

FINANCIAL STATISTICS

Report of the Auditors and Opinion as submitted to the Auditor General

In accordance with Section 15(4) of the Public Enterprise Reform and Divestiture Statute, the Auditor General appointed our firm, M/s Muyanja, Lwanga & Co., Certified Accountants, as external auditors to carry out on his behalf the audit of the accounts of Uganda Electricity Board for the year ended 31st December, 1995. We have audited the accounts and the notes thereon set out on pages 4 to 21. The accounts were in agreement with the books which have been properly kept. We obtained the information and explanations as required.

REPORT

1. Revenue billing

Not all actual revenue was captured. There were numerous cases where actual billing of customers was not done but estimated based on various reasons, even where sometimes meters were read. During 1995, 39.4% of energy available to Uganda's consumption was lost. These losses were either technical or non-technical, but they appear high given the amount of rehabilitation expenditure incurred by UEB. For these reasons therefore, there was no assurance of the completeness of the Revenue billed.

To improve on meter reading and billing, Management was in the process of installing a new billing system involving of re-registration of customers and meter reading. Also a SCADA programme is to be installed to isolate technical losses for easy management of energy losses. However, we have requested Management to ensure that all customers whose meters are read in a district must be billed, and to insist on MIS Department always and timely produce customers' statements equivalent to the number of customers whose meters were read in a district and sent for billing.

2. Debtors

Net energy debtors have increased to shs. 36.2b/= in 1995 from Shs. 25.9b/= in 1994 after providing for bad and doubtful debts of Shs. 11.3b/=. One of the factors which contributed to the increase of energy debtors was the inequitability of revenue collection among customers. There were numerous cases where customers with smaller billed amount outstanding were disconnected, and customers with higher billed amount outstanding were not disconnected, for months, irrespective of being in the

same tariff code and district. Also, Management did not fully utilise the ageing of the energy debtors programme to assess the movement and position of these debts, even though the programme was there in the MIS. We identified limited actions of collecting and following up on this old outstanding debt, even though the Re-Registration of customers will help to identify the bad debts. We could therefore not satisfy ourselves about the debt management and collection, and whether the provision of the bad and doubtful debt of Shs. 11.3b/= was fairly stated. The net sundry debtors of Shs. 607.3m/= after providing for bad and doubtful debts of Shs. 122.5m/=, were also just booked and collection was not emphasized, for some debts have been outstanding from 1990. We have requested Management to effect actions of collecting both the energy and sundry debts, and advised them to handover the old debt, with accurate data, to lawyers specialising in debt collection activities.

4th July 1996
Kampala, Uganda

3. Staff Loans

In 1994 UEB advanced a loan to the Chairman of UEB Board of Directors to meet his hospital expenses for treatment in London. The loan was approved by the UEB Board of Directors and the Minister of Natural Resources and was legally secured by a Mortgage. However, we found Shs. 22,000,000/= remaining on this loan included among the staff loans. We have advised Management to remove the Chairman's loan, and loans of that nature from staff loans to include them in either sundry debtors or other debtors of UEB.

Opinion

Subject to the aforementioned matters in paragraph 1 to 2 of the report, in our opinion, the accounts give a true and fair view of the state of affairs of the Board as at 31st December, 1995 and of its results and cashflows for the year then ended and comply with the Electricity Ordinance Bill, 19861.

Muyanja, Lwanga & Co.,
CERTIFIED ACCOUNTANTS

**Income and Expenditure Statement for the year ended
31 December 1994**

	Note:	1995 Shs. '000	1994 Shs. '000
Turnover		50,411,272	48,310,007
Operating surplus/(deficit) for the year after charging all costs and expenses, including items below:		<u>775,593</u>	<u>1,374,098</u>
Depreciation		13,594,807	12,685,900
Auditors' remuneration		60,312	46,912
Exchange loss/(gain)		(752,535)	275,277
Operating Surplus/(Deficit) before taxation		775,593	1,374,098
Corporation tax 30%		<u>(232,678)</u>	<u>(416,913)</u>
Operating surplus/(deficit) after taxation		542,915	957,185
Extraordinary items	4	472,045	509,678
Surplus/(deficit) for the year		1,014,960	1,466,863
STATEMENT OF RESERVES			
As 1st January 1995 -			
As previously reported		542,375	3,854,899
- Prior year adjustments		<u>(905,002)</u>	<u>(4,779,387)</u>
- As restated		(362,627)	(924,488)
Surplus/(deficit) for the year		<u>1,014,960</u>	<u>1,466,863</u>
As 31st December, 1995		652,333	542,375

Balance Sheet - 31 December 1995

	Note:	1995 Shs. '000	1994 Shs. '000
ASSETS			
FIXED ASSETS	5	549,715,534	540,153,564
INVESTMENTS	6	39	39
DEVELOPMENT EXPENDITURE	7	<u>102,649,940</u>	<u>58,685,034</u>
Sub Total		652,365,51	598,838,637
CURRENT ASSETS			
Stores	8	9,950,940	10,521,264
Prepayments		288,251	380,659
Debtors	9	41,519,255	31,727,724
Cash and Bank Balances		<u>4,830,449</u>	<u>4,649,343</u>
		<u>56,588,896</u>	<u>46,898,331</u>
LESS CURRENT LIABILITIES			
Creditors	10	3,785,198	28,398,581
Customers Deposits		492,426	270,086
Interest Accrued		27,749,502	25,019,298
Taxation	11	<u>725,718</u>	<u>418,040</u>
		<u>32,752,844</u>	<u>28,816,621</u>
NET CURRENT ASSETS/		<u>23,836,052</u>	<u>18,081,710</u>
TOTAL ASSETS		<u>676,201,565</u>	<u>616,920,347</u>
Financed by:			
Share Capital	12	86,131,544	77,591,632
Revenue Reserves		652,333	448,075,210
Non-refundable Capital Contribution		7,717,029	4,531,371
Assets Valuation Reserve		<u>443,001,462</u>	<u>443,001,464</u>
Shareholders Funds		537,502,368	525,666,842
Longterm Loans		138,148,185	90,852,949
Pension Scheme		<u>511,012</u>	<u>400,556</u>
TOTAL CAPITAL EMPLOYED		<u>676,201,565</u>	<u>616,920,347</u>
<p>The Accounts were approved by the Board of Directors on and were signed on its behalf by:</p>			
Eng. H. Nalikka <i>Chairman</i>	A.R. Rutta <i>Managing Director</i>	C.N. Kabagambe <i>Board Secretary</i>	

Cash Flow Statement for the Year Ended 31 December 1995

	Note:	1995 Shs. '000	1994 Shs. '000
Net Cash in/out flow from Operating activities		7,799,149	2,828,810
Investing Activities:			
Purchase of fixed assets		(1,333,352)	(1,751,973)
Development Expenditure		(65,733,264)	(46,622,623)
Net Cash outflow from Investing Activities		(67,066,616)	(48,374,596)
Net Cash outflow before financing		(59,267,467)	(45,545,786)
Financing:			
Disbursements of Loans		46,666,406	14,390,122
Government Equity		8,539,912	27,174,916
Grants		472,045	509,678
Capital Contribution		3,185,658	2,502,789
Consumers Deposits		222,340	147,363
		59,086,361	44,724,868
Increase/(decrease) in cash and cash equivalents		181,106	(820,918)

Cash Flow Movement

	1995 Shs. '000	1994 Shs. '000
(a) Net Cash Flow from Operating Activities		
Operating Surplus/Deficit for the year	775,593	1,374,098
Increase (decrease) in stores	50,324	(864,828)
Increase in debtors	(10,079,782)	(9,471,565)
Increase(decrease) in creditors	3,713,883	1,864,102
Loan repayments	(173,596)	(225,612)
Increase in pension fund	150,455	173,296)
Depreciation	13,594,807	12,685,900
Exchange loss/gain	(725,535)	275,277
Loss on assets disposal	—	70,925
Loss interest under charged in previous year	—	(3,025,783)
	7,799,149	2,828,810
(b) Decrease/Increase in cash and Cash equivalents		
31st December 1995 Balance	4,830,449	4,649,343
31st December 1994 Balance	4,649,343	5,470,261
	181,106	(820,918)

Notes to the Accounts - 31 December 1994

1. Principle Accounting Policies

The accounts are prepared in accordance with the historical cost convention as modified by the revaluation of certain of the Board's fixed assets. The following is a summary of the more important accounting policies used.

(a) Revaluation of fixed assets

Fixed assets are valued periodically at current values as at financial year end.

(b) Depreciation

Depreciation is calculated to write off the cost of fixed assets, net of capital contributions, on a straight-line basis over the expected useful lives of the assets concerned. The annual rates used for this purpose are:-

	%
Owen Falls Civil Engineering Works	1.25
Owen Falls Plant	2.50
Other Generating Stations	4.00
Transmission and distribution buildings, plant and lines	3.08
Administration land and buildings and staff houses	2.50
Motor vehicles - private	20.00
- commercial	33.33
Furniture and fittings	10.00
Office machinery	20.00
Tools vehicles - private	12.50

Under Section 8 of the 1961 Electricity Act, the Board is required to make proper provision for the redemption of any loan raised by the Board and for depreciation or renewal of assets. It is the Board's opinion that the transfer to reserves complies with this requirement.

(c) Stores on hand and in transit

Stores on hand are stated at cost. Cost is determined on an average basis for most electrical materials and spares and on a first in, first out basis, for sundry stocks. Cost includes transport and handling charges. Stores in transit are stated at the amounts paid at the balance sheet date.

(d) Foreign Currencies

Assets and liabilities expressed in foreign currencies are translated to Uganda shillings at the rates of exchange ruling at the year end.

(e) Bad and doubtful debts

Known bad debts are written off and specific provision is made for any debts which appear irrecoverable. In addition a general provision is made on the balance of debtors, excluding large balances specifically identified as recoverable.

(f) Pension Scheme Arrangements

The Board's pension scheme is funded internally. A transfer is made to the fund annually based on salaries and wages paid to pensionable employees during the year. It is intended that the fund should be valued quinquennially by actuaries, any deficiency being provided in the year in which the valuation is made.

(g) Turnover

Turnover represents sales of energy excluding the commercial transactions levy.

2. Borrowing Powers

The Board's borrowing powers as agreed by the Uganda Government before the floating of the Uganda shilling, total to Shs.660 million (old currency). Current borrowings far exceed this limit, however, all the loans are guaranteed by the Uganda Government.

3. Exchange Losses

	1995 Shs'000	1994 Shs'000
Net exchange losses/gain arising during the year comprise		
On total borrowings	(752,535)	275,277
Less: On long term borrowing capitalised	—	—
	<u>(752,535)</u>	<u>275,277</u>

4. EXTRAORDINARY ITEMS

	19934 Shs'000	1993 Shs'000
Grants from African Development Bank finance the entire foreign exchange cost of the Institutional Support Project Support Project and study on system planning and loss reduction	<u>472,045</u>	<u>509,678</u>

5. Fixed Assets

	Administration Shs. '000	Generation Shs. '000	Transmission and Distribution Shs. '000	Transport, Tools and Equipment Shs. '000	Total Shs. '000
Cost or Evaluation:	Shs. '000	Shs. '000	Shs. '000	Shs. '000	Shs. '000
1 January 1995					
Cost	1,839,562	70,263,390	52,945,780	4,685,704	129,734,436
Valuation	<u>34,729,733</u>	<u>152,499,595</u>	<u>244,047,406</u>	<u>2,529,743</u>	<u>433,806,477</u>
	36,569,295	222,762,985	296,993,186	7,215,447	563,540,913
Adjustment Cost				(32,240)	(32,240)
Adjustments on					
Valuation Additions	<u>208,668</u>	<u>—</u>	<u>21,823,426</u>	<u>1,124,684</u>	<u>23,156,778</u>
31 December 1994					
Cost	2,048,230	70,263,390	74,769,206	5,778,148	152,858,974
Valuation	<u>34,729,733</u>	<u>152,499,595</u>	<u>224,047,406</u>	<u>2,529,743</u>	<u>433,806,477</u>
	36,777,963	222,762,985	318,816,612	8,307,891	586,665,451
Depreciation					
1 January 1995	1,015,282	4,755,935	16,008,893	1,609,895	23,390,005
Charge for the year	<u>539,723</u>	<u>2,810,602</u>	<u>9,033,485</u>	<u>1,210,997</u>	<u>13,594,807</u>
31 December 1995	1,555,005	7,566,537	25,042,378	2,820,892	36,984,812
Net book value:					
31 December 1995	35,222,958	215,196,448	293,774,234	5,486,999	549,980,639
Obsolete stock of motor vehicle				<u>34,900</u>	<u>34,900</u>
	<u>35,222,958</u>	<u>215,196,448</u>	<u>293,774,234</u>	<u>5,521,899</u>	<u>549,715,539</u>
<u>31 December 1994</u>	<u>35,554,013</u>	<u>218,007,050</u>	<u>280,984,293</u>	<u>5,608,208</u>	<u>540,153,562</u>

The revaluation of fixed assets, which was done by directors at estimated market values as at 31st December 1992, was booked in 1993.

6. Investments at Cost

	1995 Shs'000	1994 Shs'000
(a) Investment in Amber House Limited	59	59
Less amounts written off to date	(25)	(25)
	34	34
(b) 7% Uganda House Debenture	5	5
	39	39

No account has been taken of interest due but not received on the debenture.

7. Development Expenditure

	1995 Shs'000	1994 Shs'000
Maintenance Work Orders	91,152	76,434
Power II development expenditure (a)	25,951,460	19,222,755
Power III development expenditure (b)	76,607,328	39,385,845
	102,649,940	58,685,034

(a) Power II Development Expenditure

These are expenses incurred on the rehabilitation of the Generation, Transmission and Distribution Lines funded by the Overseas Development Administration (ODA), International Development Association (IDA), Commonwealth Development Corporation (CDC), Nordic Development Fund (NDF) and Norwegian Agency for International Cooperation (NORAD) (Note 13), through the Government of Uganda. The expenditure is to be transferred to fixed assets on completion of each stage.

(b) Power III Development Expenditure

These are expenses incurred on the construction of the Owen Falls Extension Power Station, a 200 MW hydropower Station on the Right Bank of the Victoria Nile River. The Expenditure will be transferred to Fixed Assets on completion of each stage.

8. Stores

	1995 Shs'000	1994 Shs'000
General stores	8,062,998	8,540,107
Goods in transit	1,887,942	1,981,157
	9,950,940	10,521,264

9. Debtors	1994 Shs'000	1993 Shs'000
Accountable Advances	19,415	95,267
Accountable subsistence allowance	—	121,202
Misc. Accounts receivables	729,725	824,191
Leave Pay	36,663	41,098
Credit payroll	27,512	—
Salary advance	86,117	48,075
Sundry payroll deductions	(25)	—
Miscellaneous staff deductions (electricity)	(1,014)	—
Energy Consumers Uganda	47,470,696	37,227,630
Energy Consumers Kenya	35,847	103,528
Energy Consumers Tanzania	338,616	390,138
Amber House	422,119	398,587
Staff loans	24,488	162,150
Vehicle co-ownership	—	841
Ministry of Natural Resources	3,664,779	?
Staff Housing Scheme	29,500	
Interest Transferable Project Accounts	18,709	
Prepaid Income Tax	62,782	
Less:		
Bad and Doubtful Accounts (Energy)	11,324,199	11,324,199
Bad and Doubtful Accounts (General)	122,474	122,474
	41,519,256	31,347,065

10. CREDITORS

	1995 Shs'000	1994 Shs'000
Disbursement clearing STD	332,273	
Unclaimed Wages	1,508	
Disbursement clearing UCB	864,144	
Water/Electricity	4,386	
Accounts Payable	1,876,948	
Retention fnd Accounts	25,765	
UEB Savings and Credit Society	59,590	
Social Security Fund	35,135	
PAYE - Income Tax	77,025	
Graduated Tax	34	
CTL	198,415	
Withholding Tax	193,329	
Miscellaneous (Liabilities)	48,741	
Provision for Audit Fees	72,000	
Dis. Clearing UDB Schemes	1,413	
Dis. Clearing UCB Masaka/Mbarara	3,493	
	3,785,199	

11. Taxation

	1993 Shs'000	1994 Shs'000
1st January 1995 balance brought forward	418,040	1,127
Unpaid position on prior year tax	75,000	—
Charge on the current year's taxable income	232,678	416,913
	<u>725,718</u>	<u>418,040</u>

The Board has a contingent tax liability of shs. 3,008,912,000/= in respect of the period of 1st January, 1989 up to 31st December, 1993. The Board is still disputing this amount on the grounds that sales were overstated due to wrong billings.

12. Share Capital Contribution

	1995 Shs'000	1994 Shs'000
1st January	77,591,632	50,416,716
Additional Funds 27,174,916	8,539,912	27,174,916
31 December 1995	<u>86,131,544</u>	<u>77,591,632</u>

This represents the Uganda Government contributions towards share capital. This will enable the Board to meet its operational costs during the rehabilitation of the existing dam and the construction of another dam under Power III Project. Legal formalities have not yet been finalised for the issue of share capital.

15. Loans

	Authorised (Stated in Thousands)	1994 Shs'000	1993 Shs'000
UEB			
5% guaranteed stock 1972/78	Shs. 1,200	1,081	1,081
Electricity Development Bonds	Shs. 275	31	31
Sub total		1,112	1,112
TREASURY LOANS			
Uganda Government	—	379,319	379,319
West Germany Commodity Aid	Shs. 786,829	1,242,709	786,829
U.K. Overseas Development Administration 1992-1993	—	240,832	333,472
Japan International Corporation Agency	—	14,264,508	1,129,660
European Investment Bank	ECU 11,000	12,606,634	12,198,615
Uganda-Algeria Barter Trade Protocol		1,134,571	1,135,571
Sub-Total for Treasury Loans		29,868,573	16,418,346

Power II Project Loans:

International Development Association Credit 1560	SDR	29.500	16.744.970	16.744.970
PPF 617	US\$	750	855.000	855.000
Commonwealth Development Corporation - Credit	GBP	9.600	18.416.627	18.416.627
UK Overseas Development Administration - Credit	GBP	15.000	25.856.422	21.880.606
Technical Assistance	GBP	1.460	2.688.006	2.688.006
Nordic Development Fund	SDR	4.000	6.305.113	6.305.113
Norwegian Agency for Development Co-operation	US\$	2.500	2.087.957	2.256.825
Sub total for Power II Project			72,099.095	68,292,147

Power III Project Loans:

Norwegian Agency for Development Co-operation	NOK	106.930	4.777.410	2.251.099
International Development Association Credit 2268 UG	SDR	86.900	14.118.989 621.853	1.027.057 338.103
Swedish Agency for International Technical and Economic cooperation (BITS) with the Swedish International Development Agency SIDA			9.324.089	2.363.812
Sub total for Power III Project Loan			35.112.339	5,979,071

Other Loans:

East African Development Bank	GBP	267		162.273
GRAND TOTAL			137,081,119	90,852,949
Interest capitalised on IDA	2268UG		1.067.066	
			138,148,185	

All loans are guaranteed by the Uganda Government. The Board has been unable to service its loans in accordance with the loan agreements during the year. However, some of the Government loans totalling shs. 86.1 billion have been converted into Government equity.

**Detailed Income and Expenditure Statement for the year ended
31st December 1995**

DESCRIPTION	1995 Shs'000	1994 Shs'000
INCOME		
Energy Sales Uganda	48,030,136	46,125,775
Energy Sales Kenya	541,196	675,806
Energy Sales Tanzania	1,839,940	1,508,425
TOTAL ENERGY SALES	50,511,272	48,310,007
Meter rents	360	17,019
Reconnection Fees	83,311	78,994
Sundry Income	991,252	1,675,414
Interest income	90,040	123,237
Sports Activity Income		16,915
TOTAL INCOME FOR THE YEAR	51,593,150	50,204,670
LESS EXPENSES		
STAFF COSTS:		
Basic Pay	3,093,202	2,420,697
Overtime	1,156,308	773,322
Domestic Sencent	111,935	54,895
Entertainment Allowance	123,391	87,900
Electricity Allowance	1,607,697	1,554,153
Standby allowance	32,926	22,193
Gratuity Allowance	509,612	268,125
Compensation allowance	—	8,289
Lunch allowance	2,156,186	1,667,127
Transport allowance	1,227,906	1,410,344
NSSF contribution	74,938	94,893
Acting allowance	—	29,162
Subsistence allowance	1,077,530	562,291

DESCRIPTION	1995 Shs'000	1994 Shs'000
Vehicle maintenance allowance	—	9,977
Mileage allowance	16,050	3,993
Othr allowance	153,442	183,379
Local leave expenses	448,974	171,522
Responsibility allowances	378,071	258,138
Pension	359,956	371,320
Housing allowance	2,467,560	1,812,565
Risk allowance	55,810	60,482
SUB TOTAL	15,053,494	11,824,766
OTHER STAFF EXPENSES		
Duty travel within (Uganda)	108,414	349,596
Duty travel outside (Uganda)	81,028	182,650
Training expenses	494,266	354,920
Medical and Dental expenses	678,175	513,761
Staff welfare	279,488	237,963
Clothing/Uniform	35,486	90,548
Sports expenses	79,092	87,022
SUB TOTAL	1,755,949	1,816,459
GENERAL MATERIALS AND ISSUES		
Electrical materials	28,207	77,872
Lubricating oils	153,656	203,733
Diesel Generation	444,734	496,350
Diesel vehicle	1,158,530	1,010,693
Lubricating oils (Diesel Generation)	87,796	7,908
Petrol	938,966	829,117
Pole preservation	—	195,007
Wood poles	—	30,735
books and periodicals	17,953	13,428

DESCRIPTION	1995 Shs'000	1994 Shs'000
Drowning office suppliers	12,889	6,621
Printing - General	5,614	5,138
Printing - Annual Report	11,443	—
Photocopying	33,003	22,306
Misc. Oil	84,822	—
Stationery	379,092	586,934
Vehicle Spares	1,387,579	1,005,391
Tyres/Tubes/Batteries	233,816	267,295
Loose tools and equipment	277,003	215,144
First aid materials	2,475	5,924
Materials lost	(1,946)	—
SUB TOTAL	5,319,500	5,000,394
REPAIRS AND MAINTENANCE		
General Plant & Machinery	321,895	84,021
Furniture	6,975	13,810
Substation	160,540	232,957
Distribution	417,250	783,636
Transmission lines	188,333	364,095
Line Clearance	201,626	220,174
Computers and Office Equipment	168,253	174,788
Board vehicles	429,953	387,268
Transformers (Distribution)	98,790	206,324
Meters and other electrical testing instr.	50,289	121,361
Communication Equipment	28,945	28,328
Miscellaneous	69,185	5,051
Board bicycles	2,365	1,391
Buildings	481,903	465,131
Street lighting	120	229
Tools and Equipment	20,281	9,403
Hydraulic Oils (Hydro Power Stations)	409	—
SUB TOTAL	2,647,112	3,097,965

DESCRIPTION	1995 Shs'000	1994 Shs'000
OTHER OPERATING EXPENSES		
Publication	—	1,565
Subscription	6,756	6,560
Publicity	59,058	45,471
Advertising	81,174	33,972
Audit fees	60,312	46,912
Agency fees	—	65,599
Legal fees	26,131	17,714
Legal Expenses	17,160	81,311
Police guards	290,725	129,595
Wayleaves/surveying	38,109	37,929
Postage	85,424	175,411
Telephone and telegraphic	499,195	404,172
Bank charges	291,897	110,406
Entertainment	14,217	11,888
Directors allowances	80,516	66,770
Directors Expenses	74,859	17,753
Rent and Rates	107,025	122,447
Clearing and forwarding	—	294,344
Customs duty	—	23,387
Retail licensing	1,966	4,168
Vehicle licence and inspection fees	159,424	121,267
Road Toll	1,574	3,247
Electricity and Bulk Purchases	855,112	—
Miscellaneous	5,033	32,398
Water/office/workshops, etc	353,660	439,031
Hire of transport	58,708	53,300
Motor Vehicle Insurance	52,662	2,974
Electricity	14,632	693,956
Electricity Amber House	1,510	43,314
Insurance General	882,177	552,669
Other taxes	—	—
Amber House Other Expenses	263	2,044
Meter reading D/C.R/contn	328	47,246
SUB TOTAL	4,029,607	3,988,820

DESCRIPTION	1995 Shs'000	1994 Shs'000
FINANCIAL EXPENSES		
Interest - General	9,169,623	7,473,034
Interest - Capitalised	—	2,597,032
Depreciation expenses	13,594,807	12,685,900
Loss/Gain on Exchange	(752,535)	275,278
Loss/Gain on Asset Disposal	—	70,925
SUB OTTAL	22,011,895	23,102,169
TOTAL EXPENSES	50,817,557	48,830,573
Surplus (Deficit) for the year	775,593	1,374,098
Extra-ordinary Items	472,045	509,678
Surplus (Deficit) for the year	1,247,638	1,883,776

OPERATING STATISTICS

SUMMARY OF FINANCIAL STATISTICS, 1992-1995
(Thousands of Uganda Shillings)

STATEMENT OF OPERATION	1992	1993	1994	1995
A: REVENUES:				
Sales of energy	21,956,101	30,038,689	48,310,006	50,411,272
Meter rents	2,049	41,784	17,019	360
Reconnection fees	396,327	87,978	78,994	83,311
Sundry income	266,264	393,164	1,675,414	991,252
Interest income	89,589	146,647	123,237	90,040
Total Income	22,710,330	30,708,262	50,204,670	51,593,150
B: OPERATING EXPENSES:				
Staff costs	4,280,483	9,183,423	13,641,225	16,809,443
General Materials, Issues & Supplies	3,398,764	3,997,223	5,000,394	5,319,500
Repairs & Maintenance costs	3,071,040	2,591,245	3,097,965	2,647,112
Other operating expenses	890,661	2,988,286	3,988,820	4,029,607
Total operating expenses	11,640,948	18,760,177	25,728,404	28,805,662
NET INCOME (Before Financial expenses)	11,069,382	11,948,085	24,476,266	22,787,488
C: FINANCIAL EXPENSES:				
International expenses /Interest	2,128	5,673,643	7,473,034	9,169,623
Bad debts	3,474,619	2,816,651	2,597,032	—
Depreciation expense	5,407,266	11,069,312	12,685,900	13,594,807
Loss / gain on exchange	15,629	(578,298)	275,277	(752,535)
Loss on disposal of fixed Assets	—	—	70,925	—
Total Financial expenses	8,899,642	18,981,308	23,102,168	22,011,895
TOTAL EXPENSES:	20,540,590	37,741,485	48,830,572	50,817,557
(DEFICIT)/SURPLUS Extraordinary items	2,169,740 974,790	(7,033,223) 5,015,712	1,374,098 —	775,593 472,045
NET (DEFICIT)/SURPLUS FOR THE YEAR	3,144,530	(2,017,511)	1,374,098	1,247,638

Note: Accounts reporting procedure changed from 1993 onwards.

UGANDA ELECTRICITY BOARD PERFORMANCE, 1988-1995

	1990	1991	1992	1993	1994	1995
Units Generated (Million Kwh)	738.0	782.5	994.3	977.9	1018.2	1057.8
Number of Employees	2665.0	2913.0	2970.0	3374.0	3155.0	3248.0
Maximum Demand (Mw)	122.8	136.2	151.0	157.2	161.0	173.6
System Losses (%)	39.5	16.7	31.6	33.2	36.2	39.5
Energy Generated Per Employee (Mwh)	276.9	268.6	334.8	289.8	322.7	325.7

FINANCIAL PERFORMANCE

	1990	1991	1992	1993	1994	1995
Units sold/billed (Million Kwh)	518.2	652.1	768.6	739.1	739.7	715.6
Revenue UShs ('000)	4,442,561	10,240,911	22,620,741	30,708,262	0204670.0	51593150
Net Surplus after Tax UShs ('000)	(417,311)	1,037,733	2,169,740	(7,033,223)	1374098.0	775593
Net Surplus as % of Revenue (%)	(9.4)	10.1	9.6	(22.9)	2.7	1.5

MAJOR COSTS AS A % OF REVENUE, 1988-1992

	1989	1990	1991	1992
Generation	10.7	14.5	10.4	6.2
Transmission & Distribution	32.7	41.9	33.0	29.4
Sales Development	1.3	1.6	1.0	1.1
Meter Reading	1.7	1.4	1.0	0.8
Training & Welfare	1.3	1.0	0.4	1.2
Management and General Expenses	59.0	41.9	41.9	28.1

MAJOR COSTS AS A % OF REVENUE, 1992-1995

	1992	1993	1994	1995
Staff costs	19	30	27	33
General material issues and supplies	15	13	10	10
Repairs and Maintenance	14	8	6	5
Other operating expences	4	10	8	8
Financial expences	39	62	46	43

MAJOR COSTS AS A % OF TOTAL COSTS, 1992-1995

	1992	1993	1994	1995
Staff costs	21	24	28	33
General material issues and supplies	17	11	10	10
Repairs and Maintenance	15	7	6	5
Other operating expences	4	8	8	8
Financial expences	43	50	47	43

COMPARATIVE STATEMENT OF COSTS PER UNITS SOLD 1988-1992

	1989 Shs	1990 Shs	1991 Shs	1992 Shs
Cost of Fuel	0.20	0.47	0.58	1.09
Operation, Maintenance, Management	7.28	12.44	16.50	30.44
Depreciation	0.07	0.30	0.20	10.80
TOTAL COST	7.55	13.21	17.28	42.33

COMPARATIVE STATEMENT OF COSTS PER UNITS SOLD 1992-1995

	1992 Shs	1993 Shs	1994 Shs	1995 Shs
Staff costs	6	12	18	23
General material issues and supplies	4	5	7	7
Repairs and Maintenance	4	4	4	4
Other operating expences	1	4	5	6
Financial expences	12	26	31	31
TOTAL COST	27	51	65	71

Note: Auditing format changed in 1993.

GENERATING STATIONS 1995

POWER STATIONS	TYPE	INSTALLED CAPACITY (MW)	YEAR COMMISSIONED
OWEN FALLS	HYDRO	171.300	1954-1968
MAZIBA	THERMAL	1.263	1963-1967
ARUA	THERMAL	0.832	1965
MOROTO	THERMAL	0.448	1966
KITGUM	THERMAL	0.336	1969
KAPCHORWA	THERMAL	0.107	1970
MOYO	THERMAL	0.107	1975
KOBOKO	THERMAL	—	1975
ADJUMANI	THERMAL	0.107	1975
NEBBI	THERMAL	0.107	1992

HYDRO - GENERATION (OFPS) 1988-1995

YEAR	UNITS GENERATED (KWH)	WORKS UNITS (KWH)	UNITS SENT OUT (KWH)	EXPORT TO KENYA (KWH)	EXPORT TO TANZANIA (KWH)	SYSTEM MAXIMUM DEMAND (MW)	KENYA MAXIMUM DEMAND (MW)	TANZANIA MAXIMUM DEMAND (MW)
1988	565,970,200	1,240,950	564,729,250	108,952,000	—	94.6	51.2	—
1989	659,471,270	1,044,760	658,426,510	156,594,000	—	110.8	66.8	—
1990	736,482,990	780,550	735,702,440	154,465,665	—	122.8	58.9	—
1991	781,497,190	737,980	777,110,720	126,595,520	—	136.2	65.6	—
1992	993,278,919	649,790	992,640,129	283,364,280	—	151.0	81.2	—
1993	976,461,110	588,990	975,872,120	261,836,910	920,000	157.2	70.9	13
1994	1,015,820,410	353,240	1,015,467,170	237,084,730	15,080,000	161.4	77.2	30
1995	1,056,344,460	316,300	1,056,028,160	175,810,490	18,727,000	17.3	50.5	40

THERMO GENERATION 1992-1994

POWER STATIONS	1993		1994		1995	
	GENERATED (KWH)	MD (MW)	GENERATED (KWH)	MD (MW)	GENERATED (KWH)	MD (MW)
MAZIBA	—	—	—	—	—	—
ARUA	649,890	0.572	681,470	0.91	603,447	0.896
MOROTO	263,188	0.350	297,863	0.38	276,955	0.37
KITGUM	379,868	0.300	304,000	0.31	321,960	0.24
RUKUNGIRI	—	—	—	—	—	—
KAPCHORWA	4,981	0.010	9,060	0.01	8,802	0.01
MOYO	19,927	0.086	84,932	0.09	86,096	0.098
KOBOKO	N.O	—	N.O	—	—	—
ADJUMANI	N.O	—	—	—	1,392	0.008
NEBBI	123,700	0.063	64,671	0.07	72,774	0.082
TOTALS	1,441,554	—	1,441,996	—	1,371,426	—

HYDRO - GENERATION (OFPS) JANUARY - DECEMBER 1995

MONTH	UNITS GENERATED (KWH)	WORKS UNITS (KWH)	UNITS SENT OUT (KWH)	EXPORT TO KENYA (KWH)	EXPORT TO TANZANIA (KWH)	UNITS SENT OUT UGANDA (KWH)	SYSTEM MAXIMUM DEMAND (MW)	KENYA MAXIMUM DEMAND (MW)	TANZANIA MAXIMUM DEMAND (MW)
JANUARY	86,604,530	33,980	86,570,550	15,409,540	1,560,000	69,601,010	141.00	42.00	3.50
FEBRUARY	78,933,110	30,500	78,902,610	13,433,970	1,410,000	64,058,640	156.00	50.46	3.50
MARCH	86,160,350	21,020	86,139,330	14,752,020	1,410,000	69,977,310	156.60	33.51	2.50
APRIL	85,576,000	25,460	85,550,540	14,950,550	1,410,000	69,169,990	158.20	33.93	2.74
MAY	89,899,900	26,230	89,873,670	15,511,410	1,937,000	72,425,260	158.20	44.70	4.00
JUNE	85,094,960	27,910	85,067,050	15,462,030	1,440,000	68,165,020	156.60	47.01	4.00
JULY	88,752,740	26,980	88,725,760	17,238,170	1,660,000	69,827,590	155.80	49.89	3.50
AUGUST	89,385,400	27,720	89,357,680	16,150,780	1,560,000	71,646,900	173.60	43.65	4.00
SEPTEMBER	90,260,750	25,830	90,234,920	14,504,280	1,520,000	74,210,640	160.00	42.63	4.00
OCTOBER	94,062,360	27,830	94,034,530	15,129,550	1,610,000	77,294,980	160.40	47.25	4.00
NOVEMBER	89,691,880	24,930	89,666,950	11,425,850	1,640,000	76,601,100	161.00	39.54	4.00
DECEMBER	91,922,480	17,910	91,904,570	11,842,340	1,570,000	78,492,230	159.80	37.44	4.00
TOTAL	1,055,344,460	316,300	1,055,028,160	175,810,490	18,727,000	861,490,670	173.60	50.46	4.00

Source: OFPS Monthly Returns: Compiled by Corporate Planning Department

GROWTH OF UEB, 1949-1995

YEAR	UNITS GENERATED (Million KWH)			MAXIMUM DEMAND (MW)	ANNUAL LOAD FACTOR (%)	TOTAL UNITS SOLD (MIL. KWH)	UNITS SOLD UGANDA (MIL. KWH)	NUMBER OF CONS.
	HYDRO	THERMAL	TOTAL					
1949	11	-	11	3.1	39.5	9	9	4,143
1950	16	-	16	4.3	43.3	14	14	5,298
1951	29	-	29	7.8	42.0	25	25	6,836
1952	40	-	40	10.0	45.7	34	34	8,783
1953	60	-	60	13.0	52.2	51	51	10,400
1954	73	-	73	15.1	55.4	64	64	11,423
1955	80	-	80	15.6	58.3	69	69	14,550
1956	95	-	95	21.6	50.1	82	82	16,798
1957	149	-	149	29.8	57.0	134	134	19,819
1958	278	-	278	51.8	61.4	253	163	24,010
1959	346	0.3	346	57.8	68.3	315	185	27,720
1960	396	0.3	397	62.8	72.1	362	202	30,037
1961	435	0.1	435	73.6	67.4	401	209	32,116
1962	452	0.8	453	73.4	70.5	417	228	33,749
1963	497	0.5	497	85.3	66.5	461	271	37,466
1964	521	0.4	521	99.1	60.2	471	293	39,298
1965	572	0.5	572	103.0	63.4	523	332	44,454
1966	633	2.5	635	113.9	63.6	579	376	48,412
1967	702	2.3	704	126.7	63.4	639	397	51,185
1968	729	2.7	731	131.9	63.3	658	434	55,369
1969	727	3.5	731	128.4	64.9	664	445	59,739
1970	730	4.6	735	124.6	67.3	662	415	63,306
1971	813	3.8	817	129.9	71.7	745	451	69,535
1972	797	4.4	802	132.0	69.3	726	442	69,843
1973	789	4.9	793	130.4	69.5	702	399	76,904
1974	780	5.0	785	125.9	71.2	694	398	81,106
1975	722	5.0	727	122.3	67.9	643	382	83,574
1976	668	4.0	672	112.4	67.6	583	346	90,009
1977	683	5.0	688	114.4	68.0	604	332	92,435
1978	625	5.0	630	119.4	59.6	546	329	98,401
1979	462	2.0	464	113.8	45.9	395	235	60,918
1980	634	3.0	637	106.2	68.0	528	240	92,600
1981	513	4.0	517	99.0	59.1	467	288	93,157
1982	564	5.0	569	99.8	63.4	499	286	101,599
1983	513	2.1	516	106.2	59.1	469	251	104,331
1984	612	2.0	614	97.6	71.6	498	282	106,798
1985	625	1.7	627	109.8	65.0	459	244	106,450
1986	636	1.7	637	107.4	67.5	530	299	106,750
1987	618	1.3	619	103.6	68.1	514	338	92,755
1988	566	1.5	567	94.6	68.3	373	263	80,795
1989	660	1.4	661	110.8	67.3	432	282	95,773
1990	737	1.4	738	122.8	67.5	518	351	103,920
1991	781	1.1	783	136.2	64.5	652	525	95,568
1992	993	1.0	994	151.0	75.4	769	486	110,609
1993	977	1.4	978	157.2	71.2	739	476	116,885
1994	1,016	1.4	1,017	161.4	72.1	740	488	107,620
1995	1,056	1.4	1,058	173.6	69.6	716	552	101,407

NOTE (1) It has not been possible to get data break-downs in the first ten years hence the blanks.
 (2) Power exports to Kenya commenced in 1958.

ELECTRICITY SALES ANALYSIS, 1994 AND 1995

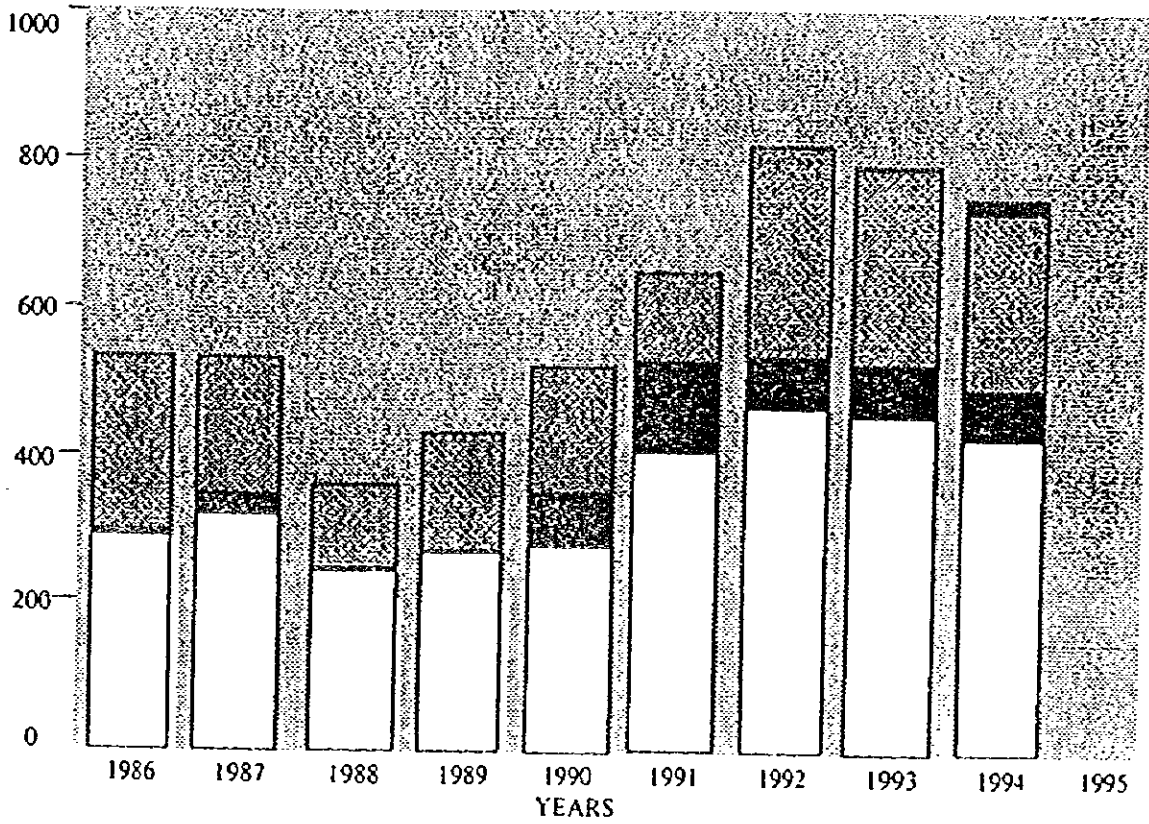
REGIONS	DISTRICTS	NUMBER OF CONSUMERS	1993 UNITS (GWh)	AVERAGE UNITS PER CONSUMER	NUMBER OF CONSUMERS	1994 UNITS (GWh)	AVERAGE UNITS PER CONSUMER
CENTRAL	Kampala	48,789	287.80	5,899	51,027	268.05	5,253
	Entebbe	3,893	18.17	4,667	3,204	16.05	5,009
	Mityana	3,364	6.88	2,045	3,199	7.01	
	Mubende	452	0.83	1,841	421	0.80	1,900
	Bombo	3,971	10.54	2,655	4,259	10.49	2,463
	Mukono	2,179	6.33	2,905	2,664	8.42	3,161
	Kayunga	1,624	3.30	2,033	1,603	3.17	1,978
WESTERN	Masaka	5,625	15.14	2,692	4,265	15.45	3,623
	Mbarara	3,542	11.33	3,198	3,279	14.63	4,462
	Kabale	1,382	2.76	2,000	1,344	2.75	2,046
	Rukungiri	411	0.81	1,971	426	1.05	2,465
	Fort-Portal	1,733	5.11	2,951	862	5.95	6,903
	Kasese	1,386	8.32	6,004	1,429	24.49	17,138
NILE	Lugazi	1,764	18.03	10,219	1,399	18.46	13,195
	Jinja	8,569	55.47	6,473	8,012	73.34	9,154
	Iganga	2,597	6.98	2,689	2,852	6.22	2,181
	Kamuli	1,578	3.56	2,255	1,620	3.78	2,333
EASTERN	Tororo	2,470	9.74	3,942	2,525	11.39	4,511
	Mbale	5,040	13.01	2,582	4,937	14.49	2,935
	Kapchorwa	72	0.13	1,736	80	0.08	1,000
	Soroti	1,170	1.99	1,704	1,275	3.18	2,494
	Kumi	274	0.50	1,818	266	0.44	1,654
	Moroto	333	0.56	1,676	309	0.37	1,197
NORTHERN	Gulu	1,057	1.63	1,543	1,121	1.99	1,775
	Lira	1,290	2.23	1,727	1,316	3.06	2,325
	Arua	577	1.76	3,043	882	1.05	1,190
	Moyo	91	0.13	1,429	99	0.10	1,010
	Kitgum	383	0.35	924	346	0.47	1,358
	Masindi	1,036	2.21	2,134	1,058	3.01	2,845
	Hoima	866	1.89	2,179	1,038	1.80	1,734
TOTAL	UGANDA	107,518	497.49	4,627	107,117	521.54	4,869

TOTAL ENERGY BILLED AND SENT TO UGANDA (1993-1994).

MONTH	1994			1995		
	SENT OUT TO UGANDA (kWh)	BILLED (kWh)	BILLED AS % SENT TO UGANDA	SENT OUT TO UGANDA (kWh)	BILLED (kWh)	BILLED AS % SENT TO UGANDA
January	61,785,880	47,172,780	76.3	69,601,010	39,100,915	56.2
February	56,309,490	45,501,924	80.8	64,058,640	37,889,982	59.1
March	61,601,680	43,854,333	71.2	69,977,310	40,876,245	58.4
April	60,690,130	41,833,195	68.9	69,189,990	43,789,650	63.3
May	63,510,230	33,407,451	52.6	72,425,260	41,197,584	56.9
June	60,682,220	31,079,830	51.2	68,165,020	41,768,808	61.3
July	65,840,190	33,177,458	50.4	69,827,590	41,397,428	59.3
August	66,213,640	37,637,966	56.8	71,846,900	34,419,107	48.0
September	65,011,870	39,279,784	60.4	74,210,640	56,483,045	76.1
October	67,457,860	44,155,000	65.5	77,294,980	55,007,076	71.2
November	66,950,240	46,378,507	69.3	76,601,100	42,223,036	55.1
December	67,249,010	44,487,495	66.2	78,492,230	48,461,754	61.7
TOTAL	763,302,440	487,965,723	63.9	861,490,670	522,614,630	60.7

Units Sold (GWh), during the last ten years

Units sold (Gwh)



Tanzania

Kenya



Hotels and Clubs

Street lighting

Industrial

Commercial & Security Lighting

Domestic

Summary of Training Activities

Staff trained abroad completed during 1995

Staff trained in the United Kingdom, Europe, North America and Africa

Course	Institution	Sponsor	Number
1. Seminar on Import Procurement	Zimbabwe	Govt of Finland	2
2. Economic & Financial Analysis of Energy Projects	Collarado School of Mines	USAID	2
3. Hydro Electric Power Engineering	Japan	JICA	1
4. Telecommunication	Zurich Switzerland	ABB Nera. Com. Ltd.	2
5. The Chairman's Programme	Irish Management Institute, Dublin	U.E.B	1
6. Senior Executive Prog. "Enterprise Restructuring and Privatisation - The Managerial Perspective"	Cairo	RITSEC	1
7. Corporate Planning Performance	Manitoba Hydro	ADB	1
8. Power System Control and Operations	Sweden	BITS	1
9. Post Graduate in Hydro Power Development	Norway	NORAD	1
10. M.Sc. in National Development and Project Planning.	U.K	ADB	1
11. Training of Trainers Workshop	Eskom/Johannesburg	Eskom	1

Staff trained Locally

(i) (a) Completed during the year under the Board's sponsorship

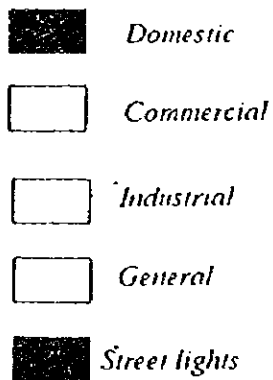
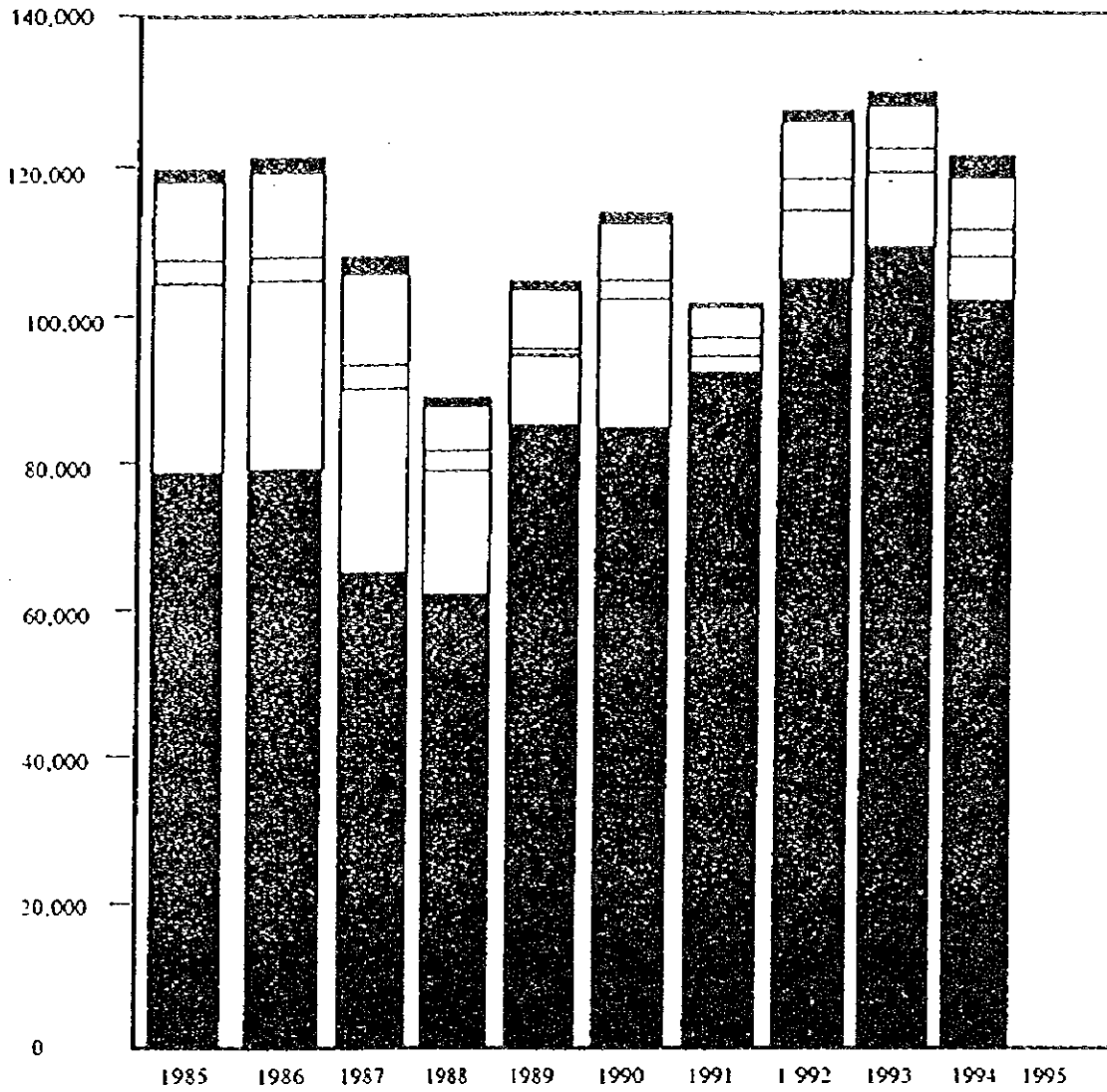
Course	Institution	Number
1. Computer Training	Computer Point	47
2. Linesmen Gradell&III Trade Testing	Lugogo and Jinja T.S	40
3. Upgrading Courses	V.T.I Nakawa	36
4. Computer Course	Xerographics	1
5. Focus on Management for Young Executives	Makerere University	15
6. Public Relations & Marketing Consultancy	Colline Hotel	1
7. Basic Supervisory Management	MTAC	10
8. Basic Records	MTAC	2
9. Advanced Records Management	U.M.I	5
10. Essentials of Management	M.T.A.C	3
11. Accounting & Finance for Non Finance Executives	Makerere University	3
12. Quarterly Workshop on Selected Topical Business Issues	Makerere University	6
13. The Management of Client Relationships	U.M.I	1
14. Net work Administration	Service & Computer Inquiries Ltd.	1

Course	Institution	Number
15. Introduction to Computers DBase Management & Data Analysis using SPSS.	Rank Consult	2
16. Computer Courses Introduction & DOS	Eastern Computer Centre, Jinja	25
17. Electrical Installations	V.T.I Nakawa	4
18. Electrical Installations	V.T.C Lugogo	1
19. Apprenticeship & Upgrading Courses/Trade Testing	V.T.I Nakawa	7
20. Linesmen Course	V.T.I Nakawa	65
21. Grade III Linesmen Training.	V.T.I Nakawa	10
22. Cable Jointers Course	V.T.C Lugogo	8
23. Welding & Fabrication	V.T.C Lugogo	1
24. Motor Vehicle Mechanic	V.T.C Lugogo	4
25. Grade I Linesmen Trade Test	U.E.B T/S	11
26. Grade II Linesmen Trade Test	U.E.B	11
27. On the job Training Programme (JICA)	Njeru S/S	4
28. Maintain Office Telecommunications Equipment	U.P.T.C	2
29. Industrial Relations Clinic	M.T.A.C	3
30. Kampala Urban Study Training Programme	K.C.C	3
31. U.D.B.S.	U.C.C. Soroti	1

(b) Completed during the year under ADB sponsorship

Course	Institution	Number
1. Internal Audit	Amber House	19
2. Tarriffs	Amber House	14
3. Energy Marketing	Lugogo T.S	44
4. Meter Installation	Lugogo T.S	33
5. Live Line Training	Jinja Training Centre	13
6. Cable Jointers	UEB Training School	9

CONSUMER MIX (NOS)



JICA