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it simply matters



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Kenneth Rubango

**A President to Lead
with Heart**

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Miss Uganda 2024-25, Natasha Nyonyozi, won the Beauty with a Purpose crown from Miss World last month at an event that took place in Telangana, India.

EDITOR'S NOTE

Supporting Informal Economy – A Foundation for Stronger Livelihoods

In a country like Uganda, where the informal economy constitutes a significant share of the economy, small businesses and startups are more than just engines of growth—they are lifelines for communities, providers of employment, and custodians of social fabric. Despite their essential role, they often remain underserved by formal financial systems, neglected by policy frameworks, and vulnerable to shocks. It is time for governments, institutions in the private sector, and society at large to recognize that supporting small businesses is not merely an economic imperative; it is a moral and social necessity.

Across many developing nations, a large proportion of the workforce is employed in informal sectors — from street vendors and home-based workers to micro-enterprises that operate outside the scope of formal regulation. These small businesses form the backbone of daily life. They feed cities, deliver essential services, and often support entire extended families. In rural and urban areas alike, they provide critical income where formal employment opportunities are scarce.

However, informal businesses frequently operate with little security or support. They lack access to credit, legal protections, market opportunities, and basic infrastructure. Crises such as pandemics, economic downturns, or climate-related disasters hit them the hardest. Without buffers or institutional safety nets, many are forced to close, pushing workers into deeper poverty and social instability.

Supporting these enterprises means more than just injecting capital. It involves a holistic approach: streamlining registration processes to encourage formalization, providing financial literacy and digital skills training, creating inclusive access to credit and insurance, and ensuring that public procurement systems are open to micro and small enterprises. Importantly, any policy framework must be context-specific and built in consultation with the very communities it seeks to uplift.

The social dividends of such support are profound. When small businesses thrive, so do the networks of people they sustain—families, neighborhoods, informal cooperatives, and cultural practices rooted in communal entrepreneurship. Empowering small businesses enhances local resilience, reduces inequality, and promotes dignity through work.



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Kenneth Rubango

A President to Lead with Heart



Rubango was recently installed as the President of Muyenga Tankhill Rotary Club

When his boss, Dr. Bildard Baguma, invited him to a Rotary meeting, it gave Kenneth Mbabazi Rubango an opportunity to espouse the tenets of the second most important commandment—loving my neighbour as I love myself. And five years of leadership within the club, later, Rubango, also Director Bio Medical Engineering at Joint Medical Store, accepted the role of Club President of Rotary Club of Muyenga Tankhill. In this interview, Rubango shares his experience so far.



Mr. Kenneth Rubango

When his boss, Dr. Bildard Baguma, invited him to a Rotary meeting, it gave Kenneth Mbabazi Rubango an opportunity to espouse the tenets of the 2nd most important commandment – loving my neighbour as I love myself. And five years of leadership within the club, Rubango accepted the role of Club President of Rotary Club of Muyenga Tankhill. In this interview, Rubango shares his experience so far.

Rotary's core value is 'Service Above Self'. What personal values or life experiences shaped your heart for service?

My middle name is "Mbabazi", and it means "kindness". From a young age, my study of religion evolved around love – caring for one another, especially those in need: our neighbours. Inspired by my name, our lived family values of kindness at home, and the pursuit of my religious beliefs. Service above self came naturally.

What surprised you the most about becoming a Rotarian, something you didn't expect before joining?

I was surprised to see the level of selflessness of people. The goodness in people as seen in Rotary is very overwhelming and humbling. At one of our annual events, I met an individual that was feeding more than 500 individuals with one meal a day in Dar es Salaam. To date, I am awestruck when I remember this kind gentleman.

What did it feel like to be officially installed as President of the Rotary Club of Muyenga Tankhill?

It felt surreal. To be installed as the Governor's President comes with a huge responsibility. The confidence from my seniors and colleagues in my leadership abilities to get the job done was both humbling and a weight at the same time. Regardless, I am confident that working with my fellow leaders and club members, we will excel.

As one of the youngest presidents in the club's history, what does this leadership opportunity mean to you personally?

It is an opportunity for me to grow. It is also a platform to apply all the leadership lessons I have learnt so far to get the job done as a collective. This is akin to the parable of the talents in the Bible. If one does well with the little, then they can be trusted with much more. This is why I see this as a big opportunity.

What three values will define your leadership throughout your presidential year?

Listening, learning, and being adaptive.

What kind of legacy do you hope to leave behind at the end of your term?

A legacy of a leader that listened, learnt and adapted the experience of the Rotarian in RC Muyenga Tankhill to mirror their aspirations in Rotary. The ultimate outcome of this legacy would be seen in membership engagement. It would be so high that every member would look forward to fellowship and be extremely proud to be associated with the Rotary Club of Muyenga Tankhill.

What leadership lessons did you mine from Immediate Past President Godfrey Kivumbi that you plan to carry forward during your presidency?

The biggest lesson was to do that for the club that would benefit this particular club the most. What may work for other clubs may not work for ours at this particular time. He challenged me to look at our roadmap as a club and identify what our biggest needs are and focus on those. This is how we arrived at membership engagement as the primary focus area.

Your CEO, Dr Baguma, introduced you at the installation ceremony. What did it mean to have your professional leader publicly support your Rotary journey?

It means a great deal, because my work with Joint Medical Store supplements my work in Rotary and vice versa, as it is all about social impact. That said, it is very helpful to get support from my workplace, both from him and my colleagues who were present at the function.



Rubango desires his legacy as President MuyengaTankhill to be remembered for its membership engagement

Joint Medical Store encourages us to pursue leadership roles even beyond the organisation. In the action year, the President of the Rotaract Club of Makindye West – Rotaractor Joseph Kibalama – is also a colleague of mine from Joint Medical Store, and we are proud of him as well.

How do you bring your work in the health sector at Joint Medical Stores into conversation with your service through Rotary?

One of the seven focus areas for Rotary is disease prevention and treatment, which is also Joint Medical Store's focus area. As such, Joint Medical Store supports Rotary's work that falls within this focus area. This is through support for medical camps with pharmaceuticals and with medical equipment and health infrastructure for the Rotary Service Projects.

Which community challenges are closest to your heart, and how will your club focus on addressing them during your term?

The Club's focus is addressing community challenges that are defined in its strategic plan.

Coincidentally, one of its strategic focus areas is maternal and newborn health, which is an area I am very passionate about.

In the Action Year, we plan to complete and functionalise the health Centre III we are constructing in Gwembuzi, Luuka District, to increase access to safe childbirth facilities in that area.

We also plan to donate solar-powered on-site oxygen-manufacturing equipment to a health facility on Kalangala Island to increase the survival rate of babies and mothers on the island. These projects are also aligned with the District Governor's focus area of maternal and newborn health, and we will implement them in partnership with other Rotary, Rotaract and Interact Clubs.

Are there any specific service projects or initiatives that you're especially passionate about leading this year?

In addition to the Maternal Health Service Projects mentioned above,

we are very keen to have significant impact in the education sector in addition to progressing the fit-for-purpose and context toilets for the Kikubamutwe slum, whose global grant we have written, and we are looking for an international partner for.

Rotary clubs thrive on active participation and connection. How do you plan to keep members engaged, inspired, and consistently involved throughout your term?

This is a great question that we intend to ask and seek answers to all year long. So far, we have learnt that great speakers will attract more engagement.

We also know that increasing the value proposition the club has for its stakeholders will improve the members' engagement.

We have also noticed that the Club resonates better with a variation between casual and structured fellowships, so we plan to offer them just that.

Lastly, we have noticed the importance of keeping the momentum regarding involvement in service projects, which is the core reason the members join Rotary. As such, our plan includes spreading these service projects all year long to keep them engaged.

The above learnings do not paint the full picture. We have set in place tools to allow us to continuously get feedback from our membership so that we can curate the ultimate experience for the Rotarian of the Rotary Club of MuyengaTankhill.

You made the courageous decision to pause your PhD studies to take up this presidency. What drove that decision, and what did it take emotionally and mentally to commit?

Actually, by the time I accepted to be President, I had quit my PhD studies. I am a maker and as such not very keen on the documentation part of a PhD. This is why I quit my PhD despite having passed my interim assessment – the first of 3 defenses in a typical PhD. How do you reflect on that choice today? Do you feel Rotary filled a deeper calling or sense of purpose? Without doubt. I cannot imagine my life without Rotary now. It has given me an avenue to apply myself to serve humanity, without expecting anything in return. That said, the fellowship with like-minded individuals brings about benefits that make this service all the more worthwhile.

You're also a husband and a father to a young daughter. How do you manage the balance between Rotary leadership, work, and family life?

It all comes down to being intentional.

Some things are non-negotiables, so their time is scheduled first before the others are. It is never that smooth, but as best as possible, I try to compensate for the aspect of my life whose time was reallocated. I am not quite sure it is a balance, though.

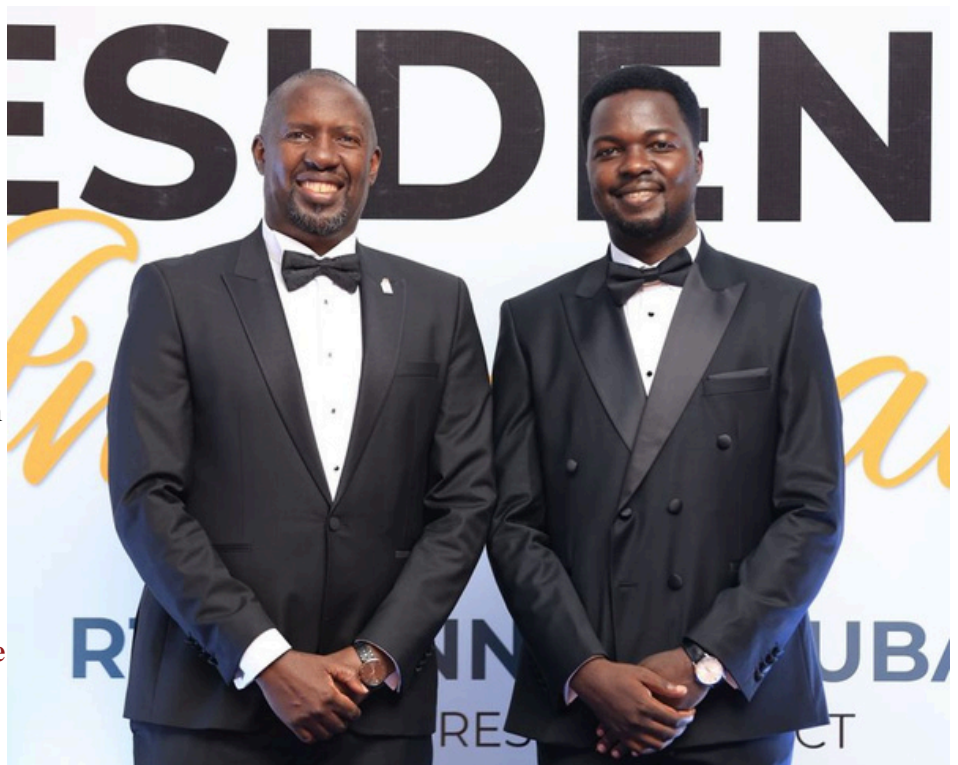
What do you think young professionals often misunderstand about Rotary, and how are you working to change that perception?

There is a misperception about Rotary's biggest value proposition, especially among the young professionals. Many join Rotary for what they can get out of it, and with this mindset, one would be lost in Rotary. The right mindset is to join Rotary for what you bring to the table. For service above self. In doing so, the most sure and

immediate benefit is the fulfilment that the impact comes with. In our messaging to the prospective members of the Rotary Club of MuyengaTankhill, we are emphasising this difference in mindset. That way, we manage their expectations and clarify the Club's expectations of them as members in good standing as well.

What would you say to someone who's considering joining Rotary but still uncertain if it's for them?

I would encourage them to visit different clubs and not to leave immediately after fellowship. Invest time to get to know the members and ask as many questions as possible. It is our duty to every prospective member to answer your questions and guide you accordingly for you to make an informed decision.



Outgoing past president Godfrey Kivumbi (left) and president-elect Kenneth Rubango

I am not a stranger to tourism - Juliana Kaggwa

From vending beer to boosting Uganda's Tourism, Juliana Kaggwa has her job spelled out at Uganda Tourism Board



Juliana Kaggwa's appointment as the Chief Executive Officer of the Uganda Tourism Board (UTB) in May 2025 marked an exciting new chapter for both her and the country's tourism sector. Leaving behind a distinguished career spanning over two decades in the private sector, primarily with Uganda Breweries Limited (UBL), Kaggwa brings a wealth of marketing acumen and corporate leadership experience to this pivotal public service role. Her mission: to revitalize and elevate Uganda's global tourism profile.



Juliana Kaggwa is the new CEO of Uganda Tourism Board

Juliana Kaggwa's appointment as the Chief Executive Officer of the Uganda Tourism Board (UTB) in May 2025 marked an exciting new chapter for both her and the country's tourism sector. Leaving behind a distinguished career spanning over two decades in the private sector, primarily with Uganda Breweries Limited (UBL), Kaggwa brings a wealth of marketing acumen and corporate leadership experience to this pivotal public service role. Her mission: to revitalize and elevate Uganda's global tourism profile.

Who is Juliana Kaggwa?

Kaggwa is a wife and mother, a corporate leader and marketing guru. She is a proud product of St. Mary's College Namagunga. Kaggwa's academic foundation was cemented with a Bachelor of Science degree in Food Science and Technology from Makerere University. Recognizing the need for business expertise, she further

honed her skills with a Master of Business Administration from the Edinburgh Business School, the Graduate School of Business of Heriot-Watt University.

Juliana Kaggwa's story at UBL is a testament to ambition, dedication, and the transformative power of opportunity within a large corporation. Her 17-year tenure at UBL, and by extension, its parent company East African Breweries Limited (EABL), is a masterclass in career progression, demonstrating how talent nurtured from the ground floor can blossom into exceptional leadership. Kaggwa began her journey as a lab technician, a humble starting point that belied the meteoric rise that was to come. Her trajectory saw her rapidly ascend the ranks, showcasing her capacity for marketing and brand management. She transitioned from the laboratory to the dynamic world of brand management, eventually

becoming the Brand Manager for International Premium Spirits like Johnnie Walker, Baileys, and Smirnoff – a role based in Kenya. This experience provided invaluable exposure to the competitive regional market, paving the way for her return to UBL.

Back in Uganda, she was appointed Marketing Manager for Spirits, tasked with spearheading campaigns and driving growth within the domestic spirit market. It was her appointment as Country Manager for Heineken Uganda that truly solidified her position as a prominent figure in the corporate landscape. But Kaggwa's ambition didn't stop there.

She reached a pivotal point in her career, becoming the Marketing & Innovations Director at UBL. This period marked a period of significant growth for iconic UBL brands like Bell Lager and Uganda Waragi. Kaggwa's leadership was instrumental in driving this success, which included the launch of innovative variants that resonated with consumers and revitalized established brands.

However, Kaggwa's influence extended beyond simply marketing beer and spirits. From 2020 to early 2024, she stepped into the role of Corporate Relations Director, a position with a broader scope and a greater emphasis on social responsibility.

In this role, she took on the crucial task of managing public policy, driving sustainability initiatives, and cultivating strong relationships with key stakeholders.

UBL's farewell message upon her departure highlighted Kaggwa's enduring impact on the organization. They recognized her as a key figure in nurturing marketing talent within the Diageo network (UBL's parent company), transforming UBL into a significant "net exporter" of marketing expertise. Her leadership in corporate relations was also praised, particularly her commitment to improving the welfare of communities in which UBL operates, positioning the brewery as a valued player in the private sector and a reliable partner for the government. Juliana Kaggwa's career trajectory at Uganda Breweries Limited is an inspiring story of professional growth, leadership, and dedication. From her humble beginnings as a lab technician to her impactful role as a Corporate Relations Director, she demonstrated that hard work, a thirst for knowledge, and a commitment to excellence can pave the way for remarkable achievements.

Her legacy at UBL extends beyond brand success; she left behind a legacy of talent development, community engagement, and a commitment to sustainable business practices that continues to shape the organization.



Juliana Kaggwa excelled at selling alcoholic beverages for UBL

And after 17 years of dedicated service at UBL, Kaggwa's journey took a new turn in early 2024. She was appointed Group Marketing and Sales Director at Seed Co Group, a pan-African agricultural firm headquartered in South Africa. This new role allowed her to leverage her extensive marketing and leadership skills on a continental scale, focusing on certified seed production and contributing to the growth and development of the agricultural sector across Africa.

Steering Uganda towards Tourism Excellence: A New Chapter Begins

On May 20th, 2025, a new chapter began at the Uganda Tourism Board (UTB), the government agency responsible for promoting Uganda as a premier tourism destination.

Kaggwa, a seasoned marketing professional, was appointed to guide the organization forward, bringing with her decades of experience and a clear vision for the future of Ugandan tourism. This appointment marked a significant moment, promising a renewed focus on strategic leadership, sustainable development, and enhanced visitor experiences. According to a report in The Observer, a local news publisher, this new role represents a significant step in Kaggwa's journey, an opportunity "to start evolving towards what I will ultimately call my purpose." In her own words, "This is my time now, my season, to lead in another space in a director's position... to make my mark on Uganda's tourism image, as a child of Uganda, as a daughter of this soil."

Her long-term aspirations extend beyond Uganda's borders.

"Eventually, I aspire to do, you know, and work with society, work with grassroots on sustainability, not just for Uganda but for Africa." This ambition underscores a dedication to responsible tourism practices and a desire to contribute to the broader development of the African continent. Recognizing the potential of the night economy, she acknowledges its role in attracting tourists and contributing to the vibrancy of the destination. "For years, I was used to a night economy, but my new job now demands more of me during the day than it does at night. Nonetheless, I think for me, it's just switching one pair of shoes for another, but I'm still very much the same person." This adaptability and understanding of the market are crucial assets as she navigates the complexities of leading UTB.

With a firm grasp on the intricacies of marketing and a deep understanding of the tourism sector, she is well-equipped to guide UTB towards new heights. "I am not a stranger to tourism. I'm not a stranger to marketing, not really. I am going to provide strategic leadership and vision, develop marketing and promotion of Ugandan tourism, and enable stakeholder collaboration, among other things." She begins her role on July 1, 2025, and her vision for the future is already taking shape. Her ambitious goals include transforming the tourism sector into a sustainable development environment, investing in research and innovation, and enhancing visitor experiences by supporting service training and infrastructure improvements.

These priorities highlight a comprehensive approach to tourism development, ensuring that economic growth is balanced with environmental responsibility and community engagement.

The appointment marks more than just a change in leadership; it signifies a renewed commitment to showcasing Uganda's unique beauty and cultural richness to the world. With a proven track record and a clear vision, this new leader is poised to usher in a new era of sustainable growth and innovation, solidifying Uganda's position as a leading tourism destination. The future of UTB, and Ugandan tourism as a whole, looks bright under her guidance.

A Critical Moment for Tourism's Transformation

Kaggwa's appointment comes at a crucial time. Uganda is actively seeking to strengthen its tourism ties both regionally and globally. Under her leadership, UTB aims to capitalize on Uganda's unique cultural heritage and stunning natural beauty to attract a diverse range of visitors. Lilly Ajarova, Kaggwa's predecessor, expressed immense confidence in her ability to elevate Uganda's tourism industry, highlighting Kaggwa's "vision, expertise, and passion". Ajarova's tenure saw significant achievements, including the development of strategic plans aligned with Uganda Vision 2040, the refresh of Uganda's destination brand to "Explore Uganda, The Pearl of Africa", and international recognition for these efforts. Juliana Kaggwa is uniquely positioned to steer Uganda's tourism sector towards a bright and prosperous future. Her strategic vision, dedication to excellence, and proven track record are expected to play a pivotal role in solidifying Uganda's reputation as a top-tier tourism destination.



Juliana Kaggwa has the marketing expertise to successfully promote Uganda to the world

Why we must rethink leadership credit - spotlighting NSSF's Ayota

In every story of institutional transformation, the credit almost always goes to one person, the leader. The charismatic figurehead. The one with the bold vision and compelling voice. But that narrative, while attractive, is incomplete. Because behind every celebrated leader is a team, often underestimated, whose strength, loyalty, and quiet brilliance make leadership not only possible but successful.

Patrick Ayota, the Managing Director of Uganda's National Social Security Fund (NSSF), is living proof of this.

When he served as Deputy Managing Director under Richard Byarugaba, Patrick was seen as quiet, impressionable, even insignificant in the public eye. Byarugaba's leadership was bold and highly visible, and deservedly praised. He spearheaded a decade of transformation that took the Fund to new heights, especially in digitisation and fund growth. But few looked beyond him. Fewer still considered the team that helped sustain those gains.

So, when Patrick Ayota took over after Richard's departure, many didn't know what to expect. What we've seen instead is a leadership revelation.

Since assuming office, Patrick has surprised many with his clarity of thought, articulate delivery, and steady yet firm command of the Fund's direction. His visibility has



Patrick Ayota, the Managing Director of NSSF

increased, not for show, but for substance. His leadership voice is clear, confident, and grounded in results.

Under his stewardship, NSSF's performance has remained not just steady, but impressive. As of the end of the 2023/24 financial year, the Fund reported a 15% increase in assets, growing from UGX 17.3 trillion to UGX 20 trillion. Member contributions reached an all-time high of UGX 1.72 trillion, a 16% increase from the previous year. The Fund paid out UGX 1.2 trillion in benefits and continued to grow its investment portfolio in real estate, fixed income, and equities across East Africa.

And most notably, in September 2023, NSSF declared an interest rate of 10% to its members, a return that balances sustainability with real growth in member savings. This, amidst challenging macroeconomic conditions, is no small feat.

So what changed? Nothing, and everything.

The Patrick Ayota we see today is not a new leader. He is a long-time builder whose contributions were simply less visible before. His leadership qualities — vibrancy, clarity, and impact — were always present but underutilised. In many ways, the leadership style of his predecessor, while successful, unintentionally cast a shadow over his potential.



Ayota and NSSF are supporting employers in the country plan for better retirement for their employees.

This brings us to a deeper insight: a shining leader can never exceed the total sum of their team's contribution. Leadership is not a solo race. It is a relay. A baton is passed, often between people with complementary strengths. And sometimes, it is not until the baton changes hands that the hidden strength of the next runner becomes visible. We must rethink how we attribute success in institutions. The narrative of the lone genius at the top is seductive but misleading. Great institutions are not built by great leaders alone. They are built by great teams that make leadership possible, meaningful, and sustainable.

And in Patrick's case, that team is not just internal to the Fund's operations. His emergence as a confident, grounded, and articulate public leader has also benefited from deliberate and strategic positioning. Behind every well-framed narrative is someone shaping it. In this case, credit must quietly go to Barbara Arimi, NSSF's Head of Marketing and Communications. The visibility, resonance, and clarity around Ayota's leadership brand didn't happen by chance. It takes a skilled communications strategist to translate performance into presence. Barbara's steady hand has undoubtedly helped frame Patrick as

not just a successor, but a leader in his own right.

So yes, Ayota is a powerful leader. But part of that power comes from a team that enables his shine. And sometimes, what looks like quietness in a deputy is actually restraint. What seems like invisibility is simply room not yet given. In the right space, with the right mandate, those team players can, and do, become the kind of leaders we once thought they couldn't be.

Patrick Ayota is one such leader. His journey is a powerful reminder that behind every exceptional leader is an exceptional team. No leader, no matter how brilliant, ever runs the race alone.

How Uganda's informal workers keep the economy alive

BY: FAHIM MUYINGO

Photography: COURTESY/INTERNET



Uganda's informal sector is dominated by workers like the boda boda riders.

They work long hours under the sun. And yet, their efforts are rarely acknowledged in economic headlines. From boda boda riders weaving through Kampala traffic to market vendors calling out to passersby, Uganda's informal workers form the invisible engine that keeps the country's economy alive and moving. While official statistics may focus on large industries and tax-paying corporations, it is estimated that over 80% of Uganda's labor force operates in the informal sector, contributing significantly to employment, food supply, and daily services. By 5:30 a.m., Sarah Nansubuga, a tomato, onion, and banana vendor in Nakasero Market, is already arranging her goods. The mother of four has been vending for 12 years. "I may not wear a suit or work in an office, but my hands feed the city," she says with pride. "From boda riders to vendors like me, we are the heartbeat of Kampala." Not far from her, Ronald Okello, a boda boda rider who does deliveries in the same market, agrees. "People trust us to deliver everything from people to parcels to vegetables and all types of foods. We don't just provide transport; we connect lives and businesses," he says while adjusting his helmet. Then there's Amina Lukwago, a single mother and secondhand clothes seller on the street of Ben Kiwanuka, who explains the daily hustle. "Some people look down on us, but I pay school fees and rent from this business. Every shirt I sell

takes me one step closer to my dream of owning a boutique one day."

A Force Too Big to Ignore

Despite operating outside formal tax systems, Uganda's informal workers contribute an estimated 60% to GDP, according to the Uganda Bureau of Statistics (UBOS). They dominate key sectors like agriculture, transport, retail, construction, and food services. Yet, they remain vulnerable to eviction, police crackdowns, lack of legal protection, and economic shocks like COVID-19. Dr. Ruth Kalema, a labor economist at Makerere University, believes it's time policymakers recognized their value.

"Informal workers are not a burden to the economy, they are its backbone," she says. "What we need is not more regulation to squeeze them, but policies that support, protect, and transition them into more secure, productive livelihoods." Informal work is not going away anytime soon. In fact, with Uganda's youth population growing rapidly, it's expected to increase. But it doesn't have to be unsafe, unstable, or stigmatized.

As the country plans for Vision 2040 and prepares for future economic shifts, recognizing, organizing, and empowering informal workers may

be the smartest investment Uganda can make.

Invisible No More

The contribution of informal workers in Uganda extends beyond economic figures. They are the first responders in times of crisis, the safety net for many families, and the pioneers of innovation and entrepreneurship. Informal workers are also a testament to the resilience and resourcefulness of the human spirit. They wake up before dawn, work long hours under the sun, and yet, they continue to hope, dream, and strive for a better future.

It's time they are seen, acknowledged, and celebrated. Not just as informal workers, but as essential contributors to Uganda's economy and society.

Their stories are not just stories of survival, but stories of determination, resilience, and hope.

As we look towards Uganda's future, let us not forget the invisible engine that keeps the economy alive and moving. Let us recognize, support, and empower informal workers, for they are the heartbeat of our cities, the backbone of our economy, and the hope for our future.



Market vendors form the invisible engine that keeps the country's economy alive and moving

10 professional failures you will face and how to recover from them

BY: JOYCE NAIGA KYEYUNE

Photography: COURTESY

In a world stuffed with too many lists for success and how-I-made-it to-1 million iterations, professionals can often feel isolated, lonely and overwhelmed with their own not-so-good stories and deficient behaviour. Deficient behaviour does not allow professionals to thrive; you get entangled in a vicious cycle of more deficient acts, to cover up the deficient acts. Yes, eventually it trips you up. So, in no particular order, let us clean up.

Arguing with the client instead of educating them

When you insist on doing a task a certain way and the client asks 'why', you must have a good professional answer; not, "That's the way it's always done." A good professional must understand the real 'whys' of their business otherwise you will come off as a briefcase rookie. And then you'll be in an invisible tug-of-war with the client and wind up with an off-colour ending rather than a pat on your back.

Not building relationships

At ICT Creatives, we believe business is business, but business is done by and with people. If a client feels safe



Ms. Joyce Naiga Kyeyune

enough to tell you about a sick relative or a family celebration, it is good to use it as a starting point of engagement rather than just launching into 'business as usual'. One of our biggest clients always starts off by asking about our families in every email. Show interest in their children, special days, or an interesting photo frame on their desk. Another of our clients loves ice cream; on one particularly depressing day for the family I took her a Kg worth of a new flavour — she loved it. She is now a permanent client. I also once sat through a 30-minute 'History of the Horn of Africa' narration with a passionate client who following his detailed speech gave us a long-term contract thereafter.

Be interested in people not just their hands. (Successful business owners will tell you that clients buy people, not products. If you are likable and pleasant to deal with, you will be chosen over others.)

Not saying thank you.

Just because you went through the bidding process and succeeded or got a job does not nullify the importance of gratitude. We make it a point to always thank the client for selecting us for every opportunity, right from the quotation stage.

Gratefulness pays itself back 1,000 times over. When people feel appreciated, they give you more of the good thing — the business or the job, or the referral. Many times we randomly send the client team an edible thank you. Actively look for opportunities to show gratefulness — it's also called 'paying it forward'.

Working at the same pace as everyone else

The point of being a great professional is that you fill a gap that no one in the company can fill. Often, you will be required to work over and beyond 'normal' working hours. Please don't put up a pity party if weekends creep in or you're

Burning the midnight oil — that's part of the expectation, bill for it if you're a consultant.

In most workplaces, the deadlines will always be bad, the work will always be more than anticipated, and the client (your boss) can become snappy — endless surprises. Plan to be flexible and emotionally stable; that's when you become truly useful.

Not being able to actually solve problems

In most jobs, you only see one half of the problem before the contract is signed; when you actually get started on the work the other ugly half rears its head. This is where the sifting happens. The flour goes through effortlessly — the stones remain in the sieve.

Ensure you have understood every task involved in the work and you have the competency to execute each stage. Seek help often. Clients won't hesitate to blacklist consultants or employees who consistently deliver dodgy work or seem to be out of their element, and they pass on the word quickly.

Gratefulness pays itself back 1,000 times over. When people feel appreciated, they give you more of the good thing — the business or the job, or the referral.

Not improving your skill set

Same old, same old is boring. It is important to keep educating yourself on new trends and new products and services that are related to what you are already offering. Challenge yourself to build a new skill or service every quarter, and then go pitch your client or your boss. Keep your ears and eyes open on multiple social media platforms, in the news, watch documentaries, subscribe to newsletters and watch lots of edutainment.

Poor team behaviour or poor management of subcontractors

The importance of a team cannot be overstated; however, a poorly managed or unled team is always disastrous. One of the most regrettable blunders we made was in one busy high season where because of tight deadlines, we green-lighted a sub to send work to the client before we reviewed it. The work was so bad, the backlash was embarrassing that we are almost afraid to list the client as one of our priors. Although we rectified the problem, the damage was done.

There must be an overall quality control person, with a checklist, who oversees all the team members to ensure they are bringing their best, not their average.

Not recognizing the 80/20

It's true — 80% of your business comes from 20% of your clients. This means you have to nurture the 20% with as much love and care as possible. They are the ones who keep the cash flowing, they are perennial, all-weather, and all-terrain, which makes them incredibly important.

These are the clients for whom you can discount prices, meet impossible deadlines, and throw in freebies here and there. These are the clients to pitch your new services to because they already like the work you deliver. Losing these clients can get you back on the hamster spin, trying to play catch-up.

Keeping up with the Joneses

Attempting to match the upended luxury lifestyle of other employees can keep you jammed in a job you no longer find fulfilling which will stir up stress as you feed off unattractive loans, affect your productivity and gain you poor performance reviews.

For businesses, the ideal situation is that a client will always give you a deposit; however, payments tend to get tied up in lots of paperwork. Or it may be that you know this client well and they always pay promptly after the job.

If you have spent all your operating cash on office furniture and non-assets, you will not be able to start the assignment. Have other financial sources available so that you do not need to lead a sit-down strike at your client's office.

Not loving your work.

When you genuinely love your work, the sweat is satisfactory and invited. However, if it's just a job, it's very easy to get highly strung and incompetent — brain freeze. Thus, if you must consult or work 9-5, do it in a field you love, where you are constantly building up your skills. If you are not motivated to wake up in the morning to start work, you may succeed at being mediocre, but first prize (and benefits) only go to those who excel.

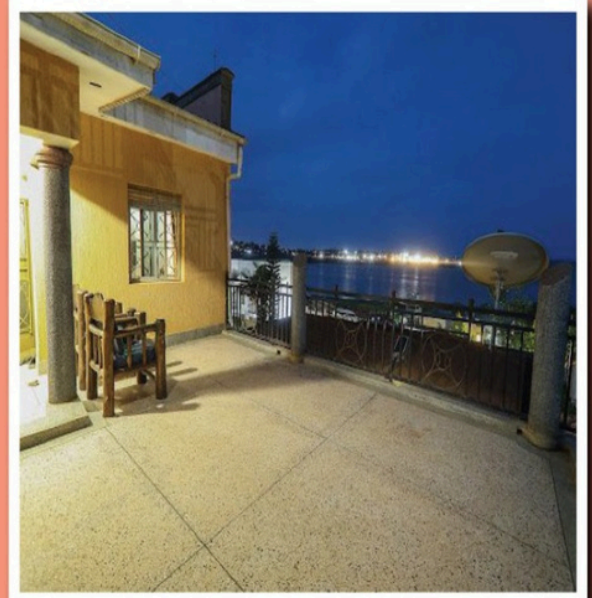
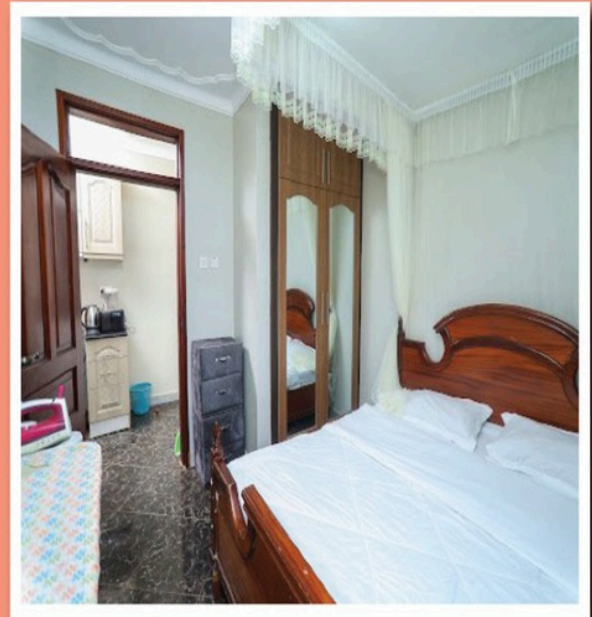
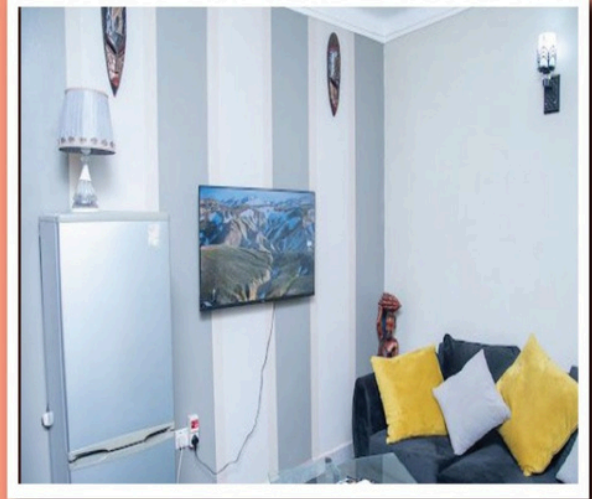
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Strap your personality into a comfortably stylish bra

By: MPANGA MARRIETTA ENOCH

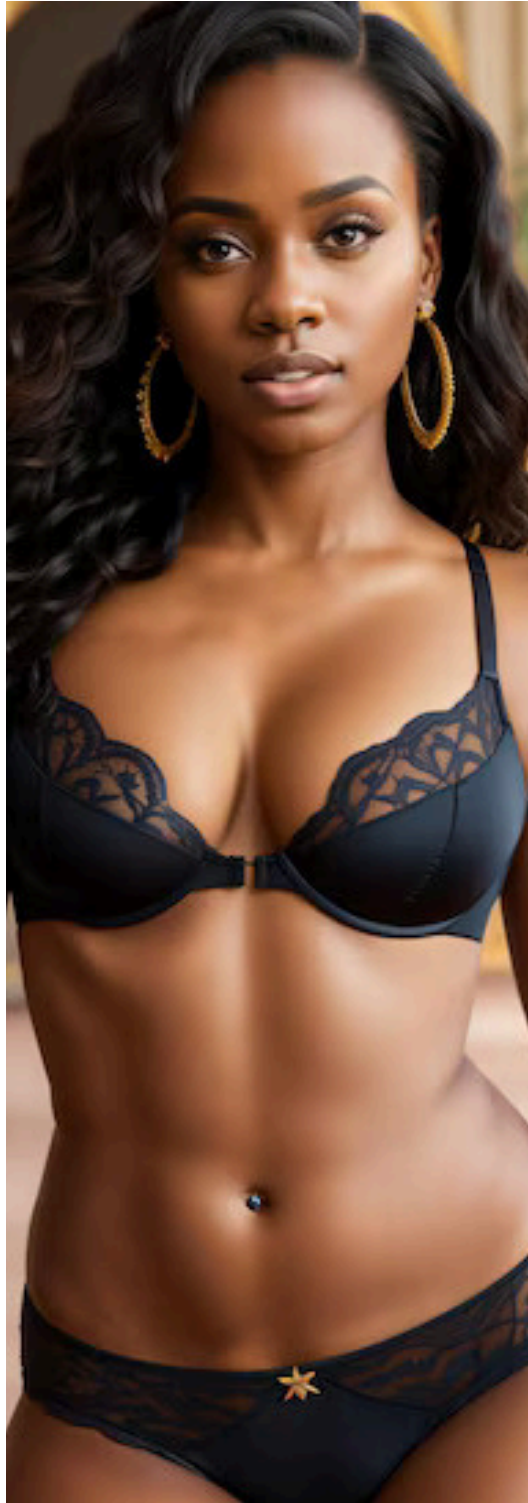
Photography: INTERNET

How many times have you bought something really nice for yourself this year? Whatever you have planned for your finances in 2025 must include an investment in your wellbeing. So give me a chance to show you how you can look and feel good both in and out with the glamour. My slogan will always be “It’s all about you.”

In 2009, I started HapyGal Lingerie, the first company in Uganda to introduce bra fitting measurements to help women understand their bodies through fashion and therapy. HapyGal Lingerie was started to inspire women of all walks of life. Today, I am here to share the benefits of creating a long-lasting and sustainable good health body system. Let’s cut the hospital bills out this year. Shall we?

Fall in love with your appearance

Appearance is an act of falling in love with your body and becoming visible. This process of coming into existence begins by being principled. You must invest in things that keep you healthy. This saves you a lot of money.



My mission is to inspire you to feel confident and amazing by making fashionable health choices. One of these choices is picking out an elegantly comfortable bra to entice your looks. I hope I can inspire you to fall in love with lingerie that fits right and makes you comfortable. Lingerie that won’t leave you with damaged shoulders and back and darker under-breast skin.

Whether you are escaping to a getaway holiday or looking towards that half-year hook-up with a partner or perhaps your peace of mind and better body appearance, you deserve the perfect lingerie. Ugly and ill-fitting bras will never work for you, no matter the designer or label. You will never appear elegant; therefore, understanding your body will enable you to make the perfect lingerie pick. The number one thing to do is to acknowledge and understand the ability of your body; that way, you can make the perfect lingerie choice for your wardrobe.

What is your bra size?

Women’s bodies fluctuate in size due to hormonal imbalance and other biological factors.

Hormone levels naturally fluctuate throughout life, such as during puberty, pregnancy, and menopause. Your lifestyle factors contribute a milestone to your health. For example, stress, poor diet, lack of sleep, and excessive alcohol consumption can contribute to hormonal imbalances. So, if you want to maintain the sizes of your underwear, especially the bras, knowing which food matches your body matters and impacts how you park your twins in the right garment. Knowing your bra size at a particular moment helps you learn to keep the twins younger and still looking good.

Know the shape of your body

Embarking on the journey to understand your body shape begins with recognising the variety of shapes that exist. Each shape has distinct characteristics that can influence your styling choices and how you wear your clothes.

The number one thing to accomplish is knowing which bra size, type, and colour works for you. A right bra is what defines the outfit as expensive or cheaper.

Bra, the underrated undergarment

Sometimes we underestimate bras – the bra is the backbone of your outfit. Remember we heal from within coming out. We think we know our size; we think we can just put a bra on and live. We think it doesn't matter to match bras and knickers. A sexy lady must have worn lingerie. It is paramount for me. I insist that an elegant woman must match her lingerie. It brings out the sexiness in you no matter the body size. Ladies, your confidence and curves are determined by the bra and knickers you have on. A right bra needs to fit right and feel comfortable; otherwise, you'll be fidgeting all day long. Bad sitting posture, neck pains, shoulder heaviness and black markings left behind are evidence that you have worn a wrong bra.

Remember an ill-fitting bra makes your breasts grow wider or longer. A properly fitting bra should feel comfortable, provide adequate support, and ensure your breasts are fully contained within the cups without spilling or gaping, with the band sitting level and the straps comfortably in place.

Change the bra often

Many of you insist on wearing a bra meant for particular months for six years. Your bra has 1, 2, 3, or 6 hooks at the back as locks or holders. Please note that those numbers mean you can have that bra for 1, 2, 3, or 6 months unless you have many different types which you alternate.

If the hooks are six, it means that bra is to be worn for 6 months; you'll begin hooking from the front going backwards. Every month, you extend it until it expires. You will notice that the band has expanded, and now the cup movement irritates you as you walk. Every time you have your period, or when the climate changes, your breast size changes, which means your cup alternates too.

Breasts come in different shapes, sizes, and weights. How heavy your breasts are matters incredibly on the fabric that can support them equally and respectively. So you need to understand which kind of bra and brand, plus style, can support your twins wonderfully.



HOW BUSINESS OWNERS COLLAPSE THEIR BUSINESSES

A veteran's reflection after 30 years in African business

By: BUSINESS MOGUL AND SERIAL ENTREPRENEUR
Photography: INTERNET



Too many entrepreneurs operate by memory and don't keep records of sales, expenses, debts, or profits.

After three decades of navigating the stormy and sunny days of business across Africa, from Ghana and Nigeria to Kenya and Rwanda, I have learned that many businesses don't collapse because the idea was bad, the market was weak, or the competition was fierce. Rather, many businesses die by the hands of their own founders.

Yes, business owners are often the architects of their own collapse.

I want to break down the major ways in which entrepreneurs, especially in African sabotage their own dreams. I hope my experience serves as both a caution and a guide to those on the entrepreneurial journey.

Mixing Business Funds with Personal Expenses

This is the number one silent killer of small and medium-sized enterprises (SMEs) in Africa. Many business owners treat the business account as a personal wallet. They dip in for school fees, weddings, funerals, impromptu shopping, and sometimes for things as trivial as birthday celebrations.

What I have learned:

If you don't respect business money, it won't respect you. Even if you're the sole owner, pay yourself a salary and leave the rest for business operations and reinvestment.

Lack of Proper Bookkeeping and Financial Discipline

Too many entrepreneurs operate by memory or "by heart." They don't keep records of sales, expenses, debts, or profits. When the time comes to seek funding or audit the business health, they are lost. I have seen talented artisans, tech innovators, and traders fail simply because they didn't track their numbers.

Advice:

Hire a part-time accountant. Numbers don't lie. If you can't measure, you can't manage.

Overdependence on the Owner

Some businesses can't survive a one-week absence of the owner. Everything including pricing, purchasing, customer decisions is centralized in one person. That's not a business; it's self-employment disguised as a company.

Build systems, not just hustle.

Train your team. Delegate. Document processes. If the business dies when you fall sick, you didn't build a business, you just built yourself a cage.

Employing Based on Familiarity, Not Competence

In Africa, there's a tendency to hire

family and friends not based on skill, but on emotional obligation. I have personally paid the price for this. You hire your cousin who has no customer service skills to manage your front desk, or your brother-in-law to manage your shop.

My lesson:

Family can support you emotionally, but let professionals run your business. Employ based on skill, not sympathy.

Lack of Innovation and Adaptation

The market is changing faster than ever especially with mobile technology, e-commerce, and digital payment systems. But some entrepreneurs are still stuck in 1995. They don't want to learn, don't want to change, and don't want to try anything new.

What I have learned:

Innovation is not a luxury; it's a survival tool. Embrace new tools that help you serve customers better and faster.

Pride and Refusal to Seek Help

Too many African business owners see asking for help as a sign of weakness. They don't attend business seminars. They don't network. They don't consult coaches or mentors. Worse, they refuse to collaborate or learn from competitors.

Here's the truth:

Pride has closed more shops than poverty. Every great businessperson has coaches, mentors, and peers they learn from. Be humble enough to ask questions.

Poor Customer Service

In Africa, some businesses treat customers as if they're doing them a favor. Arrogant staff, late deliveries, unanswered calls, and dismissive attitudes are common. But customers now have choices and if you frustrate them, they'll take their money elsewhere.

A golden rule:

In business, the customer is not king, the customer is oxygen. Without them, you choke. Treat them like royalty.

Refusing to Reinvest Profits

The temptation to "chop" early profits is strong. I've seen it too many times. First good season, and the owner buys a new car, builds a big house, and starts sponsoring all family activities.

Lesson:

Reinvest, expand, diversify. Delay gratification. The first money the business makes should feed the business, not your ego.

Inconsistent Branding and Marketing

In this digital age, visibility is currency. Yet many African business owners think marketing is noise-making. They don't invest in branding, social media presence, or even simple packaging. Some shops don't even have signs! In business, if you're not seen, you're not known. If you're not known, you're not trusted. And if you're not trusted, you're not patronized.

Spiritual Neglect or Obsession

In this digital age, visibility is currency. Yet many African business owners think marketing is noise-making. They don't invest in branding, social media presence, simple packaging or sign posts.

In our African context, I must speak on this. Some entrepreneurs neglect their spiritual lives, while others obsess over them to a fault.

Balance is key.

Commit your business to God, but also apply wisdom, planning, and hard work.

Don't Be the Cause of Your Business's Death

The greatest enemy of your business may be looking at you in the mirror every morning. But that's not bad news, it means you also have the power to change, to grow, and to protect the legacy you're building.

African entrepreneurs have unmatched resilience. But let's combine that with strategy, humility, and discipline. That's how we move from surviving to thriving and from one shop to a global brand.

My final advice:

Treat your business like a farm. Plant, water, weed, and wait. Don't eat your seed, and don't stop learning. With time, your harvest will come and it will be abundant.

Coffee Marathon Controversy

Waste of resources or strategic branding?

By: CYNTHIA MPANGA

Photography: COURTESY

When Tanzanian superstar Diamond Platnumz, a household name with massive influence across Africa and a growing global reach touched down in Uganda for the inaugural Coffee Marathon, few could have predicted the whirlwind of attention that would follow.

The event, which aimed to celebrate Uganda's rich coffee heritage and promote wellness, instantly became a hot topic.

From the electrifying performances to the vibrant turnout, it had all the elements of a cultural fiesta. But alongside the praise came a wave of severe public criticism, particularly on social media and talk radio shows.

Many Ugandans raised a difficult but fair question:

Why spend on concerts and celebrity appearances when farmers are crying out for better seeds, access to finance, and affordable fertilizers and our roads are death traps? Some labelled it a "misuse of public funds", arguing that such an event did little to solve the very real and pressing challenges facing smallholder coffee farmers.

Others questioned the government's priorities, claiming that funds were being funnelled into entertainment rather than agriculture infrastructure. It was a storm of opinions: passionate, divided and necessary.



Ms. Cynthia Mpanga

Yet, beneath the noise and opinions lies an important conversation that deserves space: was this just a party, or was it a strategic branding move?

Why the Music fiesta was more than entertainment

At first glance, blending a marathon, a coffee festival and a global celebrity like Diamond Platnumz might seem like a stretch. But from a marketing, branding and youth engagement perspective, this was a bold, calculated bet and one that may already be paying off. First, we must all admit that it made coffee a trending topic. For days, Ugandans on all platforms were talking about coffee; not just drinking it, but

thinking deeply about its origin, its farmers, and its importance to the national economy. Coffee, often seen as a quiet background commodity, had entered the cultural spotlight. Second, it made coffee cool.

Uganda's biggest challenge in agriculture is youth apathy. Farming is rarely perceived as "aspirational" among younger generations. But aligning coffee with a star like Diamond Platnumz, whose music and fashion transcend borders, created a new visual and emotional language around agriculture. It became relatable, even stylish. Third, it gave Uganda a new kind of stage. Events like the Coffee Marathon position Uganda not just as an exporter of raw materials, but as a country that can tell its own stories in compelling, globally relevant ways. The presence of Diamond Platnumz signaled that Uganda is ready to compete culturally, attract tourism, and celebrate its identity on its own terms. Let's face it! The real genius of the Coffee Marathon lies in what it attempted: to make farming sexy. We can all agree that no amount of subsidy or training can attract the youth into agriculture unless the sector undergoes an image overhaul. That's where experiences like this come in. They offer agriculture a stage, a beat, a rhythm and a vibe that young people understand.

Through the marathon, farming wasn't reduced to toil and survival. It became part of a bigger story; of music, movement, and national pride. And yes, while some see that as fluff, others recognize it as essential storytelling. Nevertheless, critics are right to demand more for farmers I.e. more inputs, more support, more policy reform. But we must also invest in narrative.

In the world we live in today, perception drives action. Visibility drives investment. And culture drives conversation. By drawing attention to Uganda's coffee in an exciting, shareable way, the coffee marathon offered something no traditional policy announcement could: relevance. Diamond Platnumz didn't just perform. He became a bridge between Uganda's local product and Africa's wider youth-driven lifestyle culture. He helped spark curiosity. And that's where transformation begins. In the end, the Coffee Marathon wasn't perfect. But it wasn't purposeless either! It offered Uganda a chance to reimagine how we talk about agriculture, how we engage our youth, and how we present ourselves to the continent and the world. Because maybe, just maybe, the path to better farming isn't just through ploughs and policy but through playlists, platforms, and people who have the power to shift culture. And for a few days in May, Uganda did just that.

Tanzania's Diamond Platnumz, a household name with massive influence across Africa and a growing global reach, was recently in Uganda performing at the inaugural Coffee Marathon in Ntugamo district, western Uganda.



Rekindle your love life with these unique budget-friendly date night ideas

Between work, family, and everyday responsibilities, it's easy for romance to take a backseat. But keeping the spark alive doesn't have to involve expensive dinners or elaborate getaways. With a little creativity, you can rekindle your love life without breaking the bank. Here are some unique and budget-friendly date night ideas that will help you reconnect and rediscover the joy of being together.

Embrace Nature's Beauty

There's something magical about hiking through nature, and Uganda's national parks, zoos, beaches, and outdoor gardens offer some of the best trails. The act of hiking allows you both to enjoy breathtaking scenery while also promoting physical well-being. Pack some snacks, plenty of water, and wear comfortable shoes for the adventure. It doesn't have to be elaborate; sometimes, the simplest trails lead to the best memories. The lush greenery, diverse flora, and serene atmosphere provide the perfect backdrop for a relaxed and intimate picnic. Entrance fees are typically affordable, and the memories are priceless. Don't forget your camera to capture these moments! The thrill of experiencing wildlife together can ignite shared enthusiasm and bring about feelings of love and awe for nature.



Touring the city to buy gifts for each other is a romantic option.

Immerse Yourselves in Culture

Uganda is a country brimming with vibrant culture and a landscape that captivates the heart. But beyond its stunning natural beauty, Uganda offers a unique perspective on romance, where ancient traditions intertwine with modern expressions of love.

As Uganda continues to evolve, its approach to love and romance will undoubtedly continue to adapt. However, the country's rich cultural heritage will always play a vital role, weaving a unique tapestry of tradition and modernity in the realm of the heart.

You can attend a local music performance (Uganda is a hub for vibrant music) by checking out local bars and cultural centers for live performances featuring traditional music and festivals. Entry fees are often minimal, and the atmosphere is electric.

Explore a Local Market

Dive into the bustling atmosphere of a local market like Owino (St. Balikuddembe) Market. While it might seem unconventional, navigating the vibrant stalls, bartering for unique souvenirs, and sharing street food can be a fun and adventurous experience.



A serene atmosphere provides a relaxed and intimate picnic

Major towns like Kampala, Entebbe, Jinja, Mbale, Gulu, Arua and Fort Portal have nice crafts shops that offer fine crafts that you can buy each other as gifts.

Movie Night Under the Stars

Skip the cinema and create your own outdoor movie night at home. Projecting a film onto a blank wall or sheet, complete with blankets, pillows, and homemade popcorn, can be a cozy and intimate experience. If you prefer to keep things cozy and intimate, a movie night at home can be just as enchanting as an outing. Start by creating a romantic atmosphere. Dim the lights, scatter some cushions on the floor, and light a few candles to set the mood. You can even bring in fairy lights for that magical touch. When it comes to movie selection, think about films that resonate with both of you.

You could even arrange a theme night; watching Ugandan films could add a unique touch to your date night while allowing you to appreciate local stories.

Exploring Kampala's Hidden Gems

As you wander the streets of Kampala, you'll find hidden gems waiting to be discovered. You don't need to spend a lot to experience the culture Uganda has to offer. Start by visiting some budget-friendly cultural sites. The Uganda Museum and the Kasubi Tombs are both rich in history and don't require a hefty entry fee. Walking through these sites provides not only educational insights but also a unique opportunity to bond with your date as you immerse yourselves in Ugandan heritage.

Engaging in local art and music is another affordable option to consider. Throughout Kampala, you'll find art galleries and craft markets like the Craft Village, where you can admire and purchase handmade crafts at reasonable prices. If you're lucky, you might catch a local performance at a nearby venue or even stumble upon street musicians sharing their talents. These vibrant experiences can lead to spontaneous moments of joy and connection, making your date night even more special.

Cook a Meal Together

Instead of the usual dinner date at a bustling restaurant, consider a more intimate and engaging alternative: cooking a meal together at home. Ditch the reservations and embrace the opportunity to connect over a shared culinary experience. Choose a new recipe to try, perhaps something adventurous you've both been eyeing, or recreate a favorite dish that holds special memories. The process itself is part of the fun. Delegate tasks – one can chop vegetables while the other handles the sauces – and enjoy the collaborative effort. Laugh at mishaps, learn from each other's skills, and savor the anticipation as the aroma of your creation fills the kitchen. The shared effort and the delicious results that follow are a perfect recipe for romance. Not only will you enjoy a delicious, home-cooked meal, but you'll also create a lasting memory, strengthen your bond, and discover new facets of each other's personalities in the process. Plus, think of the money you'll save!



Watching a romantic movie or cooking a meal together is ideal to give a fresh touch to your relationship

Game Night at Home

Dust off those board games or card decks gathering dust in the closet and challenge your friends, family, or significant other to a night of friendly competition. Whether you're strategizing your next move in Settlers of Catan, testing your trivia knowledge in Trivial Pursuit, or battling it out in a high-stakes game of poker, laughter and playful banter are guaranteed. Forget screen time and embrace the joy of face-to-face interaction and good-natured rivalry.

Stargazing

Find a spot away from the harsh glare of city lights, a place where the darkness truly reigns. Spread a blanket, lie back, and simply admire the night sky. Let your eyes adjust to the vast, twinkling canvas above.

Count the stars, trace constellations, and marvel at the immense distance. It's a simple activity, requiring nothing more than a clear night and an open mind, but it's incredibly romantic – a quiet, shared experience that fosters connection and wonder under the grand spectacle of the cosmos. Holding hands while gazing at the universe offers a profound sense of perspective, reminding you both of the beauty and mystery that exists far beyond your everyday concerns.

Focus on spending quality time together

Ultimately, the key to a successful date night

Ultimately, the key to a successful date night is to focus on spending quality time together and creating shared experiences, not on extravagant spending. By embracing these budget-friendly ideas, couples in Uganda can rediscover the romance in their relationship without emptying their wallets. By exploring these unique date night experiences, you'll create memories filled with love, adventure, and intimacy. Whether it's enjoying a picnic by the lake, discovering vibrant cultural spots, hiking through national parks, or having a cozy movie night at home, each of these activities allows you to connect without breaking the bank. So go ahead, embrace these ideas, and make the most of your time together!



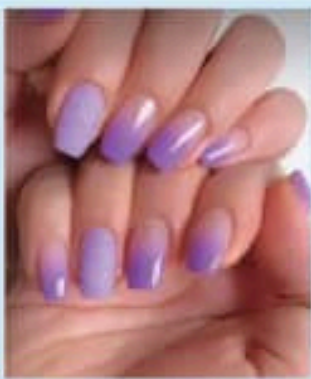
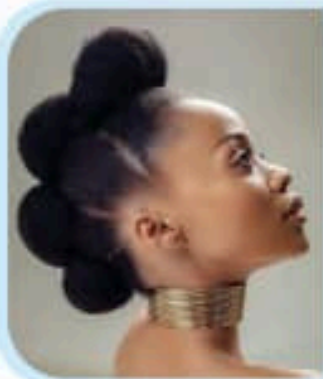
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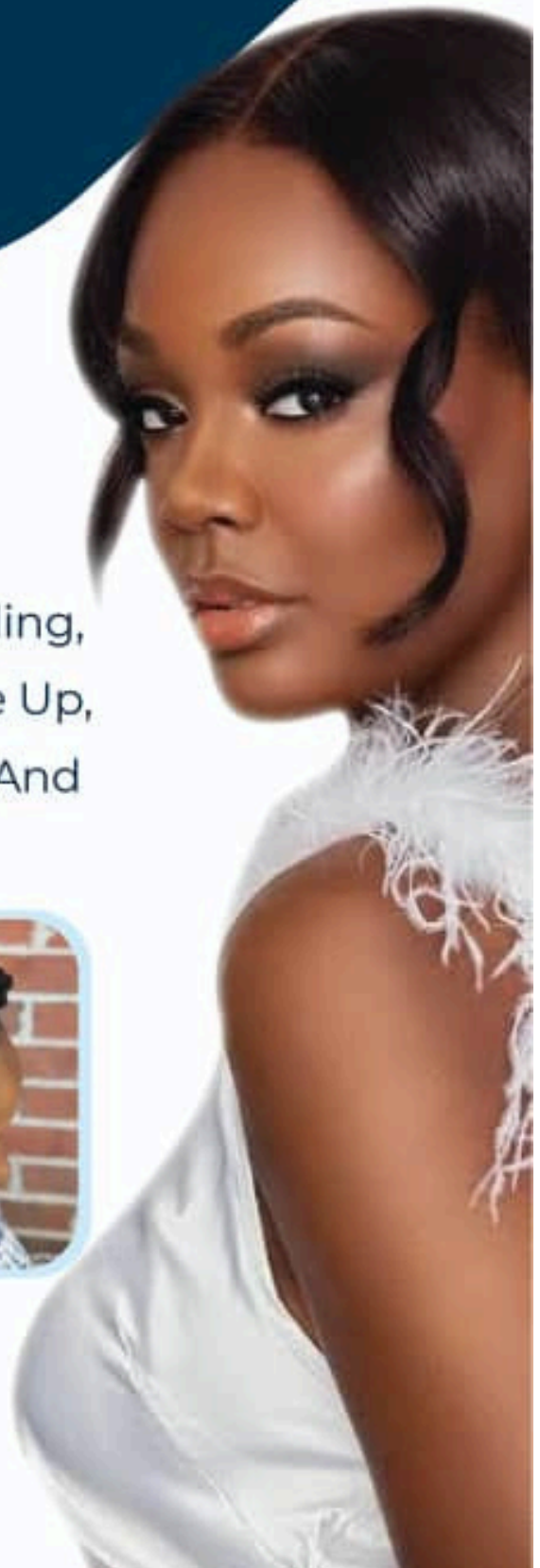
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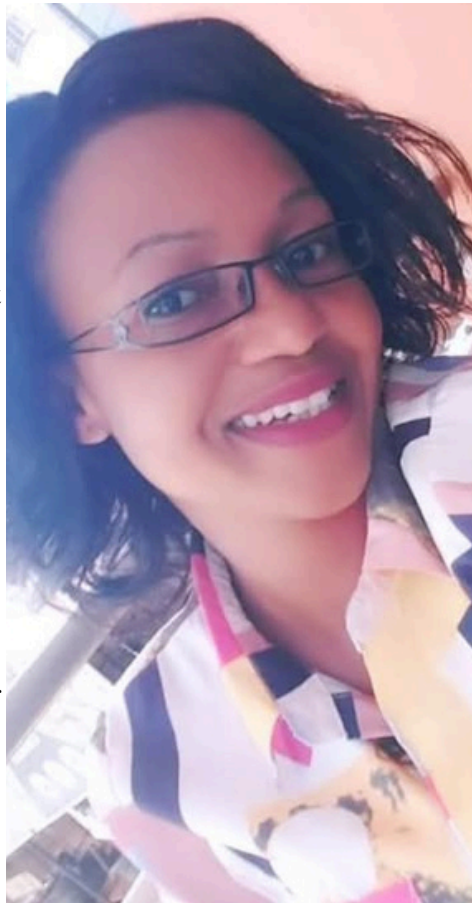
Ten things you must do when your partner asks for divorce

By: PEACE NTEGE
Photography: COURTESY

Many times in marriage, our partners can be frustrating to the point of giving up if both of you are still deep into each other and actually still love the marriage. So, what if your partner asks for divorce? Is this a small question? To those struggling, it most likely might feel like a relieving one. They are wrong. It is a big troublesome question in every aspect of life. My prayer always is that every marriage will be restored and brought back to life when it gets to this stage of considering divorce. But if it gets to this unfortunate stage, then here are a few things you should consider to help your partner if you both still love your once good marriage.

Listen actively

Give your partner the space and opportunity to fully express their feelings, thoughts, and concerns without feeling judged or silenced. Actively listen without interrupting to interject your own opinions, defend your actions, or invalidate their perspective. Instead, focus on truly hearing and understanding what they are trying to communicate. By making a genuine effort to understand your partner's point of view, even if you don't necessarily agree with it, you can create a foundation of empathy and



Mrs. Peace Ntege

mutual respect. This understanding is a crucial first step towards resolving conflict, building stronger connection, and ultimately benefiting both of you individually and as a couple.

Communicate openly

It is very important that you talk about this with a lot of calmness. You need to know what's going on. Most interestingly, whatever is happening has nothing to do with

you sometimes. Just like many of us at a certain point just feel like giving up or simply asking for a transfer at work.

Bear in mind that you aren't the first couple to go through a difficult patch in marriage. Share your feelings honestly but calmly. Let him know how you feel about the situation and what you hope for moving forward.

Respect your partner's decision

If they insist and are certain about wanting a divorce over issues you have deliberately failed to connect with through effective roundtable communication, it is important to respect their choice. Pushing their minds so much may lead to more conflict. Take a break from this topic a bit as you seek professional help or guidance from elders you both honour and respect.

Don't talk too much

At this point, one of the things you need to do is stay collected. Level your speech down. Don't go around telling whoever cares to listen. Many marriages finally break through this, and things get better again. As always, you won't have time to go back, undoing the words you spoke to the whole world.

If you really can, keep your relatives and friends out of this because someday when you and your partner



resolve things, they will still see him or her in the very image you presented them.

Focus on self care

Be kind to yourself and prioritise your emotional and physical wellbeing. Life can be challenging, and it's important to remember that you deserve care and attention. Engage in activities that bring you joy and help you cope with stress without judgment. Allow yourself time to rest and recharge. Practice self-compassion by treating yourself with the same kindness and understanding you would offer a friend in need. Nurturing your wellbeing is an ongoing process, and it's okay to ask for help and support along the way.

Maintain boundaries

It's natural to want to support someone you care about when they're going through a difficult time.

However, while offering your support is vital, it's equally important to establish and maintain healthy boundaries for your own emotional well-being. Determine how much you can realistically and sustainably handle emotionally and practically, without sacrificing your own needs or becoming overwhelmed. Once you've identified your limits, clearly and compassionately communicate those boundaries to the person you're supporting. This ensures that you can provide meaningful assistance without jeopardising your own mental and emotional health, fostering a more sustainable and balanced relationship in the long run.

Consider the future

If your partner is receptive to the idea, begin a conversation about the practical implications of a separation. This discussion should cover a range of essential topics, including living

arrangements, finances, shared responsibilities, especially regarding children, legalities, communication, personal well-being and future plans. Remember that this conversation is a starting point, and professional guidance from mediators, therapists, or legal professionals may be beneficial in navigating these complex issues. The goal is to create a framework that minimises conflict and supports a smooth transition for everyone involved, especially children.

Stay positive

Even amidst the complexities of our current situation, let's consciously choose to focus on the positive aspects of our relationship. Remember the small, everyday moments that brought us joy—a shared laugh, a comforting touch, a simple act of kindness. These seemingly insignificant moments built a foundation of connection, and they're worth cherishing. Let's express genuine gratitude for the good times we shared, the memories we created, and the lessons we learned together. Acknowledging these positives allows us to move forward with a sense of appreciation for what was and helps us navigate the future.

Prepare for change

Understand that this situation will bring about changes for both of you and that these changes may be challenging. Acknowledge and validate each other's feelings and experiences. Try to approach the situation with an open mind about what the future may hold, being adaptable and willing to compromise as you navigate this new chapter together. Remember to support each other through the transitions.

Trends and hot topics that left Ugandans awestruck in May

If April was dramatic, May 2025 gave Ugandans a juicy reality show - from Uganda's political plot twists to diplomatic brows to Mayhem to Melodrama, to legislations - the month unfolded with a mix of bewilderment. Here's a recap.

Agather Atuhaire's Ordeal in Tanzania

Ugandan journalist and activist Agather Atuhaire's trip to Tanzania took a harrowing turn when she was detained alongside Kenyan activist Boniface Mwangi while attending a court hearing for opposition leader Tundu Lissu. Held incommunicado, Atuhaire later alleged she was blindfolded, beaten, and sexually assaulted by individuals in plain clothes. Her allegations have drawn international condemnation.



Uganda's €500 Million Loan: Infrastructure or Indulgence?

In late May, Uganda's Parliament approved a €500 million (approx UGX 2.059 trillion) loan from Afreximbank, Ecobank Uganda, and the Development Bank of Southern Africa to fund infrastructure projects. The decision faced criticism due to concerns over the country's rising debt, which stood at \$29.1 billion in 2024. Critics questioned the necessity and timing of the loan, with some satirically suggesting it was to fund "invisible roads" or "phantom bridges." The government's assurance that the loan would spur economic growth did little to quell the skepticism.

Civilians to be tried in Military Courts: A Legal Tug-of-War

Parliament passed amendments to the Uganda Peoples' Defence Forces Act, allowing civilians accused of possessing illegal firearms to be tried in military courts. Civil society groups and opposition activists beseeched President Museveni not to assent to the bill, warning it undermined the rule of law and reversed recent democratic gains. The legislation came just four months after the Supreme Court had ruled in January 2025 that trying civilians in military courts was unconstitutional. The contradiction between the ruling and the new law reignited heated debate.





Diplomatic Drama: Uganda Accuses EU Diplomats of Subversion

In May, Uganda's military accused European Union diplomats, particularly German Ambassador Matthias Schauer, of engaging in subversive activities and supporting anti-government groups. The issue gained further traction online when the First Son and CDF, Gen. Muhoozi Kainerugaba, posted on X (formerly Twitter) questioning Ambassador Schauer's loyalty and involvement, further fanning the flames. The incident led to heightened tensions between Uganda and the EU, with some commentators dubbing it the "Diplomatic Soap Opera of the Month."

President's Apology sparks divided debate and sentiments

On May 25, 2025, during the "Light Up Uganda for Jesus" crusade at Kololo Independence Grounds, organized by their daughter, Pastor Patience Rwabwogo, President Yoweri Museveni and First Lady Janet Museveni issued a rare public apology to the people of Buganda and Ugandans at large.

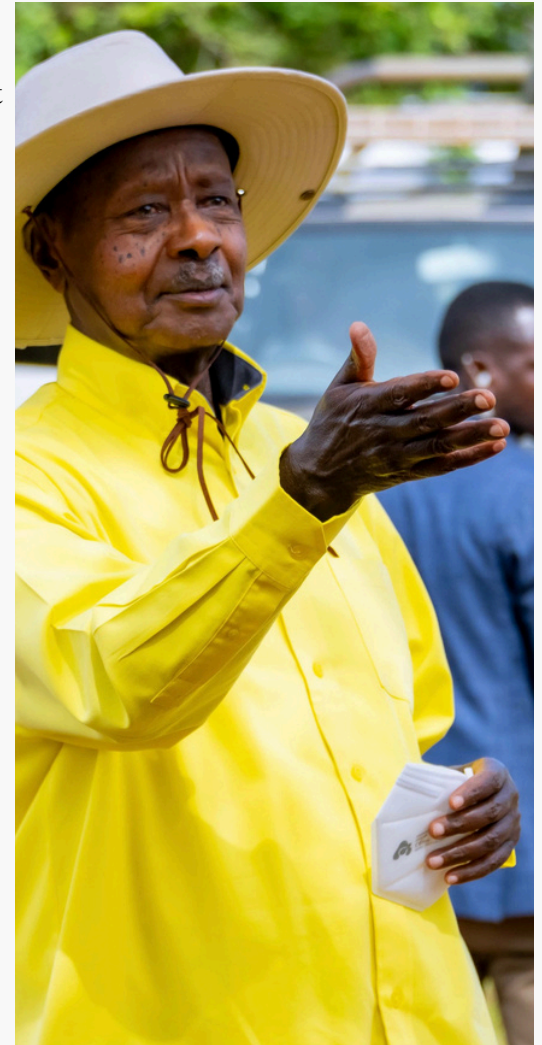
In a joint prayer, they acknowledged governance failures, corruption, and the alienation of citizens over their nearly four decades in power.

Janet Museveni specifically addressed the people of Buganda, citing "laxity, negligence, and lack of diligence" that led many grassroots supporters to feel "angry, neglected, or forgotten."

The President emphasized a desire to "resurrect the mutual love, respect, commitment and support" within the region.

While the apology was framed in spiritual terms, its timing with less than a year before the 2026 general elections led analysts to interpret it as a strategic move to mend strained ties with Buganda, a region central to Uganda's political and cultural identity. Reactions were mixed.

Buganda Kingdom spokesperson Israel Kazibwe welcomed the gesture but noted that many promises remain unfulfilled. Opposition leader Robert Kyagulanyi, aka Bobi Wine, rejected the apology, citing ongoing human rights abuses and stating, "Apology not accepted."



Final Thoughts on May's Melodrama

May 2025 will be remembered in Uganda as a month of stark contrasts, a period where the jubilant roar of crowds celebrating football triumphs clashed with the hushed whispers of political machinations. It was a month where the country's collective spirit soared to unprecedented heights only to be brought crashing down to the familiar reality of its complex socio-political landscape. As Uganda edges ever closer to the highly anticipated elections, one thing is becoming increasingly clear: reality continues to outpace fiction in delivering drama and intrigue in the Pearl of Africa.

From Anfield to Uganda

Kopites light up Kampala streets with mega EPL celebration



After 5 years, Liverpool finally clinched their 20th Premier League Championship title, and while the trophy was lifted in England, the celebration trickled down to Kampala. The UGKOP community (Uganda Kopites), led by their Chairperson Macwilliams Edward, turned up in big numbers and colour for the first-ever open bus parade through the city, replica trophy in hand and hearts ablaze. The streets of Kampala were transformed into a sea of red that Sunday as the UGKOP bus snaked through the capital.

From Kira Road to Kololo, Wandegeya to Jinja Road, cheers echoed, flags flew, and bystanders stood amused with a mix of curiosity and second-hand FOMO. Revelers looked on in amazement as red gas cannons went off. One was overheard asking another: “Is it a NUP campaign rally?” the other one laughed so hard as hereplied, “No, it’s the Liverpool football fans in Uganda, they haven’t won that title for 20 years, their joy is contagious. I even almost shouted ‘You’ll Never Walk Alone’ yet I support Arsenal.”

25th May will be a day most Liverpool FC fans will remember for many years to come - it’s etched in history for its landmark achievement in the books of the mighty Reds!



As vuvuzelas blared and drums pounded, it became clear that this wasn't just a celebration of football, it was a masterclass, a trend setter for Ugandan football fans celebration culture.

You didn't need to know who Arne Slot, the coach of LFC was. You just had to know that something glorious had happened, and you were part of the moment.

And it wasn't just Kampala where the Kopites celebrated. The energy quickly caught on.

The UGKOP Replica Trophy Tour is being rolled out across the country, first stop was Fort Portal this Saturday, 31st May. The scenic town nestled in the Rwenzori region came alive with Kopite chants, motorcades, and curious onlookers who gathered in growing numbers as

the caravan moved. Elders leaned over their verandahs. Children ran alongside the procession. Some locals even joined the celebration, not because they knew the standings or are LFC supporters, but because the Kopites joy is so loud, it is too tempting to resist. And this is just the beginning. With a tour itinerary that includes Kayunga, Queen Elizabeth National Park, Masaka, and Gulu, the replica trophy tour is in motion. According to the UGKOP EXCOMM, the trophy will be lent out to regional supporter groups who organise celebrations to facilitate their parades. UG-KOP thanks the UG-KOP kopites, Standard Chartered Bank, Uzima, and all the other partners who have made this possible.



What FUFA's trophy redesigns mean for Ugandan football?



With intricate craftsmanship and symbolism, the new trophies reflect Uganda's cultural heritage and aspirations

In a bold and symbolic move, the Federation of Uganda Football Associations (FUFA) unveiled newly redesigned trophies for its flagship competitions: the Uganda Premier League, the Uganda Cup, the FUFA Women Super League, and the FUFAMargherita, now mirrors the Women's Cup. The launch marks not just a shift in aesthetics, but a powerful declaration about the evolving stature, ambition, and inclusivity of Ugandan football.

A Statement of Identity and Prestige

The federation affirmed that the new trophies are more than gleaming silverware—they are emblems of national identity, modernity, and sporting excellence. With intricate craftsmanship and deliberate symbolism, the redesigned trophies reflect Uganda's cultural heritage and aspirations. Each piece embodies a

unique narrative, fusing traditional motifs with contemporary elegance to tell the story of football's transformative role in Ugandan society. The Uganda Premier League trophy, code-named the Margherita, now mirrors the gravitas of top-tier football, with a design that evokes strength, prestige, and professionalism. Its bold lines and sleek finish rival some of the most iconic trophies on the continent, signaling that the league is ready to stand shoulder to shoulder with Africa's best.

Elevating Women's Football

Perhaps the most powerful message lies in the elevation of women's football. By giving the FUFA Women Super League and Women's Cup their own distinct, high-quality trophies, FUFA has

made a resounding statement: women's football is not a side note—it is central to the future of the game in Uganda. This move legitimizes the women's competitions in the eyes of players, fans, and sponsors alike. It provides young female athletes a vision of glory to chase—something tangible and proudly Ugandan. The detailed design of the women's trophies is equally inspiring, with curves and engravings that pay homage to both strength and grace.

Beyond the Silver: A Cultural Renaissance

Redesigning these trophies is part of a broader cultural renaissance within Ugandan football. It reflects a growing professionalism, a demand for higher standards, and a desire to create memorable experiences for fans and players alike.



Viper SC's talisman Allan Okello poses with the new men's trophies his team won this season while 2022/23 FWSL winner with Kampala Queens FC Lukiya Namubiru shows off the new trophy

Trophies are often the final symbol of a long journey through sweat, tactics, and sacrifice. When that final symbol is worthy—majestic and unique—it elevates the journey. This renaissance is already sparking dialogue across the football ecosystem. Clubs are embracing higher branding standards. Fans are investing more emotionally, and local media has been reenergized with renewed pride in the domestic game. The trophies have become aspirational icons, sparking dreams in academies and inner-city pitches from Arua to Mbale.

A Signal to Africa and the World

In an era where image and identity shape perceptions, FUFA's rebranding effort with the new trophies is a savvy geopolitical move in sports diplomacy.

It sends a message to CAF and FIFA: Uganda is ready for the global stage—not just with talent, but with vision and polish. The trophies, therefore, are not just rewards; they are ambassadors. Every time they are lifted and paraded, they speak of a nation that respects its game.

Historic Wins in Ugandan Football

Ugandan football witnessed a year of firsts and memorable triumphs. Vipers SC achieved a significant milestone by becoming the inaugural champions of the newly designed Uganda Premier League trophy. Their dominance extended beyond the league, as they also secured the Uganda Cup title, overcoming their rivals KCCA FC in a thrilling final to lift the coveted new Uganda Cup trophy.

On the women's side, Kampala Queens etched their name in history by winning the FUFA Women Super League, making them the first team to hoist the new league trophy. These victories represent a new chapter for these clubs and a testament to the growth and competitiveness of Ugandan football.

Big milestone for FUFA

FUFA's introduction of redesigned trophies is a milestone that transcends metal and design. It is a strategic cultural investment—a bold stroke in the larger painting of Uganda's football future. These trophies will not only be lifted by champions—they will lift the sport itself, encouraging excellence, pride, and unity. With the new season coming, one thing is clear: the game in Uganda has new icons. And with them, Ugandan football enters a new beautiful, ambitious, and undeniably more Ugandan chapter.



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