



FUENEWS

THE VOICE OF EMPLOYERS

WORD FROM THE ED



Dear Cherished Member,

Welcome to the FUE November newsletter edition!

The world is currently described as VUCA therefore, innovation is an essential element and one of the key determinants of organizational success even in the most unprecedented times. I am delighted to inform that the **'FUE Job Portal'** is now available online. This Job Portal has been established to transform the process of recruitment, increase access to skilled labour and foster job creation to advance economic growth. Employers can now publish job vacancies and sieve through applicant profiles to select ideal candidates for

different positions while Job-seekers have access to numerous opportunities to advance their professional careers and connect with potential Employers.

Additionally, the Minister of Gender, Labour and Social Development, Hon. Betty Amongi hosted our Governing Council members led by our Chairman Eng. Dr. Silver Mugisha at the Ministry premises. This courtesy visit provided an avenue to deliberate on FUE plans and the support required from the Ministry of Gender, Labour and Social Development (MGLSD) to offer needs- based services to Employers. We are committed to continue working with the Government to enhance job creation and advance the decent work agenda in line with achieving Uganda's Vision 2040.

The year 2021 is steadily winding down and we are glad to have achieved significant progress in our service to Employers.

Thank you,

Together for Employers!

Douglas Opio
Executive Director, FUE

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Quote of the Month

"Plan your work for today and every day, then work your plan."

Margaret Thatcher

MINISTER OF GENDER HOSTS THE FUE GOVERNING COUNCIL

The Minister of Gender, Labour and Social Development, Hon. Betty Amongi Akena hosted the

FUE Governing Council Body at the Ministry of Gender, Labour and Social Development (MGLSD) premises on Tuesday, 30th November 2021.

The Governing Council delegation was led by our chairperson, Dr. Eng. Silver Mugisha. Deliberations were around the plans FUE has and the support needed from the Ministry to serve Employers better. According to the World Bank 17% of the working population lost their jobs as of 2020. The current labour market trends have been disrupted due to the COVID-19 pandemic, therefore collaboration and adequate strategies to combat the challenges for human centered Post-COVID-19 recovery of the economy is vital.

The MGLSD exists to promote employment and productivity, positive cultural values, rights of vulnerable groups and gender responsive development. Hon. Amongi pledged to work with FUE in the various initiatives set up to enhance Employers' competitiveness through policy



advocacy, provision of business support services, fostering sustainable employment relations and job creation in line with achieving objectives in Uganda's Vision 2040.

FUE's tripartite working relationship with the Government and the Workers' Union provides a platform to discuss and develop mechanisms to increase job creation, mitigate informal employment and advance the decent work agenda to achieve economic growth in Uganda.

We remain committed to serving Employers' interests and needs.



THE LAUNCH OF THE FUE JOB PORTAL

Technological advancement has increased the dependence of Employers on use of digital tools to continue operations as opposed to traditional methods of work. The **'FUE Job Portal'** was officially launched on 2nd November 2021 at our head offices in Kiwanga-Namanve. This Job Portal is designed to enable Employers and Job-seekers benefit from diverse opportunities and talent from around the world.

As part of our mission to enhance job creation, the FUE Job Portal will permit Employers to publish informative and engaging job vacancies and sieve through applicant profiles to select ideal candidates for different positions. Job-seekers will have access to numerous opportunities to advance their professional careers and connect with potential employers. In addition, this platform will be an instrumental component in easing employment relations and creating an effective hiring process at relatively low costs.

We believe this job portal will transform the process of recruitment, increase access to skilled labour and foster job creation to promote economic growth.

The 'FUE Job Portal' can be accessed here: <https://Jobs.fueemployers.org>

We are readily available to offer guidance on the usage of this platform. Do not hesitate to reach out on info@fueemployers.org in case of any inquiries.



THE 2ND FUE-CEO BREAKFAST MEETING



On Tuesday 30th November 2021, we hosted the 2nd Annual FUE-CEO Breakfast Meeting at the Sheraton Kampala Hotel under the theme **'Leading With Passion-Adapting To The New Normal In A Challenging Business Environment'**.

The FUE-CEO Breakfast Meeting was established to foster networking, learning and sharing of best practices among to member CEOs to boost their leadership capacity. This initiative has improved service delivery, encouraged adaptation of new methods of work and fostered business continuity especially seeing as businesses and workplaces are steadily recovering from the negative effects of the COVID-19 pandemic.

Ms. Allen Kagina, Executive Director Uganda National Roads Authority (UNRA) delivered the keynote address to our esteemed Employers in attendance. She enlightened CEOs to identify staff that are willing to re-invent & adapt to different ways of work that were accelerated by the pandemic. Employers need to pick up the pace to compete favourably the fast-evolving world.

Our Chairman, Dr. ENG Silver Mugisha gave brief remarks and shared his experience inline with re-assuring staff in times of adversity. He highlighted that communication is key and as leaders you must assure your staff of



stability and work towards it. Employers need to adapt to changing work trends. A rich panel discussion moderated by Ricky Rapa Thompson the Co-founder and Director, SafeBoda constituted Dr. Doreen Agasha, CEO, Hospice Africa, Mr. Jeanne-Phillip General Manager Sheraton Hotel, and Mr. Francis Kamulegeya, Country Senior Partner, PricewaterhouseCoopers.

The panelists shared vast experiences on how they continued business operations in the 'new-normal' including leadership solutions such as re-strategizing, human approach to situations, communication, accountability & innovation as best employment practices for business growth.

Productivity is a key determinant of growth of an entity, engagement such as these have over the years benefited FUE member CEOs through networking and sharing of best practices.



ILO TRAINING ON FORCED LABOUR AND FAIR RECRUITMENT REPORTING FOR COMMUNICATORS IN UGANDA

Following the media toolkit validation workshop that took place in last month, a three-day ILO training for communicators and the media fraternity in Uganda was held from 15th-17th November 2021 for the adaptation of the media toolkit to foster quality reporting on issues of forced labour and fair recruitment.

The training further aimed at enhancing capacity of national stakeholders, networking for collaboration plus sharing of experiences and good practices on migration. During the training challenges and loopholes in the processes and systems that govern migration were identified and flagged for action, including access to information.

Labour migration is multifaceted involving rural to urban migration in search of employment but also increasingly urban to rural (as workers on farms) or second cities and urbanizing areas. Many Ugandans also migrate in search for work. With the high rate of unemployment in the country it is inevitable for people to seek opportunities outside the confines of the country. Nonetheless, in line with decent work, the world is a global village and everyone has the right to migrate in search for employment.

An average of 12,000 Ugandans leave for the Middle East annually in search of employment. At least 98% of migrants to the Middle East, currently stands at 140,402, are employed



as casual labourers with only 0.2% holding professional jobs, while 1.8% work in semi-professional placements. Uganda currently has 216 recognized, licensed companies. However, many of these Ugandans especially those migrating to Middle Eastern countries, are often linked through unlicensed agencies. A number of these workers are exploited by paying recruitment fees and associated costs: excessive arrangement fees to cater for passports and other travel documents, transport costs such as air tickets etc.

The term forced labour covers a wide variety of coercive labour practices where work is extracted from individuals under the threat of penalty. People who are in forced labour did not give their free and informed consent to start working and or are not free to leave their work. Human trafficking, debt



bondage, bonded labour, slave labour and modern-day slavery are terms that are used by news and media to describe forced labour situations. There are an estimated 24.9 million victims of forced labour around the world.

The media has a key role to play in exposing these abuses but also it is important to recognize that not all is bad. Over the years migrant work has received bad press painting a negative picture of labour externalization and yet, migrants from low-income countries have managed to earn a living to support their families and contribute to the economic growth of their countries. Balanced reporting on migration is key to enable policy makers and law enforcers take informed strategic steps in promoting decent work.



THE ILO-GBNFL 3RD AGM

According to the ILO Forced Labour Convention, 1930, forced labor refers to all work or service which is exacted from any person under the threat of a penalty and for which the person has not offered voluntarily. The ILO Global Business Network on Forced Labour (ILO-GBNFL) convened its 3rd Annual General Meeting (AGM) on 18th November 2021 for members and prospective members to discuss current realities of businesses working to prevent and eradicate forced labour as well as provide updates on ILO activities.

The AGM was organised in form of a panel discussion with our Executive

Director, Mr. Douglas Opio and Ms. Nadia Bunce as main presenters. The panelists discussed challenges that encourage forced labour highlighting restrictions to affordable finance, limited access to markets and inadequate technology mainly affecting Small and Medium Enterprises (SMEs). They proposed member engagement, supporting companies in due diligence and proper resource allocation as solutions to mitigate forced labour. Mr. Opio also implored Government and other policy makers to build capacity to address challenges, amplify the voices of SMEs internationally and develop guidelines on how to alleviate forced labour.

Furthermore, the ILO-GBNFL presented their achievements of 2021 at the AGM such as developing a due diligence toolkit for members, bringing business networks together, running a podcast and other resources that will provide solutions to end forced labour.

Collective efforts from all stakeholders are required to completely eliminate forced labour globally. This will improve livelihoods and advance policy formulation to regulate labour standards for economic development.

VIRTUAL MASTER CLASS ON CORPORATE GOVERNANCE

Corporate Governance essentially involves balancing the interests of a company's many stakeholders specifically shareholders, senior management executives, customers, suppliers, financiers, the Government and the community. The FUE virtual master class was held on 4th November 2021 under the theme, **'Corporate Governance - Is it based on Corporate Convenience?'**. We were honored to host Mr. Rajesh Chaplot, General Manager, Graphics Systems (U) Ltd as keynote speaker.

During his presentation, Mr. Rajesh revealed the different aspects that define corporate governance such as impartial awarding of business contracts, trust among employees, teamwork, company values, paying taxes and Corporate Social Responsibility (CSR). He pointed out bribery, misleading advertisement, tax avoidance, lack of brand values and sabotaging small companies as actions that undermine corporate governance in multi-national companies. He also encouraged Employers to always



FUE Virtual Master Class

Topic:
Corporate Governance - Is it based on Corporate Convenience?

4th November 2021 | 03:00 pm (EAT)

Register in advance for this webinar:
Webinar ID: **891 7615 2812**
PW: **137263**

SPEAKER



Rajesh Chaplot
General Manager,
Graphics Systems (U) Ltd

produce quality products, provide good services, promote accurate advertising, maintain fair prices, uphold zero tolerance to corruption and boost healthy competition among companies producing similar products.

It is therefore vital for companies to practice corporate governance to minimize wastage, corruption and risk management in business operations.

In case you missed this master class, you can listen to the recording using the link;

Recording Link: <https://bit.ly/3wxf6Sm>

Passcode: **rwfi0a*?**

DIGITAL HR FOR EFFICIENCY WEBINAR SERIES



On Tuesday 2nd November, a second webinar series themed **"Digital HR for Efficiency"** in partnership with Brighter Monday Uganda commenced.

Ms. Catherine Gita, Human Resource Director of Coca-Cola Beverages Africa in Uganda featured as the guest speaker for the webinar themed 'Achieving Objectivity in the Workplace'. In her presentation, she emphasized that achieving objectivity in the workplace is an intentional process that management must incorporate in the organisation policy. She advised participants to ensure decisions are made based on facts and evidence to discourage bias and unfair treatment of employees in different departments within the company. Ms. Gita further

encouraged all Employers to draft an annual business plan that informs goal-setting and ensures impartial performance management.

Likewise, she highlighted the negative outcomes of non-objectivity in workplaces such as wrong decision making, loss of trust among team players, litigation and unfair dismissal of employees due to biased opinions from superiors.

We encourage Employers to develop policies that guide the daily operations of their businesses and adopt a culture of objectivity within all levels to advance organizational development.

Look out for the next webinar under this series!

EMBRACE ALTERNATIVE DISPUTE RESOLUTION AT WORKPLACE

“The best way to be understood is to be understanding”, goes the old adage. In every social institution and workplace inclusive, there is bound to be conflicts at any particular point in time at an individual, interpersonal, group and inter-group levels arising from conflicting styles, resources, pressures, and varying perceptions in interests, views, goals, or when one party perceives that another has frustrated, or is about to frustrate some of their concerns.

Conflicts are inevitable. A workplace that has not experienced conflicts among workers in a long period of time would simply imply that one of the following situations obtain: Either there is lack of accountability and therefore no one feels accountable for producing great work and bringing ideas to the table or people have no permission to speak their mind or people just don't care about the work or wrong people who are incapable of forming their own opinions were hired.

So, the occurrence of conflicts at workplace and other social institutions is not always bad. Conflict can be healthy through increasing awareness of the problem that exists and provides a reason for finding a better way forward.

When the process of conflict resolution is valued, it encourages an environment where change is seen as positive – a way of making things better and therefore innovation thrives. Besides, it helps conflicting parties/ teams to make more effective decisions and strengthens relations.

Thankfully, there's always potential for resolution in almost every conflict. In fact, resolution is what God intended for all of creation. However, the process of dealing with conflict to achieve constructive rather than destructive results is very essential.

An important goal should always be to achieve or set the stage for true conflict resolution so that the underlying reasons for a given conflict are eliminated. How then can we achieve it? As Dean Rusk rightly emphasized: “listening to other people's concerns is one of the best ways to persuade them”.

As they say, an individual with information can't help but take responsibility, so, the relationship of trust depends on our willingness to look not only to our own interests, but also the interests of others in a manner that would generate a win/win attitude on both sides.

Similarly, the law of win/win says, “Let's not do it your way or my way; let's do it the best way”. In this regard,



“Alternative Dispute Resolution (ADR) refers to any means of settling disputes/conflicts outside of the courtroom. The essential focus of ADR is that it provides techniques to deal with disputes in a manner which is non-violent, avoids dominance or oppression by one party over the other, and rather than exploiting one party, it aims at meeting the human needs of both parties.”

Abraham Lincoln, one of the greatest and most successful Presidents of the United States of America once advised, “Discourage litigation. Persuade your neighbours to compromise whenever you can. Point out to them how the nominal winner is often the real loser – in fees, and expenses, and waste of time. As a peace-maker, the lawyer has a superior opportunity of being a good man. There will still be business enough”.

Therefore, the best way to resolve conflicts is through Alternative Dispute Resolution (ADR). ADR refers to any means of settling disputes/conflicts outside of the courtroom. The essential focus of ADR is that it provides techniques to deal with disputes in a manner which is non-violent, avoids dominance or oppression by one party over the other, and rather than exploiting one party, it aims at meeting the human needs of both parties.

These techniques and means which are used to resolve conflicts/disputes in a non-confrontational way can be in form of negotiation, conciliation, mediation or arbitration. Alternative Dispute Resolution is as well provided for in the laws of Uganda, particularly the following legislations: The Labour Disputes (Arbitration and Settlement) Act of 2006; the Arbitration and Conciliation Act, Cap. 4; the Judicature Act, Cap. 13 and the Judicature (Commercial Court Division) (Mediation) Rules, No. 55 of 2007; Judicature (Mediation) Rules (No. 10 of 2013); the Civil Procedure Act, Cap. 71 and the Civil Procedure Rules S.I 71-1.

The primary purpose of ADR is to save time and money of both parties to a dispute and to keep matters out of court through the promotion of peaceful settlement of disputes. Whereas it is not compulsory for the conflicting parties to go for the Alternative Dispute Resolution, it is a worthwhile endeavour that deserves to be considered first in conflict resolution.

In addition, while mediation and arbitration are the two most common forms of ADR which involves a neutral third party who is responsible for facilitating the dialogue and discussion between the two conflicting parties to arrive at agreements and settlement outside the litigation process, negotiation is always attempted first by the conflicting parties without the aid of a neutral third party. It is completely a voluntary process with the desired end being consensus.

The main advantage of negotiation in dispute resolution is that it provides room for both parties to control the conflict resolution process to reach a consensus by themselves without involving a third party. Besides, negotiation is one of the widely used forms of social dialogue - the International Labour Organisation's best mechanism in promoting better living and working conditions as well as social justice.

As Nelson Mandela once said, “Negotiation and discussion are the greatest weapons we have for promoting peace and development”. Indeed, through negotiation, we can address conflicts constructively, and harness their energy for creativity and development.

Therefore, the best practice in a non-confrontational conflict resolution requires that one uses whatever strategy that seems appropriate to their situation. If one technique doesn't work, another one can be tried until a mutual consensus/agreement is reached.

**By Patrick Ajuna
Policy and Research Officer**

THE GLOBAL EDUCATION REBOOT; IS UGANDA READY?



The education system in Uganda has been on edge for a long time, one would attribute certain disparities in the system to the COVID-19 pandemic but to be fair, a time like this was bound to come. The pandemic only unveiled certain obscurities in the system. There have definitely been some positive reforms for instance the roll out of a new skills and competence-based curriculum, but is this enough? Is our system strong enough to prevail in the evolving world? Up to 1.6 billion children in 195 countries (Uganda inclusive) were affected by school closure since 2020.

Primary and Secondary education in Uganda has been constrained by many challenges such as poverty, poor remuneration of teachers, inadequate funding, irregular school inspections, overcrowded classes, inadequate teaching and learning facilities like computers, textbooks, and other teaching aids. These challenges have resulted into high levels of school drop outs, child labour, early pregnancies, early marriages, among others and today, the pandemic has fronted digitalisation of education as an urgent need.

According to the World Bank, only 20% of countries have digital learning resources in teaching and no country has a universal digital curriculum. However, the switch to e-learning is happening fast world-wide to due to the prevailing situation.

Question now is, what are the next steps? What can be done to transform

education in Uganda for smooth sailing even during unprecedented times.

Much as Uganda has some of the most brainy and accomplished individuals in world, many graduates still lack soft, practical, tech savvy skills, the ability to innovate and think quickly and critically which are skills best suited for today's world of work. Believe it or not, this stems all the way from the absence of tech-based learning at lower levels of education as the foundation.

Research has proved that e-learning helps students retain 5 times more knowledge for every hour of learning. Students absorb 25-60% more material when learning online compared to only 8-10% in a traditional classroom setting. (*E-learning Stats, 2020*)

E-learning has substantial benefits that we need to explore as a country;

1. Children become tech savvy at an early stage and are exposed to a wide-range of resources which breeds innovative skills.
2. Paced learning allows students to revisit resources and better internalise content.
3. The flexibility and convenience of e-learning cultivates self-discipline at a tender age and creates more time for children to engage in other co-curricular activities for talent discovery.
4. Assessment and monitoring is instant and made easy for teachers with digital assessment tools.

Currently, the primary and secondary school curriculum does not have a comprehensive e-learning structure. How prepared are education institutions, teachers, parents and learners for the inevitable global e-learning transition?

Teachers are key players in the e-learning transition and require adequate training for technical competence to integrate digital devices in instruction. What strategies are in place to prepare for distance learning?

Inclusion is crucial in addressing SDG 4 as we head closer to 2030 for review

"According to the World Bank, only 20% of countries have digital learning resources in teaching and no country has a universal digital curriculum. However, the switch to e-learning is happening fast world-wide to due to the prevailing situation."

of progress. That said, the digital divide in Uganda is still wide. The recent 12% tax imposed, makes the cost of internet high. Much as the educational institutions are exempt from internet tax, this tax affects students during private study. Therefore, at the moment e-learning is far from universal. What strategies are in place to close the digital gap in terms of accessibility and affordability of digital tools?

E-learning also poses a great deal of responsibility on parents, care-givers and even siblings to offer support for social, emotional and academic growth of young learners. Most parents have already started exploring home schooling. What programs have education institutions packaged to aid parents and caregivers offer necessary support for e-learning?

Being out of school has definitely affected the social and mental wellbeing of learners, uncertainty and inconsistency is not ideal in the early stages of growth and development of children.

Let us stand up for children and embrace the new normal, children deserve to learn, play, explore and grow. Quality education is a basic human right!

**By Beatrice Mujuni
Policy, Advocacy and Communications
Officer**

ADVERTORIAL

THE SENIOR EXPERTEN SERVICE (SES)

***Are you looking for a professional expert to advance your organisation to greater heights?
We have an exceptional opportunity for you!***

The Senior Experten Service (SES) is a non-profit organization based in Bonn, Germany which, with the help of Senior Experts, promotes knowledge exchange, vocational training, further education and qualification of specialists and executives in Germany and abroad. The Senior Experts' activities are oriented towards quick and pragmatic assistance on the spot, with special emphasis on self-help, generally combined with the solution of pressing problems. The SES experts draw on many years of professional experience, pass on their knowledge on a voluntary basis and train fellow workers in their subject fields.

The main beneficiaries of the SES network expertise are Large, Small and Medium-Sized Enterprises (SMEs), Public Authorities, Professional Associations, Social and Medical facilities and institutions which provide basic education or vocational training.

If you would like to hire an expert for your organisation from the SES, kindly note the following;

- Experts come to train and teach (transfer of knowledge and build capacity of local teams) - not to do executive jobs (like – working as a director or marketer or fundraising person)
- Experts stay in your organization for a minimum of 3 weeks or a maximum of 6 months; however, the majority stay for an average of 5 weeks.
- You will have to cater to the local costs for the duration of the Expert's stay including: accommodation, meals/food, laundry cleaning and transportation between accommodation, workplace (if needed) and to and from the nearest airport.
- If your organization has more than 50 employees, you have to provide the expert with a daily per diem/ pocket money of 20,000 UGX per day for the duration of the assignment. However, for those with less than 50 employees there is room to waive these costs.
- Experts are mainly retired professionals or management consultants who are specialists in one area of work and not all round individuals.
- You can receive as many experts as you want based on the specific knowledge and skills you require.

In order to hire a professional expert, kindly contact info@fuemployers.org for the application procedure



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