorities?</p> <p><b>Response</b></p> <p>The CRS activity was funded by Members of the Association through a fundraising campaign</p> <p>Is it in order for staff not to take leave?</p> <p><b>Response</b></p> <p>There is a mutual agreement between the staff and the Association regarding this matter. The staff has agreed to accept the 13th cheque as compensation for their extended working hours</p> <p>Do you pay any taxes as UFFA?</p> <p><b>Response</b></p> <p>Yes, we pay PAYE for the staff</p>	<p>Budget was approved with amendments</p> <p><b>Proposed by</b> Henry Kasoma</p> <p><b>Seconded by</b> Daniel Wandira</p>
MINUTE 6	CONFIRM ADMISSION OF NEW MEMBERS AND SUSPENSION	<p><b>Matters Arising</b></p> <p>Only 08/22 members were present.</p>	<p>Only the companies with representatives at the AGM were admitted</p>

Minute	Item	Description	Other Comments
MINUTE 7	ELECTION OF BOARD MEMBERS	<p>The electable positions available were;</p> <ol style="list-style-type: none"> <li>1. Vice Chairman</li> <li>2. Two (2) Board members</li> </ol> <p>Mr. Abert Mwebembezi was unanimously voted by the AGM as the VC.</p> <p>Proposed by Mr. Ecobu and voting closed by Mr. Henry Kasoma Board Members</p> <p><b>1. Ambrose Turyahabwe</b> Proposed by Mr. Mark Oloya Seconded by Ms. Joweria Nansereko</p> <p><b>2. Louise Kamuhangire</b> Proposed by Mr. Ecobu Seconded by Mr. Ngobi Micheal</p>	<p>Incoming VC thanked the AGM for voting for him and support to entrust him with the position of and responsibility. He then thanked the Board for supporting him in his tenure as the chairman of the Customs sub- committee</p> <p>AGM then urged the Mr. Abert Mwebembezi to be committed to the role because the industry is faced with lots of issues and needs time to be resolved.</p> <p>Mr. Humphrey Asiimwe, the outgoing Vice Chairman (VC) was admitted to the Advisory Council In his remarks, the outgoing VC, thanked the Board and Membership for entrusting him with to serve the industry. Pledged to continue supporting the Association as and when called upon.</p> <p>After the voting was completed, the Chairman encouraged members to follow the proper procedure and express their interest in joining the UFFA sub- committees. He advised that those interested should submit their applications to Secretariat. He then closed off the meeting my appealing to the Membership to support the new Board</p>

# ***KREG associates.***

Certified Public Accountants Of Uganda.

KREGHOUSE

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 31<sup>ST</sup> DECEMBER 2024  
TO  
THE EXECUTIVE COMMITTEE MEMBERS  
OF  
UGANDA FRIEHT FORWARDERS ASSOCIATION (UFFA)**

**Your Partners in Management.**

# Uganda Freight Forwarders Association Executive Committee's Report and Financial Statements For a period Ended on 31<sup>st</sup> December 2024

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# UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)

## The Association's Information For the year ended 31<sup>st</sup> December 2024

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### **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. PO Box 181778 Kampala.

### **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 31<sup>st</sup> December 2024

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The Executive Members submit their report together with the audited financial statements for a period ended on 31st December 2024, 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. Mwebembezi Charles

**General Secretary:** Mr. Paul Higirot

**Treasurer:** Ms. Phoebe Muathe

**Members:** Mr. John Kutwabami

Mr. Turyahabwe Ambrose

Ms. Louise Kamuhangire

Mr. Abert Mwebembezi

### 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 2024, in accordance with Section 159(2) of the Companies Act.

### By order of the Executive Committee



Signed.....

General Secretary

..... 2025

## UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)

### Statement of Executive Committee Members' responsibilities

### For the Period ended 31<sup>st</sup> December 2024

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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.



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Chairman Executive Committee



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Treasurer

**UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)**  
**The Association's Information**  
**For the year ended 31<sup>st</sup> December 2024**

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## **INDEPENDENT AUDITORS' REPORT**

**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 31<sup>st</sup> December 2024, and the related Statements of Income and expenditure, Cash flows for the period ended on 31<sup>st</sup> December 2024. 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 31<sup>st</sup> December 2024, 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.

  
**KREG associates**  
**Certified Public Accountants - Uganda**

## UGANDA FRIEGHT FORWARDERS ASSOCIATION STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2024

NON-CURRENT ASSETS	NOTE	2023 USHS	2024 USHS
Property, Machinery & Equipment	1	80,000	500,000
<b>CURRENT ASSETS</b>			
Debtors and other Receivables Cash and Cash Equivalents	2 6	765,605,061 142,956,002	691,439,834 285,067,183
		908,561,062	976,507,017
<b>CURRENT LIABILITIES</b>			
Creditors And other Payables	3	110,773,268	100,070,283
Net Current Assets		797,787,794	876,436,734
<b>TOTAL ASSETS</b>		797,867,794	876,936,735
<b>FINANCED BY</b>			
Accumulated Members' Funds			
Surplus / Deficit B/F		656,440,783	797,867,794
Surplus / Deficit For the year		141,427,011	79,068,940
Surplus / Deficit C/F		797,867,794	876,936,734

The accounts were approved by the Executive Committee on .....  
2025 and signed on its behalf by :

.....Chairman  
 .....General Secretary  
 .....Dwathe .....Treasurer

## UGANDA FRIEGHT FORWARDERS ASSOCIATION STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 31ST DECEMBER 2024

	NOTES	2023 USHS	2024 USHS
REVENUES			
Cash Receivable During the year	4	1,260,839,893	628,464,800
<b>Add opening balances</b>			
<b>Total Cash available for Recurrent Expenditure</b>		1,260,839,893	628,464,800
Reccurent Expenditure	5	1,119,412,882	549,395,860
<b>Total Expenditure for the year</b>		1,119,412,882	549,395,860
<b>Surplus / Deficit for the year</b>		141,427,011	79,068,940
Add Surplus/ Deficit B/F		656,440,783	797,867,794
<b>Net Surplus / Deficit C/F</b>		797,867,794	876,936,734

## UGANDA FRIEGHT FORWARDERS ASSOCIATION CASH FLOW STATEMENT YEAR ENDED 31ST DECEMBER 2024

	NOTE	2023 USHS	2024 USHS
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus / Deficit for the year		141,427,011	79,068,940
Depreciation	2	160,000	160,000
Prior Year Adjustments on Depreciation		749,600	
<b>Adjusted Surplus/ Deficit before working Capital changes</b>		<b>142,336,611</b>	<b>79,228,940</b>
Decrease / (increase) in Debtors and other receivables	2	318,272,597	74,165,227
Decrease / (increase) in Creditors and other payables	3	59,312,454	10,702,985
<b>Net cash outflows from operating activities</b>		<b>116,623,532</b>	<b>142,691,181</b>
Interest paid			
Taxes Paid			
<b>Net cash from operating activities</b>		<b>116,623,532</b>	<b>142,691,181</b>
<b>INVESTING ACTIVITIES</b>			
Proceeds from sale of assets			
Investments			
Purchase of fixed assets	1	–	580,000
<b>Net cash outflows from investing activities</b>		<b>–</b>	<b>580,000</b>
<b>Net cash inflow/outflows before financing activities</b>		<b>116,623,532</b>	<b>142,111,181</b>

**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**

-

-

116,623,532 142,111,181

**Effects of exchange rate Translation changes****Cash and cash equivalents at beginning of the year**

-

259,579,534 142,956,002

**CASH AND CASH EQUIVALENTS AT END OF THE YEAR**

6

142,956,002 285,067,183

# UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)

## Accounting Policies For the year ended 31<sup>st</sup> December 2024

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### 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 nonprofit-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.

#### 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.

#### 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

#### Income recognition

Income for the Association is recognizable as remitted by members.

## UGANDA FREIGHT FORWARDERS ASSOCIATION (UFFA)

### Accounting Policies For the year ended 31<sup>st</sup> December 2024

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#### 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	_____	20%
Other Assets	_____	20%

#### 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.

#### 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 FRIEIGHT FORWARDERS ASSOC NOTES TO THE ACCOUNTS

### YEAR ENDED 31ST DECEMBER 2024

#### NON-CURRENT ASSETS SCHEDULE

	2023 USHS	2024 USHS
<b>Cost / Value as at Beginning of Year</b>		
Furniture & Fittings		
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,438,780	40,438,780
<b>Totals</b>	<b>44,186,780</b>	<b>44,186,780</b>
<b>Additions</b>		
Furniture & Fittings	–	–
Radio Active Equipment	–	–
Computer s & Accessories	–	580,000
<b>Sub Total</b>	<b>–</b>	<b>580,000</b>
<b>Total Cost / Value as at end of year C/F</b>		
Furniture & Fittings	–	–
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,438,780	41,018,780
<b>Grand Total as at the end of year</b>	<b>44,186,780</b>	<b>44,766,780</b>
<b>DEPRECIATION</b>		
Accumulated Dep. B/F		
Furniture & Fittings	–	–
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,198,780	40,358,780
<b>Total Accumulated Dep. C/F</b>	<b>43,946,780</b>	<b>44,106,780</b>

	2023 USHS	2024 USHS
<b>Charge for the year</b>		
Furniture & Fittings		—
Radio Active Equipment	—	—
Computer s & Accessories	160,000	160,000
<b>Total Charge for the year</b>	<b>160,000</b>	<b>160,000</b>
 <b>Accumulated Dep. C/F</b>		
Furniture & Fittings	—	—
Radio Active Equipment	3,748,000	3,748,000
Computer s & Accessories	40,358,780	40,518,780
<b>Accumulated Dep. C/F</b>	<b>44,106,780</b>	<b>44,266,780</b>
 <b>Net Book Value after Depreciation C/F</b>		
Furniture & Fittings	—	—
Radio Active Equipment	—	—
Computer s & Accessories	80,000	500,000
<b>Total Net Book Value to Balance Sheet</b>	<b>80,000</b>	<b>500,000</b>
 <b>DEPRECIATION RATES</b>		
FURNITURE & FITTINGS	20%	20%
RADIO ACTIVE EQUIPMENT	20%	20%
COMPUTER S & ACCESSORIES	40%	40%

	2023 USHS	2024 USHS
<b>DEBTORS AND OTHER RECEIVABLES</b>		
Withholding Tax Claimable	2,040,000	2,640,000
FIATA –DIPLOMA PROJECT	124,285,178	127,960,628
Tuition Fees Due–2023	301,330,520	–
Accounts Receivable – UGX	138,319,400	407,140,920
Accounts Receivable – USD	199,629,963	153,698,286
<b>TOTALS</b>	<b>765,605,061</b>	<b>691,439,834</b>
 <b>CREDITORS AND OTHER PAYABLES</b>		
Audit Fees	4,720,000	4,720,000
Accounts Payable – USD	73,589,508	64,886,523
Accounts Payable – UGX	32,463,760	30,463,760
	<b>110,773,268</b>	<b>100,070,283</b>
 <b>REVENUES/ Cash &amp; Receivables During the Year</b>		
Membership Fees & Subscription	108,208,022	139,490,000
FEAFFA–EACFFPC– Programs – Registration	–	10,073,500
FIATA RAME 2023	587,739,396	–
Total Training Income	564,892,475	478,901,300
<b>Total Revenue/ Cash</b>	<b>1,260,839,893</b>	<b>628,464,800</b>

	2023	2024
	USHS	USHS
RECURRENT EXPENDITURE		
AGM expenses	15,405,000	17,671,000
FEAFFA Subscription	19,723,930	11,625,000
Bad Debts Written off- Students		29,704,031
Depreciation	160,000	160,000
FIATA RAME EXPENSES	551,498,136	
Rent and Repairs	20,234,245	25,390,412
Audit Fees	4,000,000	4,000,000
VAT on Audit Fees	720,000	720,000
NSSF Co Contributions -Training staff	9,750,000	13,650,000
Leagal Fees	2,649,100	1,180,000
Staff Salaries - UFFA Staff	31,917,000	28,500,000
Staff Salaries - Training Staff	49,960,000	47,852,000
Advertising and Promotion	11,832,500	833,500
Advertising and Promotion	1,500,000	
Subscriptions (FIATA&PSFU)	17,935,131	17,437,300
Utilites	505,800	143,100
Computer and IT expense	2,041,620	1,351,620
Telephone Expenses	588,078	
Repairs and Maintenance	632,000	1,263,000
Stationery and Printing	2,445,600	1,439,000
Transport Expense	5,590,000	4,514,000
Office Supplies and Cleaning	660,000	300,000
Board Expense		4,084,000
EACFFPC STUDENTS MOMBASA STUDY		5,135,000
EACFFPC REG FEES		2,827,500
PAYE - UFFA - BOA	6,948,500	4,894,000
PAYE - DFCU - Training staff	10,434,645	13,047,936

	2023 USHS	2024 USHS
NSSF Co Contributions EX 10300	3,780,000	3,900,000
Bank Service Fees – DFU	2,364,975	2,629,705
Bank Service Fees – BOA	3,963,791	3,116,740
Awards and Events	69,315,500	3,600,000
Trainers Fees	65,688,645	66,449,935
Printing of Graduation Gowns		9,188,163
Hiring of Venue for Graduation		20,050,000
Live Band at Graduation		5,900,000
Lighting Serenes During Graduation		7,906,000
Awards and Events		3,600,000
Marking of exams for the EACFFPC	20,454,000	16,425,000
NCIC Meetings	13,260,000	5,700,000
Printing IDs and Booklets	16,532,975	13,398,000
Hiring Examination Venue	20,265,200	35,350,000
Supply of Shirts for the program	14,320,000	–
CPD Program	11,960,300	17,958,500
HIRE OF TOT VENUE FOR TRAINERS	20,256,000	–
TOT Facilitation fees	30,017,766	–
Trainers Facilitation Fees	6,800,000	–
Supply of Shirts for the Programme		28,476,000
Charitable contributions	2,295,450	9,100,000
Travels and Peridium	26,506,977	21,607,750
Travel Expenses – Board members (Peridium)	3,020,000	3,022,500
Dues and Subscriptions		3,000,000
Insurance Expenses	3,106,750	3,850,000
Printing & Stationery	690,000	1,656,000
Transport Expense	7,090,000	6,500,000
Invigilation and Modulation	7,990,000	10,150,000
Foreign Exchange Gain / Loss	2,603,269	9,139,169
<b>Total Expenditure</b>	<b>1,119,412,882</b>	<b>549,395,860</b>

	2023 USHS	2024 USHS
<b>CASH &amp; CASH EQUIVALENTS</b>		
DFCU Bank – Shs Acc.	106,568,498	270,875,324
Bank Balance Bank of Africa \$ Acc	23,631,747	2,970,976
Bank Balance Bank of Africa Shs. Acc	12,755,757	11,220,883
<b>Total Cash &amp; Cash Equivalents</b>	<b>142,956,002</b>	<b>285,067,183</b>

**CURRENCY**

The accounts are presented in Uganda Shillings (Ushs).

**INCORPORATION**

The company is incorporated in Uganda under the Companies Act.

**EMPLOYEES**

The average number of Office employees during the year was 2

**COMMITMENTS AND CONTINGENCIES**

There were no commitments and contingencies as at year end.

**DEPRECIATION**

The Assets are depreciated at stright line method



Golden Tulip, Zanzibar 30 April - 1 May, 2025

## EXHIBITORS PACKAGE

➔ Exhibitors Pack USD 2,500

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A 3mx3m Shell scheme Exhibition Booth with the following standard package:

- »» 2 Exhibitor Pass (Including Lunch, Water & tea breaks)
- »» Logo on website
- »» Company Logo in the FIATA RAME FIELD MEETING 2025 magazine
- »» 2 Spotlights
- »» 1 Counter
- »» 1 Waste bin
- »» 1 Table
- »» 2 Chairs
- »» Electrical Points

**!** Set up & Branding cost is separate from the Exhibition package..We can provide Set up and Branding services for a 3m x 3m booth with an extra cost of\$350

+255 766 233 333

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@taffaorg



Golden Tulip, Zanzibar 30 April - 1 May

## REGISTRATION RATES

»» TAFFA & ZFB Members	USD 110
<hr style="border-top: 1px dashed black;"/>	
»» Tanzanians	USD 160
<hr style="border-top: 1px dashed black;"/>	
»» Early Birds: 25 /02/28-01 only	USD 160
<hr style="border-top: 1px dashed black;"/>	
»» Africa & Global	USD 210
<hr style="border-top: 1px dashed black;"/>	



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