URA NewsLetter
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Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER



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FOREWORD FROM THE

COMMISSIONER GENERAL

Fellow Countrymen,

I want to sincerely convey my deepest appreciation to each one of you that is doing their part in contributing to national development by paying their fair share of tax.

Your compliance is not taken for granted- it is recognised, it is valued and it is celebrated. Because of you, our nation is moving forward.

Every shilling you contribute is not just revenue, it is the foundation of our nation's transformation. Paying taxes is the highest form of patriotism and you have demonstrated it.

As we close the first quarter of FY 2026/27, I am pleased to share with you the progress we continue to make together in building a transparent, efficient, and taxpayer-centered tax administration.

The period of July to September has been one of transformation and expansion. Our most significant milestone is the expanded rollout of the Electronic Fiscal Receipting and Invoicing Solution (EFRIS) to twelve additional sectors, effective 1st July. This is a bold step towards levelling the playing field for all businesses.

I want to be clear: EFRIS is not a tax. It is a business solution. It is a tool designed to help you keep secure, retrievable records, validate your transactions in real time, and reduce errors and fraud. For compliant businesses, EFRIS is your shield as it ensures that every expense you claim is protected and that your dealings with other businesses and government are recognized.

I call upon all businesses in the twelve newly gazetted sectors, from Manufacturing and Construction to Real Estate and Fuel Dealers to fully embrace EFRIS. Let us embrace transparency not as a burden, but as a competitive advantage. A clean record is a bankable record.

We also proudly launched our new Client Service Charter, which is our renewed promise to you our dear taxpayers so as to serve you with timeliness, fairness, and respect.

As we move into the next quarter, I call upon everyone to embrace the new tax amendments for this financial year so that we can build our nation together. The amendments are designed to widen the tax base fairly, protect our local industries, and simplify compliance so that everyone can contribute to their fair share of tax.

As URA, our promise is clear: to serve you with more efficiency, transparency and integrity. We are enhancing our digital platforms to reduce the cost of compliance, expanding our taxpayer education to guide you better and ensuring that our services are professional and courteous at every service point.

Together, let us continue to build a culture where paying tax is seen not as a penalty, but as a partnership for national transformation.

Thank you once again for your unwavering support towards Uganda's economic independence. I wish you productive business in the months ahead.

For God and my Country

John Rujoki Musinguzi,
Commissioner General





Editor's Note

ROBERT KALUMBA

ASSISTANT COMMISSIONER,
PUBLIC & CORPORATE AFFAIRS, URA

Dear Gallant Taxpayers,

Allow me to extend my heartfelt appreciation to each one of you for your unwavering commitment to building the nation.

As we closed FY 2025/2026 and stepped into FY 2026/2027, your compliance made the difference. Thank you for faithfully filing and paying your taxes, and for successfully completing quarter one of this new financial year. Your contribution is the strength of Uganda Revenue Authority (URA) and the engine that is uplifting Uganda's economic independence.

Every shilling you pay is not just revenue; it is a classroom built, a road paved, medicine in our hospitals, and security for our nation. You are the reason Uganda moves forward, and we do not take your patriotism for granted.

I also wish to sincerely thank our Senior Management Team and our dedicated staff. The extensive work being done by our teams both at our headquarters in Kampala and across all our regions is commendable. From border points to inland stations, our officers continue to serve with integrity and commitment to make tax compliance simpler and more convenient. Thank you for living our values.

The first quarter of FY 2026/2027 has been one of significant engagement and transformation.

We commenced the implementation of the new Tax Amendments for this financial year, and I thank you for embracing these changes. A major milestone has been the seamless transition from TIN to NIN for individual taxpayers, which has simplified registration and eliminated multiple identification hurdles. URA has delivered measurable time savings, backed by a robust IT team that refuses to let the systems stagnate.

In our quest to take services closer to the people, we participated in National Budget Dialogues. This platform gave us an opportunity to listen to you, educate, and address your concerns face-to-face.

To deepen transparency and dialogue, we enhanced our engagements through "ASK CG" and other interactive platforms where your questions are answered directly by our leadership.

Looking ahead, we are committing ourselves to even more consistent engagement. We shall be more present and more responsive across all our touchpoints – from our service centres, to social media, to our contact centre, and field visits. We are leveraging all available channels to ensure you get quality, timely information and support. Our goal is simple: to make tax compliance a seamless part of doing business.

As we move forward into the next quarter, our plans are clear – to simplify processes further, to strengthen taxpayer education, and to build a culture of voluntary compliance through trust and service.

Thank you once again for being our partners in developing Uganda. Let us continue on this journey together, because when you pay your tax, Uganda works.

For God and My Country.

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FROM PROMISE TO SERVICE:

What the New URA Client Service Charter Means for Taxpayers.

On 7 July, 2026, during the unveiling of the FY 2025/26 Tax Amendments, the Uganda Revenue Authority (URA) launched the ***Client Service Charter and Service Delivery Standards 2025/26–2029/30***. The launch was presided over by the Minister of Finance, Planning and Economic Development, Hon. Henry Musasizi, in the presence of the URA Board Chairman, Emmanuel Katongole, the Commissioner General, John Rujoki Musinguzi, taxpayers and other stakeholders.

Garry Fortunate Murungi held an in-depth interview with the ***Manager Client Experience***, ***Aicane Dani Sheik***, on what the new Charter means for taxpayers and how URA intends to deliver on its service promises.



Qn: What is the new Charter, and why was it introduced?

The Client Service Charter is not new to URA. The Authority has had previous editions, with the last one launched in FY 2020/21. The current Charter is therefore an evolution of an established service delivery framework, reviewed and updated to respond to changes in URA's operations, technology and the way taxpayers interact with the Authority.

Its review was also informed by government's broader focus on strengthening public service delivery under the National Development Plan IV (NDP IV), particularly through clear service standards and effective feedback mechanisms.

For URA, this provided an opportunity to go beyond updating the previous Charter and to make our service commitments clearer, more accessible and more relevant to the taxpayer. The review process commenced with initial engagements in December, followed by detailed formulation from January. It brought together technical teams from departments that provide services to taxpayers, who provided information on services, processes and applicable timelines. This was then consolidated and assessed from the taxpayer's perspective by the Client Experience team.

Over the past five years, URA's service environment has changed significantly. Technology has advanced, new services have been introduced, and taxpayers increasingly engage with the Authority through digital channels. The Charter therefore needed to reflect this evolving environment. More importantly, the Charter represents a shift from simply providing information, to making a clear ***service promise*** to the taxpayer:

"This is the service you should expect from URA; this is the standard we have committed to, and these are the channels available to you when you need assistance or wish to provide feedback."

The Charter is aligned with URA's Corporate Plan for FY2025/26–2029/30 and provides an important platform for accountability and standardized service delivery.

Qn: What has changed in the FY 2025/26–2029/30 Charter compared to the previous one?

One of the most significant changes in the new charter is the clarity and accessibility of the service delivery standards. The Charter now groups services and clearly outlines the process for accessing each service, the applicable costs, the responsible office, and the expected turnaround time. This enables taxpayers to understand, upfront what service they should receive and within what time frame.

For example, *where URA commits to delivering a particular service within two days, that becomes a measurable service standard*. This strengthens transparency and accountability because taxpayers know what to expect as internally, it reinforces staff accountability for commitments made by the Authority.

The Charter has also strengthened the feedback framework by clearly outlining the channels through which taxpayers can engage with URA and the relevant offices responsible for responding to their concerns. Additionally, it introduces stronger governance mechanisms, including the establishment of a Feedback Management Unit to coordinate and track client feedback across all channels, ensuring that taxpayer concerns are addressed systematically and within agreed timelines.

Qn: What does the Charter mean to taxpayers?

The Charter gives taxpayers a clear and accessible reference point for engaging with URA. It enables taxpayers to understand their rights and obligations, the services available to them, the expected service timelines and the channels through which they can seek assistance or provide feedback.

It also highlights the range of channels available, including the URA website, Touchpoint, toll-free lines, WhatsApp and other social media platforms. Importantly, the Charter provides information on how taxpayers can report suspected misconduct, whistle blow and raise concerns regarding inappropriate conduct.

Qn: Does the new Charter strengthen taxpayer rights?

Yes. The Charter has strengthened and clarified several taxpayer rights, alongside their corresponding obligations. For example, *taxpayers have a right to know who they are dealing with when interacting with URA staff. Staff are therefore expected to appropriately identify themselves through official identification and uniforms, where applicable.* This is particularly important in an environment where individuals may falsely present themselves as URA staff.

> "This is the service you should expect from URA; this is the standard we have committed to.

> The Charter only becomes meaningful when the commitments we have made are reflected in the experience of taxpayers
>
> **Aicane Dani Sheik,** *Manager Client Experience*



Taxpayers also have the right to seek clarification, raise complaints, object and appeal where applicable and utilise Alternative Dispute Resolution (ADR) mechanisms for eligible tax disputes. The Charter therefore provides taxpayers with a clear understanding of both the services they should receive and the rights they can exercise when engaging with URA.

Qn: Can the Charter help a taxpayer who is dissatisfied with a URA service or decision?

Absolutely. The Charter provides clear mechanisms for feedback, complaints and engagement. Taxpayers have a right to be informed and where they experience a service-related concern, they should not have to move from one office to another without knowing where to seek assistance. They can use the available URA channels to raise their concerns and where applicable, follow up using the relevant reference or ticket.

The Charter also highlights Alternative Dispute Resolution as one of the mechanisms available to taxpayers for resolving eligible disputes. Ultimately, the objective is to make the relationship between URA and taxpayers more transparent, responsive and measurable.

Qn: Were taxpayers directly involved in developing the new Charter?

Yes, client surveys and taxpayer feedback informed the technical review and formulation process, alongside input from the various URA departments that provide services to taxpayers. The technical teams provided information on the services, procedures and timelines, which was then assessed from the taxpayer's perspective to determine appropriate and practical service delivery standards.

Qn: The Client Service Charter was launched publicly by the Minister of Finance in the presence of taxpayers and other stakeholders. What significance does that launch hold for URA and its clients?

The launch by the Minister of Finance, was a significant milestone because it placed URA's service commitments firmly in the public domain. The high-level launch reinforces that service delivery is a government priority and demonstrates URA's commitment to strengthening its focus on the taxpayer.

However, the launch is only the beginning. The real test is whether we translate the commitments in the Charter into the everyday experience of taxpayers. We have made commitments on service standards, timelines, feedback mechanisms and taxpayer rights. Our responsibility now is to live those commitments consistently and professionally.

URA is therefore focused on ensuring that staff understand the Charter, the commitments we have made and, most importantly, their individual role in delivering on those commitments. Staff sensitisation has already commenced through internal communication channels and will continue across the Authority. The Charter will also be disseminated directly to taxpayers through the Tax Education team and other stakeholder engagement programmes.

Qn: How can taxpayers access the new Client Service Charter?

The Charter is available on the URA website and has also been disseminated through URA's social media platforms to enhance accessibility. It will further be made available at URA service points and stations across the country in both hard and soft copy, enabling taxpayers to access the information whenever they engage with the Authority.

Q: What is your final message to taxpayers about the new Charter?

For us, the priority now is ***implementation***. The Charter only becomes meaningful when the commitments we have made are reflected in the experience of taxpayers. URA has committed to clear service standards, timely service delivery, and respect for taxpayer rights. Delivering on this promise is a collective responsibility, from leadership to every officer who interacts with a taxpayer. Our teams are ready to execute this commitment to professional service delivery and improved client satisfaction.
Taxpayers also have an important role to play. I encourage every taxpayer to read the Charter, understand their rights and obligations, familiarize themselves with the services and timelines we have committed to, and use the available channels to provide feedback whenever the expected standard is not met.

Ultimately, our success will not be measured by the existence of a Client Service Charter document, but by whether taxpayers can feel the difference in the service they receive from URA.



Compliance Is a Shared Responsibility

By Rytter Muzira Kizza

Tax compliance in Uganda is frequently framed as a taxpayer obligation, something owed to the state, with penalties for those who fail to deliver. This framing is not wrong, but it is incomplete. It reduces a complex relationship to a simple transaction and ignores the many actors whose actions determine whether compliance is achievable or merely aspirational.

Consider a young woman running a boutique in one of Kampala's downtown arcades. She is registered, her shop is open six days a week, and she has regular customers. Her phone records Mobile Money transactions and she keeps a handwritten notebook tracking stock. She is not evading tax. What she may lack is anyone to explain her obligations clearly; when to file, what to declare or what happens if she does not. When a tax assessment arrives, she experiences it as a penalty for something she did not know she was doing wrong.

Her situation is common. Many small businesses operate openly and are willing to comply but lack the knowledge, systems or professional support to do so consistently. This is not deliberate evasion. Treating it as such is both inaccurate and counterproductive.

Effective tax administration recognises that compliance is a shared responsibility. That does not mean every actor carries the same weight, but each has a distinct role in making the system work.

Taxpayers have the primary responsibility to understand their obligations, keep proper records, file returns, pay taxes when due and seek guidance where necessary. These are not optional extras. They are the basic disciplines of running a sustainable enterprise.

Tax administrations must make those obligations clear, accessible and understandable. Registration should be accompanied by practical guidance on filing, payment and record keeping. Education and service must sit alongside credible enforcement. Where non-compliance is deliberate, enforcement is necessary. But enforcement alone cannot address gaps in knowledge or capability.

Professional advisers, including accountants, tax consultants and lawyers, have a responsibility to help businesses navigate their regulatory obligations. In practice, many small businesses cannot afford professional advice or do not know when they need it. This creates a gap that business associations, chambers of commerce and trader networks can fill. They are often closer to small businesses and can translate tax obligations into practical information that business owners can understand and apply.

Digitalisation is changing how taxpayers interact with tax administrations. Electronic filing, mobile payments and automated assessments have made transactions faster and more traceable. But access to digital services does not automatically produce understanding or compliance. A taxpayer who does not know what to file will not be helped by a system that merely asks for it.

The objective should therefore be broader than collecting tax that is already due. It should be to create conditions in which taxpayers can understand their obligations and comply consistently. This requires each actor to play its part.

Tax administrations must provide clarity, service and credible enforcement. Professional advisers must make compliance support accessible beyond large businesses. Business associations must help their members understand their obligations. Taxpayers must take responsibility for meeting them.

Compliance is a shared responsibility. But shared responsibility does not mean equal responsibility. Each actor has a different role in making the tax system work. The question is whether those roles are being fulfilled.

The writer is the Manager Public Relations and Communications, Uganda Revenue Authority



Uganda Revenue Authority
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Touchpoint
Better Client Experience



EFRIS Rollout Signals New Era of Business Transparency



By Myra Ochwo

Uganda's push for smarter, more transparent business practices has taken a significant step forward.

The Electronic Fiscal Receipting and Invoicing Solution (EFRIS), a government-supported digital platform designed to monitor and verify transactions in real time, has now expanded to include all businesses in twelve sectors.

This expansion that takes effect from 1 July, means businesses in the 12 designated sectors, including Mining and Quarrying, Arts, Entertainment and Recreation, must issue e-invoices or e-receipts through EFRIS.

This obligation is in accordance with section 92(2) of the Tax Procedures Code Act, Cap 343.

Already mandatory for VAT-registered taxpayers since January 2021, the system now penetrates further into Uganda's economic landscape, ensuring accountability and efficiency across more industries.

Why EFRIS Matters

EFRIS is more than merely a compliance tool. It is a smart business solution that provides secure, retrievable digital records, tracks transactions in real time, and validates business activities, thereby reducing fraud and errors.

For taxpayers, the benefits are evident: expenses claimed from businesses that are required to use EFRIS, must be supported by electronic invoices or receipts. Without them, deductions will not be recognised.

This promotes fairness and strengthens Uganda's tax system while giving businesses confidence that their records are accurate and protected.

Who Must Comply

In addition to businesses already registered for VAT, all businesses operating within the twelve newly gazetted sectors are now required to comply with EFRIS regulations.

The newly added sectors are: Mining & Quarrying, Manufacturing, Electricity, Gas, Steam & Air Conditioning, Water Supply, Sewerage, Waste Management & Remediation, Construction, Transportation & Storage, Accommodation & Food Services, Information technology & Communication, Real Estate Activities, Scientific & Technical Activities, Arts, Entertainment & Recreation, and Fuel Dealers.

The businesses within these categories must fiscalise their transactions through EFRIS.

Exemptions to Note

Not every business is required to comply. Exemptions include:

- Passenger land transport operators such as boda-bodas, taxis, buses, and shuttles.
- Small businesses with an annual turnover below UGX 10,000,000.
- Taxpayers earning rental income below UGX 2,820,000 annually.

However, even the exempt businesses in the designated sectors, must issue e-invoices or e-receipts when supplying to other businesses or to Government.

This is to enable the businesses that purchase the supplies, to support their deductions, and for businesses supplying government to bill for their payments and to account for VAT on cash basis.

Support for Taxpayers

The Uganda Revenue Authority (URA) is dedicated to making this transition smooth.

Extensive training sessions and taxpayer engagement activities are ongoing. Staff at URA stations are available to provide practical support, while self-help video tutorials and user guides are accessible via https://efristest.ura.go.ug/efrissite or the official URA YouTube channel.

For further assistance, taxpayers can call the toll-free line 0800117000, the alternative line 0417444602, or email services@ura.go.ug.

A Call to Action

The expansion of EFRIS is not merely about compliance—it is about fostering a culture of transparency, efficiency, and trust in Uganda's economy. Businesses that adopt this change will find themselves better positioned for growth, with cleaner records, smoother audits, and enhanced credibility.

As Uganda modernizes its tax systems, the message is clear: EFRIS is here to stay for the benefit of all Ugandans, and it is time to adapt.

The writer is an Assistant Commissioner Service Management Upcountry



KNOW YOUR TAXMAN:

The Mark of a Genuine URA Officer

By Garry Fortunate Murungi

Following the recent arrest of 5 individuals impersonating officers of Uganda Revenue Authority (URA) in Katovu Lyantode, taxpayers ought to identify a taxman before giving out any information.

A taxpayer should know that when someone arrives at their business premises claiming to be a URA officer, they shouldn't be too quick to trust or dismiss them but rather look closely, ask questions, check and verify details so that their identity is clear.

Knowing your Taxman helps you distinguish genuine URA officers from individuals who may be impersonating them for personal gain.

Whereas taxpayers need to know their tax officers, URA holds very high responsibility to train all its staff to be professional and serve with dignity and respect during tax collection.

URA officers should be identifiable not only by what they say, but also by how they conduct themselves.

Douglas Kabagambe, an officer in customs intelligence said that, a genuine URA officer must carry an official identification with unique identifying details, including identification numbers below the card, the staff's picture which can all be checked and verified. The staff member should be able to present this symbol of identification with no fear of verification before any business is conducted.

"Do not simply look at the photograph. Carefully examine the name, identification number and other relevant details to confirm. Where you have reasonable doubt, ask for permission to photograph the identification and submit the details through an official URA verification channel before proceeding," Kabagambe cautioned.

Secondly, Kabagambe reassured taxpayers to test the knowledge of officers as a form of confirmation in that a Taxman should demonstrate an understanding of tax administration, the purpose of their engagement and the appropriate procedures relating to the matter at hand.







> No sense of urgency should lead a taxpayer not to verify an officer
>
> **Douglas Kabagambe**
> *Officer, Customs Intelligence*





As a form of introduction, the officer must be able to explain why they are visiting, what information or documents they require and what the taxpayer is expected to do next in a professional way.

This differentiates a scammer who may know how to introduce themselves as a tax officer, but may struggle when asked detailed questions about the tax matter they claim to be handling therefore the taxpayer should not be afraid to ask questions.

Thirdly, genuine officers present utmost professionalism and conduct which creates trust, respect, support and clarity to the taxpayer.

"Unfortunately, an impersonator may instead rely on intimidation, threats, excessive urgency or pressure to make a taxpayer comply without asking questions. No sense of urgency should lead a taxpayer not to verify an officer to avoid any attempts of compromise," Kabagambe said.

According to the URA Staff policy, uniforms have been stamped to be the staff official appearance especially while on duty. URA has come out to boldly brand the uniforms and embroider all staff attires with individual staff names. This all serves a purpose of transparency and accountability to all taxpayers.

However, not every URA officer will necessarily be in uniform during every engagement.

The other differentiator between a Taxman and an impersonator is that the taxpayer needs to consider the team they are working with. URA has many stations and officers assigned to these stations interface with clients on a programmed basis. This means taxpayers may also observe how officers conduct field engagements and when to expect the officers.

In this case, URA officers may undertake certain assignments as a team, meaning a taxpayer may encounter more than one officer during an official engagement.

However, the presence of two or more people does not automatically make an encounter genuine, just as an officer being alone does not automatically make them an impersonator and the emphasis goes back to double verification.

Uganda Revenue Authority does not collect cash from tax payers. The digital evolution transferred this burden to ease taxpayer convenience by getting a Payment Reference Number (PRN) and making payment directly through mobile money or bank transfer to URA.

Taxpayers should be cautious because the difference between a genuine officer and an impersonator is therefore not one single feature.

For a taxpayer to protect themselves and protect revenue, incase of any uncertainty and suspicion of any unlikely circumstance report or whistle blow to seek support from URA through the many relevant communication channels. This vigilance is shared security between a taxpayer and the taxman.

URA's official contact information is clearly stated under the Client Service Charter which includes WhatsApp 0772 140 000, toll-free numbers 0800 117000 and 0800 217 000, and whistle blower number 0800 257700 for staff related concerns. These channels provide taxpayers with a way to seek assistance, confirmation and raise concerns.

SMUGGLING: THE SILENT KILLER OF LOCAL BUSINESSES

By Douglas Olum

In April 2026, the Uganda Revenue Authority (URA) Customs Enforcement team in Eastern Uganda seized at least 12,000 kilograms of long-grain parboiled rice. The seizure followed intelligence reports of a major shipment cleverly disguised as locally grown rice.



For weeks, URA intelligence had been tracking the smuggling ring as it moved the rice from Kenya to Uganda.

Parboiled rice is mainly produced in India, Sri Lanka, Bangladesh and Pakistan.

In a recent public address, the Minister of Trade, Industry and Cooperatives, Sanjay Tanna, revealed that Ugandan rice producers and investors in the value chain have appealed to his ministry to save them from unscrupulous traders who smuggle rice from India and Pakistan.

The minister noted that the traders repackage the rice in neighbouring countries before shipping it to Uganda as if it were produced within the East African Community member states.

"These people are smuggling foreign rice, repackaging it in Tanzania and bringing it to Uganda to evade tax," Tanna said.

He warned that the government will not allow foreign rice to evade taxes and dominate the Ugandan market at the expense of local producers.

However, rice is not the only product smuggled into Uganda. In the Northern and West Nile regions, fuel, cigarettes, skin-lightening creams, kitenge fabrics, motorcycles and timber are some of the products most commonly smuggled every day.

According to Hillary Asiku, a Domestic Tax officer in Koboko District, fuel stations in the district struggle to make sales due to an influx of cheaper alternatives distributed by smugglers who take advantage of numerous porous borders to sneak in petrol and diesel from South Sudan and DR Congo.

In the Eastern region, mobile phones, phone accessories, cooking oil, rice and wheat flour remain the leading goods smuggled into Uganda.

According to Moses Wanjala, Manager Enforcement Eastern Region, URA seizes between 80 cartons and several tons of wheat flour along the Lwakhakha, Malaba and Busia borders every day.

Smuggled goods enter through both land borders and water bodies.

Thomas Galiwango, in charge of Busia Enforcement, says the impacts of smuggling range from direct revenue loss in form of taxes that should have been levied on the smuggled goods, to costly expenses incurred by URA in trying to curb the vice.

Other impacts also include the risk of accidents involving both URA officers and smugglers, especially during high-speed chases, and unfair competition that disadvantages local businesses.

According to a memo issued by the Assistant Commissioner Enforcement, Godson Mwesigye, in October last year, URA recovered nearly Shs600 million within just a year from interception of goods smuggled through a single landing site.

"The enforcement teams in Jinja and Entebbe have made several seizures and collected revenue amounting to Uganda Shillings 578,296,318 from goods intercepted at Kiyindi Landing Site," the memo reads in part.

Omar Salim Ahmed Taib, Managing Director of Bajaber Grain Millers, said his company cannot make sales in some parts of Uganda due to the influx of cheaper smuggled goods from neighbouring countries.

"A colleague of mine operating in Kenya told me that they dump several tons of wheat flour near the Malaba and Busia borders while targeting the Ugandan market," Taib told URA officials during an engagement in June 2026.

According to Taib, this happens because Kenya does not charge Value Added Tax (VAT) on wheat flour like Uganda does, making the goods cheaper on their side.

"When we cannot sell our products, we are forced to scale down production and sometimes lay off workers. This not only reduces our revenue contribution to URA but also affects our Ugandan employees and their families when they are laid off," Taib said.

Beyond the economic implications, smuggling also brings dangerous products into the country, such as banned skin-lightening creams and cigarettes that put Ugandans at risk of incurable diseases such as cancer.

Over the recent years, URA has deployed several approaches to discourage smuggling. These include strengthening intelligence to seal loopholes exploited by smugglers, deploying speed boats to strengthen marine operations, and an aggressive zero-tolerance campaign against corruption.

> "When we cannot sell our products, we are forced to scale down production and sometimes lay off workers
>
> **Omar Salim Ahmed Taib,** *Managing Director of Bajaber Grain Millers*



Two URA Researchers Take Their Work to Africa's Tax Research Stage

Kigali, Rwanda

What makes taxpayers comply? It is one of the enduring questions in revenue administration, and two of our colleagues recently brought new research to that question in Kigali.

Rytter Muzira and Nicholas Musoke presented original research at the 11th Annual Congress of the African Tax Research Network (ATRN), held in Kigali, Rwanda. Their audience included scholars, tax administrators, and policymakers from across Africa.

The URA delegation was led by Allen Nassanga, Assistant Commissioner Strategy and Research. She travelled with the two presenters and with Karen Chelangat, Supervisor Policy and Rulings.

Getting onto the programme was an achievement in itself. Both papers were among the 48 selected for presentation at the congress out of 190 submissions.

Muzira, Manager, Public Relations and Communications, presented a paper titled *Public Communication as Revenue Infrastructure: Legitimacy, Digitalisation and Compliance in African Tax Administration.*

Her central argument challenges an old assumption. Communication, she says, is not a support function that swings into action once a reform is ready to launch. It is part of the infrastructure that makes a tax system work in the first place.
Drawing on case evidence from seven African tax administrations, including Uganda, the paper shows how communication sits between enforcement, digitalisation and taxpayer compliance, shaping how these interventions are understood and experienced by taxpayers.

"The evidence is clear," Muzira said. "When taxpayers cannot make sense of the system, compliance suffers, no matter how good the technology is. Every digital interaction is also a communication interaction. That is why communication has to be treated as infrastructure. It can no longer be a support function brought in simply to publicise a reform after it has been built."







Musoke, Supervisor, Research and Revenue Modelling, brought a paper with one of the more memorable titles of the Congress, *The Panopticon Taxman: The Impact of eInvoicing on VAT Compliance in Uganda.*

His research looks at how electronic invoicing is changing the way Ugandan firms handle VAT. At its heart is a simple but important question. Does the visibility created by digital systems actually change how businesses declare and pay VAT? His paper adds fresh evidence to that debate, grounded in Uganda's own experience.

"EFRIS shows that when transactions become visible, taxpayer behaviour changes. The next frontier is turning that visibility into sustained compliance and revenue," Musoke said.

Put the two papers side by side and a common thread appears. As tax systems across Africa go digital, what determines whether taxpayers comply? Taken together, the research suggests the answer goes beyond technology alone. What matters is how the technology is designed, how it is communicated and how taxpayers experience it.

> "When taxpayers cannot make sense of the system, compliance suffers, no matter how good the technology is."
> *— Rytter Muzira*

For Nassanga, that is exactly why research matters. "Research is essential to revenue administration because it allows us to learn from evidence and from what has worked elsewhere. Tax administration is constantly evolving, and research helps us understand emerging challenges, adapt relevant lessons to our context and strengthen compliance," she said.

The ATRN Annual Congress is the flagship research gathering of the African Tax Administration Forum (ATAF). This year's theme was Contemporary Taxation Issues in Africa, with sessions on digitalisation, taxpayer behaviour, international taxation, domestic resource mobilisation, AI, tax expenditures and the future of tax research on the continent.

URA's presence in Kigali is a reminder that our people do not just implement tax policy. They help shape the thinking behind it. We are proud to be contributing to Africa's tax research agenda as both practitioners and scholars.

By The Taxman Reporter

The Informal Sector's Unseen Toll on Tax Revenue.



By Pauline Arinda

A 2022 report by Economic Policy Research Centre for Ministry of Finance titled, "Assessment of Informal Businesses in Uganda" emphasizes that informal businesses with annual turnover above Shs150 million, whose informality is either fiscal or legal have viable yet untapped potential for revenue generation.

These would ideally qualify for corporate taxation and are ripe for formalisation.

Uganda's prevalent cash economy, pulses with informal activity as economic activities substantially take place outside the formal sector, from bustling market stalls to boda-boda riders, making it difficult to track and collect taxes.

A cash economy refers to an economic system, where a significant portion of transactions are conducted using physical currency rather than digital payment methods.

Cash economies often have a large informal sector, where transactions may not be reported or taxed and these are predominant in developing countries due to the limited access to digital payment solutions making it easy for individuals and businesses to conceal income and avoid taxes.

This vibrant sector supports a percentage of the working population and Uganda's Gross Domestic Product (GDP) that cannot be overlooked and provides livelihoods to many Ugandans.

This, however, remains largely outside the formal tax net as very few economically active Ugandans are registered for tax purposes with even fewer submitting their annual returns thus depriving Uganda of the much-needed revenue.

> This vibrant sector supports a percentage of the working population and Uganda's Gross Domestic Product (GDP) that cannot be overlooked and provides livelihoods to many Ugandans.

Cash economies often make it challenging for government to track income and collect taxes which may limit access to financial services for certain people.

Cash transactions can also be used to launder money or finance illicit activities such as terrorism attacks.



As a result, revenue is foregone each year as Uganda's tax-to-GDP ratio hovers around 14.2 percent, which is below the 16 percent average for sub-Saharan Africa. As Uganda seeks to boost domestic revenue, the informal economy presents a dual impact of revenue loss and market distortions.

The funds that could support healthcare, education, and infrastructure are left uncollected while formal businesses that comply with tax laws face weakening from increased tax burden on a smaller group of taxpayers as a result of informal traders who avoid taxes.

The reduced tax base by informal sector, makes it challenging to collect taxes from a smaller pool of taxpayers citing the fact that high tax rates can discourage entrepreneurship and investment.

This twin dilemma discourages formalization and undermines trust in the tax system. Insufficient tax revenue also limits the government's ability to fund essential public services, such as healthcare and education.

The informal sector's occurrence can exacerbate income inequality and poverty, as those operating in the informal sector often lack access to social protection and benefits.

Addressing these challenges of a cash economy and large informal sector on the tax revenue collection in Uganda requires a multi-faceted approach that includes promoting digital payment systems to reduce cash transactions and increase transparency.

Uganda Revenue Authority (URA) has put in place measures such as tax exemptions, Taxpayer Register Expansion Programme (TREP), mobile registration vans (the famous "Tujenge Bus") as well as door to door sensitization and mapping to improve fairness, tax compliance to widen the tax base.



URA's mobile registration vans are among the measures put in place to improve fairness, tax compliance and widen the tax base.

A simplified tax regime also known as Presumptive Tax for small businesses and various stakeholder engagements across the board can help to build trust, boost revenue collection and further encourage and sensitize informal sector operators about benefits of formalization.

By increasing tax compliance and broadening the tax base, the government can reduce the tax burden on formal businesses and individuals, increase public services, and promote economic growth and development.

Building the formal economy also necessitates industrialization which involves expanding manufacturing and large-scale production which tend to favour formal employment and structured business models.

This creates stable jobs in the formal sectors and draws workers away from informal sectors. Industrialization also enhances infrastructure development to make it easier for informal businesses to integrate into formal supply chains, invest in skills and education for formal sector, as well as, market expansion to formalize informal market players into meeting quality and regulatory standards.

> Uganda's informal sector is a powerhouse but its tax invisibility is a missed opportunity.

Uganda's informal sector is a powerhouse—but its tax invisibility is a missed opportunity. By simplifying tax procedures, offering incentives for formalization, and fostering trust, Uganda can transform its informal economy into a reliable source of revenue.

The road ahead requires bold reforms and inclusive dialogue. With the right tools and political will, Uganda can close this tax gap and build a more equitable fiscal future.

The writer is an Officer Sectors, in the department of Domestic Taxes

How Online Return Filing is easing Tax Compliance

By Mercy Okorom

For years, Uganda's taxpayers dreaded return filing day.

The ritual of downloading Excel macros, manually inputting hundreds of invoices, and battling file corruption- was a productivity killer.

Today, the Uganda Revenue Authority's (URA) web-based Online Return Filing has turned that nightmare into a five-minute task.

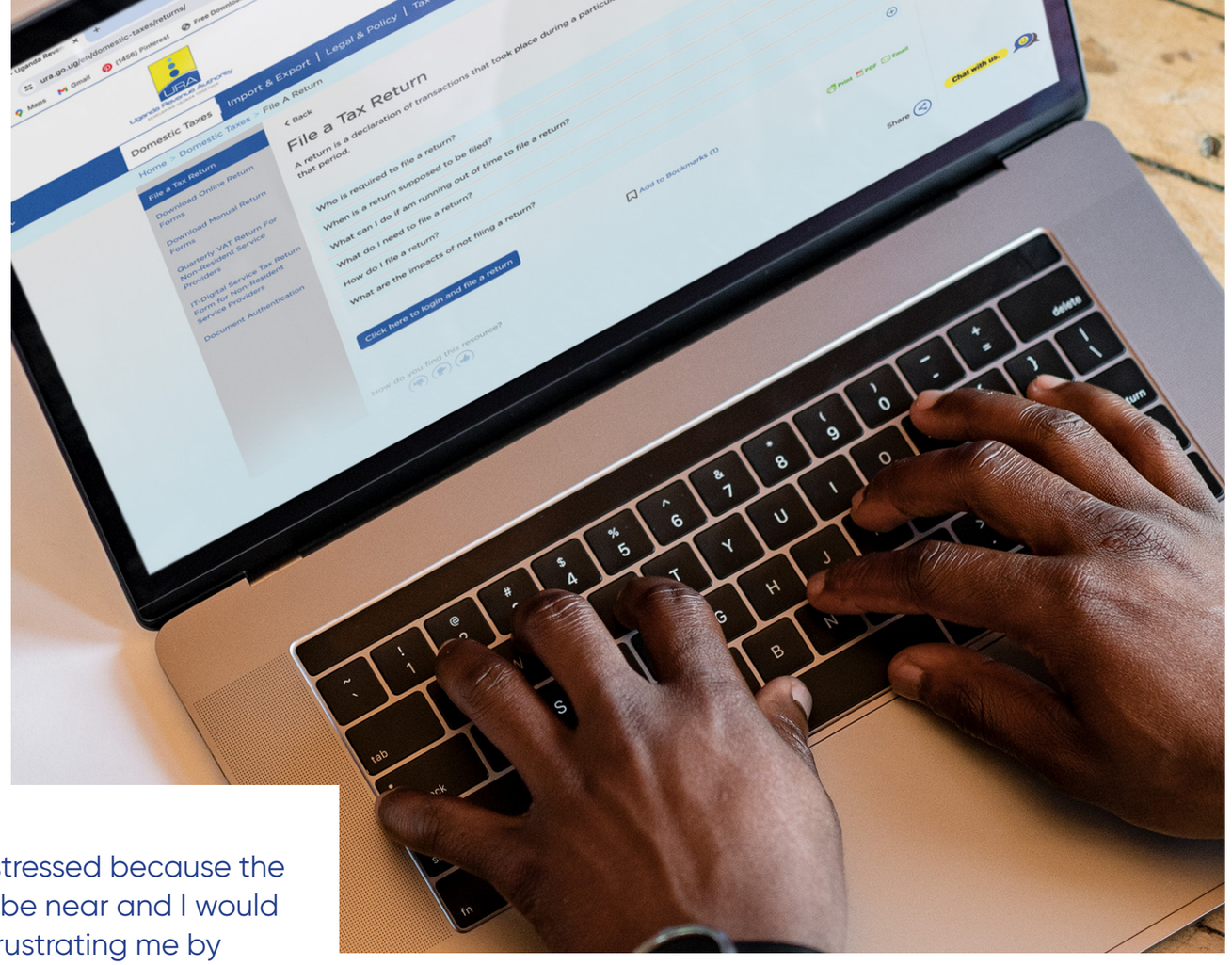
By focusing on Value Added Tax (VAT), Local Excise Duty (LED), and Rental Income tax, URA has delivered measurable time savings, backed a robust IT team that refuses to let the systems stagnate.

The Old Bottleneck: Manual Data Entry

Irene Dolly Aloi, an accountant at a Private Fish Farm in Buikwe District stated that she dreaded the manual processes of looking for lost receipts and following up with suppliers for evidence.

> "I used to be so stressed because the deadline would be near and I would have suppliers frustrating me by not giving me receipts. Sometimes I would be forced to file wrong returns, just to beat the deadline.
>
> **Dolly Aloi**
> *An accountant at a Private Fish Farm in Buikwe District*





"I used to be so stressed because the deadline would be near and I would have suppliers frustrating me by not giving me receipts. Sometimes I would be forced to file wrong returns, just to beat the deadline," Aloi explained.

Aloi however stated that the continuous system upgrades including EFRIS have relieved her work making her file within a day, compared to the previous weeks' preparations she used to go through.

Previously, a taxpayer had to download a macro-enabled Excel sheet, enter every transaction line by line, enable security settings, and upload the file. The manual entries also came with a load of paperwork of receipts that had to be stored by a business.

The New Reality: Pre-filled, Web-Based Filing

Today, URA's portal integrates seamlessly with the Digital Tracking Solution (DTS) and third-party systems. Data flows automatically into the return forms. Taxpayers log in, verify, and submit.

How the IT Team is driving This Efficiency

The system has improved drastically because of URA's dedicated and growing IT department. This team has moved beyond basic maintenance to agile development. Since the 2023 Digital Transformation Strategy launch, the IT unit has deployed over 15 system updates specifically targeting pre-fill accuracy and server response times, reducing page load delays from 5 seconds to under 1.5 seconds. They actively monitor user behaviour to identify friction points and have partnered with external tech firms to build a next-generation engine that aims to cut processing latency by another 50 percent.

> Aloi however stated that the continuous system upgrades including EFRIS have relieved her work making her file within a day, compared to the previous weeks' preparations she used to go through.

Furthermore, the IT team's robust cybersecurity framework ensures that while systems become faster, they remain impenetrable, boasting a 100 percent zero-breach record since 2009, giving taxpayers peace of mind alongside speed.

URA's Online Return Filing is a proven efficiency engine. Whether saving a distributor 5 hours per month, a manufacturer 20 hours per year, or a landlord an entire afternoon of travel, the value is tangible. With a world-class IT team constantly refining the backend, these time savings will only grow, making Uganda's tax system one of the most digitally responsive in the region.



Participants of the budget dialogue in Fort Portal City

The amendments are for your benefit, URA tells Taxpayers.

By Kamugisha Kabahweza Allan

In a bid to widen the tax base and mobilize revenue to rescue Uganda from economic dependency, Uganda Revenue Authority (URA) held nine national post budget dialogues across the country to engage and sensitize business owners on how to be tax compliant.

The dialogues held early July 2026 were aimed at bringing together all stakeholders on the round table to discuss the tax amendments for the 2026/27 financial year and the opportunities available.

John R Musinguzi, the Commissioner General of URA noted that Uganda cannot generate sufficient domestic revenue to provide all the services that citizens require unless URA continues to widen the tax base to include everyone generating income.

"Most of the amendments are aimed at expanding the tax base, onboarding more eligible taxpayers into the tax system, and also promoting greater compliance," he said.

The amendments cover the Income Tax, Value Added Tax (VAT), Local Excise Duty (LED), the Tax Procedure Code (TPC), Lotteries and Gaming Act and International Trade.

These amendments are designed to support business formalization, stimulate growth, and enable businesses to grow, which are some of the benefits that come with operating formally.

Musinguzi encouraged taxpayers to take time to understand the amendments, assess the implications, and prepare their businesses accordingly so as to comply with the law and avoid unnecessary challenges that are brought about by revenue collection processes.

In the Income Tax, the threshold for employment income for resident individuals was raised from Shs235,000 to Shs335,000 per month giving relief to low- and middle-income earners, and improving fairness in the tax system.

The VAT annual threshold has been increased from Shs150 Million to Shs300 Million and this will reduce the compliance costs for small and medium enterprises as well as improve their cash flow and focus more on growth rather than tax administration.

Under International Trade, government has granted a remission of duty to 0% on inputs for the manufacture and assembly of motorcycle head lights, indicators and rear lamps, smart electricity meters, mobile phones and lock sets among others.

The Musinguzi implored taxpayers to become partners in development rather than parties moving in the opposite direction.

"We are committed to creating an environment that supports business while ensuring compliance with tax laws. This can only be achieved when taxpayers remain informed and up to date with changes in the law. Let us therefore become partners in development rather than parties moving in the opposite direction," he said.

The National Budget Dialogues were held in the cities of Arua, Fort Portal, Gulu, Hoima, Jinja, Kampala, Lira, Masaka, Mbale and Mbarara.

> "These amendments are designed to support business formalization, stimulate growth, and enable businesses to grow.
>
> **John R Musinguzi**
> *Commissioner General, URA*



THE FIGHT AGAINST CORRUPTION: WHY IT MATTERS



When President Yoweri Kaguta Museveni unveiled the slogan "Kisanja No Sleep" for his new term following the 2026 general elections, many Ugandans wondered whether it would remain just another political catchphrase.

By Olum Douglas

But as days turned to weeks and weeks to months, the words began translating into action, particularly through the nation-wide, "Expose the Corrupt" campaign led by the Minister for Local Government, Balaam Barugahara, and his junior minister, Justine Nameere.

The campaign has taken government closer to communities as the ministers listen to complaints about corruption, inspect public institutions, and monitor government projects such as roads and bridges.

In some of the most scathing revelations, the Ministry of Works and Transport, for instance, discovered an organized form of corruption where connected individuals worked with insiders to identify locations where new government roads were to be constructed, and they buy land and construct beautifully decorated structures from the outside, while the inside remain incomplete, or cement non-existent graves and septic tanks. Their goal is simply to attract billions in compensation for those structures.

The growing public scrutiny is also a reminder that the fight against corruption does not begin and end with exposing offenders. It starts with the daily choices made by public servants.

At the Uganda Revenue Authority (URA), the Commissioner General, John R. Musinguzi, and members of the senior management have consistently called upon staff to reject corruption while executing their revenue mobilisation mandate. Those who disregard these calls have found themselves facing disciplinary actions including termination of their employment.

According to the URA Manager Compliance, Integrity and Ethics, Grace Nakangu Sserwamukoko, integrity for a URA officer must be more than a statement on paper.

"It should be demonstrated through consistent adherence to ethical principles, organizational values, and professional standards, including zero tolerance to corruption while executing official duties," Sserwamukoko notes.

In the context of URA, corruption has also proven to be much broader than the stereotypical exchange of cash for a favour. It has included abuse of entrusted authority, position or resources for personal gain, falsification of records, misuse of confidential information, procurement irregularities, extortion and facilitating tax evasion.

That is why in the recent months and years, URA has cracked a whip on, exposed and prosecuted several individuals; both staff and non-staff who engage in acts of soliciting or accepting bribes, abuse of office, undeclared conflicts of interest, and fraud.
In a recent media briefing, the URA Assistant Commissioner Public and Corporate Affairs, Robert Kalumba, presented before the media a suspected serial smuggler, identified as Timothy Segane, who had allegedly been using internal contacts to facilitate his smuggling activities and tax evasion.

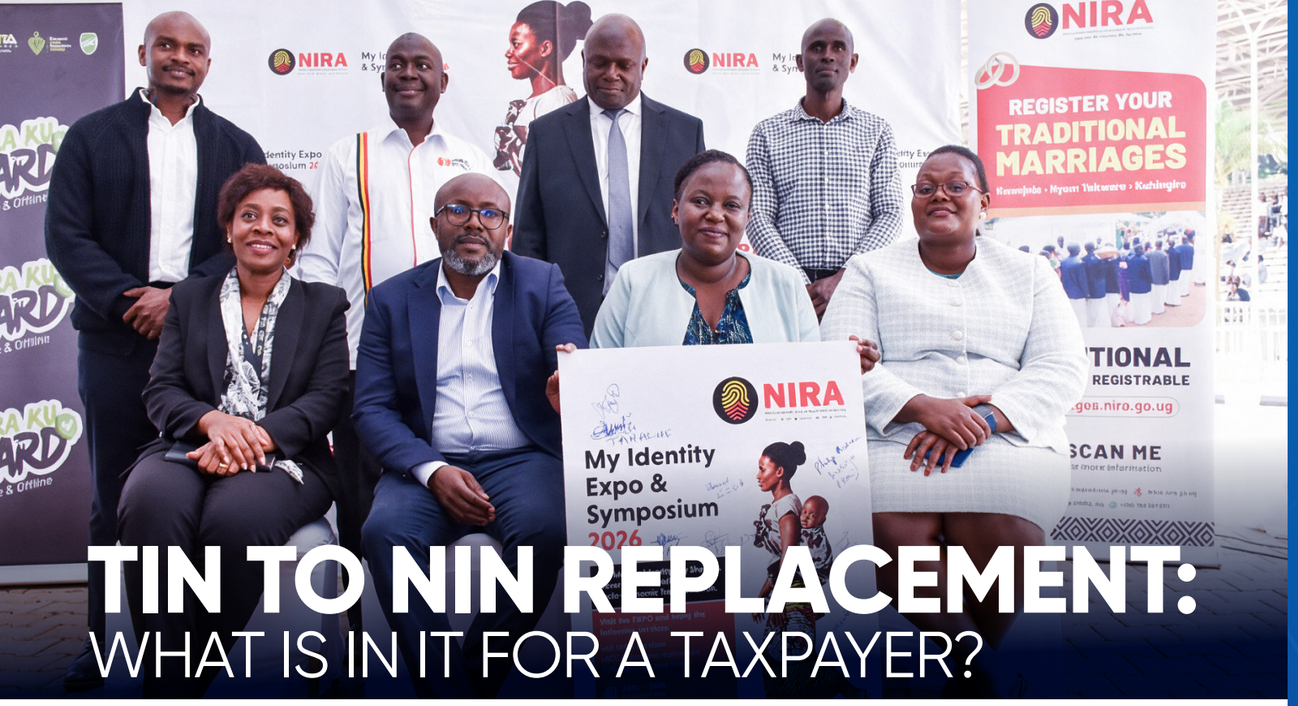
"He has been bribing URA staff to help him in his crimes, and investigations have started to uproot this corruption from URA," Kalumba revealed.

Sserwamukoko has cautioned URA staff to remain alert to warning signs of corruption such as pressure to bypass procedures, requests to alter records, unexplained demands to speed up processes, inappropriate gifts, or attempts to establish unofficial relationships and communication channels.

While resisting corruption is not only about avoiding temptation, it also requires deliberate choices to follow established procedures, declare conflicts of interest, maintaining transparency, rejecting gifts or favours that could compromise your judgement, seeking support when faced with ethical dilemmas, and maintaining sound financial discipline.

URA has embarked on strengthening systems that reduce opportunities for corruption, including digital services such as e-TAX, online payments, EFRIS and digital tax stamps, alongside community outreaches, partnerships with stakeholders, lifestyle audits, declarations and disciplinary measures.

> "A corruption-free Uganda is possible when we choose integrity everyday.
>
> **John R. Musinguzi,**
> ***Commissioner General, URA***



TIN TO NIN REPLACEMENT:
WHAT IS IN IT FOR A TAXPAYER?

By Kamugisha Kabahweza Allan

Cabinet recently approved the use of the National Identification Number (NIN) as a tax identifier for resident individuals in a bid to establish one consistent identity for the taxpayer.

This follows Uganda Revenue Authority (URA) call on all taxpayers to update their Taxpayer Identification Numbers (TINs) registration details with their NIN and or their Business Registration Numbers (BRN) in accordance with Section 4 of the Tax Procedure Code Act.

In a Public Notice issued in May 2026, URA informed registered taxpayers that those who whose registration details are not up-to-date, will be prompted by the system to first update their information upon logging into their TIN accounts.
There are benefits in integrating the NIN with TIN for both the taxpayers and the tax collector as highlighted below:

- The integration will eliminate duplication of taxpayers on the tax register by availing a taxpayer with only one identification number. As at the end of the 2024/25 financial year, URA had about 5.2 million taxpayers on the register. However, few of these actually pay taxes, and it is believed that some taxpayers have more than one TIN. Therefore, replacing the TIN with the NIN, will enable the taxman remove duplicates from the tax register.
- The integration will enable small businesses contribute their fair share of taxes since they will not be required to have a TIN. The NIN will act as an identifier for tax purposes.
- Individuals don't need to memorise multiple identification numbers since the NIN has become a unified number for civic and tax obligations, and reduces the need for taxpayers to repeatedly provide identification information.
- Small scale traders, farmers and artisans will easily formalize their economic activities due to the fact that the complex tax registration system has been reduced to the requirement of only the NIN.

Replacing the TIN with NIN is not a one-sided coin since government also benefits according to Patrick Baguma, the URA Supervisor Tax Register Management.

According to him, it improves tax compliance as it makes it easier to identify registered and unregistered taxpayers and supports more effective follow-up of taxpayers who should be in the tax system.

"Reduces fraud and identity misuse by preventing the use of multiple or fictitious identities, thus strengthening taxpayer authentication and verification," Baguma says.

He added that it allows government to properly plan for citizens through providing more reliable information for revenue forecasting, policy development and economic planning.

"It increases domestic revenue mobilization since a completer and more accurate taxpayer register can help broaden the tax base and improve compliance," Baguma explained.

Robert Kalumba, the Assistant Commissioner Public and Corporate Affairs at URA has called upon all taxpayers to update their TINs with the NINs for resident taxpayer, Business Registration Numbers for registered companies and Alien IDs for foreigners earning income in Uganda.

"There will be improved taxpayer experience once the linkage is completed, and taxpayers will access services more efficiently," Kalumba said.

URA
Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER

NON-INTRUSIVE INSPECTION (NII)

Key Benefits of NII

1. Eases and fastens examination of goods and cargo clearance process.
2. Easily detects contrabands and combats trade fraud such as concealments, mis-declarations and under declarations.
3. Maintains the international security chain thereby enhancing national security.
4. CBRN detectors are embedded to protect the environment from radiation.



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URA Takes Tax Education to the Next Generation

By Elizabeth Ayaa

Uganda Revenue Authority (URA), is taking on a more practical dimension through its Tax Education Division, to open its doors to secondary school learners to impart in them taxation knowledge in a bid to empower future generations.

Through educational study tours, URA exposes students to its mandate, tax administration system and customs operations. The engagements bridge the gap between classroom theory and practical experience while helping young people understand the importance of taxation to Uganda's development.



Uganda Revenue Authority Commissioner General John R Musinguzi addresses senior six students of Aga Khan High School during a tax education visit to URA headquarters in Nakawa Kampala

Students visit URA for an interactive learning experiences and engage with technical experts, learning about Uganda's tax administration system. They also tour the Customs Command Monitoring Centre, where they see how technology is used to monitor cargo and support efficient customs operations.

The visits also give the learners an opportunity to ask questions about taxation, taxpayer rights and obligations, compliance and career opportunities at URA.

But beyond the individual visits, the programme is about starting the tax conversation early helping young people appreciate taxation as a shared civic responsibility and preparing them to become informed and responsible future taxpayers.

Elizabeth Ayaa sat down with Jimmy Lukwago, a Stakeholder Relations Officer at URA, who is responsible for coordinating these educational engagements to understand what drives the programme, the impact it is having on learners and URA's vision for taking tax education to more schools across the country.

Qn. Please introduce yourself, tell us about your role at URA, and briefly take us through the educational study-tour programme for high school students.

I am, responsible for coordinating engagements with stakeholders, including secondary schools. The study tours give learners an opportunity to interact with URA staff, learn about tax administration and see how technology supports revenue mobilisation.

What inspired URA to introduce and strengthen these engagements with secondary school learners?

The programme aims to introduce tax education early. We want young people to understand taxation as a civic responsibility and appreciate its contribution to Uganda's development.

When students visit URA, what key lessons or experiences do you hope they take away?

We want them to understand why taxes matter, how URA administers them, taxpayers' rights and obligations, and the importance of compliance and integrity.

How do these visits affect what students are already learning about taxation and entrepreneurship in the classroom?

The visits turn classroom theory into practical experience. Students can see how businesses are registered, taxes are administered and customs operations conducted.

Tax administration can be technical. How does URA make subjects such as E-Tax, customs and compliance simple and engaging for young learners?

We use simple language, practical examples, demonstrations and interactive discussions. We also relate tax concepts to everyday situations such as starting a business, buying goods and using digital services.

What impact have these visits had on students' understanding of taxation and attitudes towards voluntary compliance?

The visits have improved students' understanding of taxation and helped them see it as a contribution to public services and national development, rather than simply a payment.

Have you noticed students developing greater interest in careers at URA or in public service?

Yes. Students learn about the different career opportunities at URA, including tax administration, customs, ICT, finance and legal services, which has sparked interest among some learners.

What challenges has URA encountered in conducting the study tours, and what lessons have these experiences provided?

Challenges include limited time, managing large groups and catering for different levels of knowledge. They have highlighted the importance of proper planning and age-appropriate content.

What improvements or innovations would you like to see introduced to make future study tours more interactive?

We would like to incorporate more hands-on demonstrations, simulations, quizzes, tax games and digital learning materials to make the experience more engaging.

Looking ahead, what is URA's vision for the programme?

Our vision is to reach more schools across Uganda and build tax awareness from an early age, helping young people understand taxation, value compliance and recognise their role in the country's development.



> URA's vision is to reach more schools across Uganda and build tax awareness from an early age.

URA TAX ACADEMY PREPARES PROFESSIONALS FOR AFRICA'S TRADE FUTURE

By Itabaza Sabiti Nsiimenta



Students graduate during the 16th graduation ceremony for the 20th intake after successfully completing the 10-month training for the Certificate in Customs and Freight Logistics (CCFL).

As of January 1st 2021, Africa officially commenced trading under the African Free Trade area (AfCTFA), a move that created the world's largest free trade area.

As a result, 1.3 billion people are being connected across 54 countries, creating an increasing demand for vigilance and improved trade facilitation initiatives.

This in turn increased the demand for professionals who understand customs procedures, regional trade agreements and modern logistics systems and called for continuous training to handle the evolving demands of the industry for efficiency.

At the centre of this effort is the Certificate in Customs and Freight Logistics (CCFL), a regional training program that is equipping current and aspiring clearing and forwarding professionals with the knowledge, skills and ethical foundation needed to support the efficient movement of goods across borders.

Implemented in Uganda by the Uganda Revenue Authority (URA) Tax Academy, the programme is open to individuals already working in, or aspiring to join, the clearing and forwarding industry.

It forms part of a regional initiative jointly implemented by the East African Community (EAC) Directorate of Customs, the East African Revenue Authorities (EARAs) of Uganda, Kenya, Tanzania, Rwanda and Burundi, together with the Federation of East African Freight Forwarders Associations (FEAFFA).

In Uganda, the program was introduced in 2008 and has steadily grown over the years. More than 3,000 professionals have graduated, contributing to a more competent and ethical freight forwarding industry.

The significance of the program was evident during the 16th graduation ceremony for the 20th intake, where 259 students graduated after successfully completing the 10-month training program.

OVER 3,000 PROFESSIONALS HAVE GRADUATED SINCE 2008

In remarks delivered on behalf of the Commissioner General, the Commissioner Executive Office Operations, Abel Kagumire described the program as an important milestone in regional integration.

"The collaboration of all East African countries in embracing this program is a strong demonstration of our collective commitment to harmonising and standardising customs practices and procedures in the movement of goods across our borders," Kagumire said.





> "The collaboration of all East African countries in embracing this program is a strong demonstration of our collective commitment to harmonising and standardising customs practices and procedures in the movement of goods across our borders."
>
> **Abel Kagumire,**
> Commissioner Executive Office Operations

He also noted that efficient customs administration cannot be achieved by revenue authorities alone but requires a professional and ethical freight forwarding fraternity working in partnership with Customs.

The Commissioner for Customs encouraged graduates to apply the knowledge acquired throughout the program in their day-to-day work.

"As you progress in your careers, I encourage you to put into practice the expertise and insights you have gained from this program. Your role in facilitating trade, ensuring compliance with customs regulations and promoting efficient logistics will be pivotal in fostering regional economic growth and integration," he added.

The Commissioner for Tax Academy, John T Katungwensi highlighted the program's impact since its introduction in Uganda.

"Since its rollout in Uganda in 2008, it has made a significant contribution to building a competent, ethical and professional freight forwarding industry by enhancing technical capacity, improving service delivery and promoting international best practices,"

He added that the training equips participants with the skills required to facilitate trade effectively, support regional integration and strengthen professionalism in service delivery.

The CCFL curriculum has evolved alongside changes in the logistics sector. Following more than a decade of implementation, the curriculum was reviewed to reflect emerging industry trends, advances in technology and the changing needs of international trade. The revised program broadened its focus beyond customs to cover the wider freight logistics chain while aligning with regional and national training standards.

Participants undertake four key modules covering Customs, Freight Forwarding, Management, and Warehousing. Together, these modules provide practical knowledge in customs procedures, freight operations, communication, planning, ethics, integrity, warehouse operations and supply chain management.

The URA Tax Academy, whose mission is to develop highly skilled and ethical tax professionals through innovative learning and knowledge management, serves as a centre of excellence for tax and revenue administration-related training. While supporting URA staff development, it also offers specialised programmes to the public, including the CCFL programme.

Applications are now open for the next CCFL intake, which will commence on 18 January 2027. Interested applicants have until 30 November 2026 to submit their applications.

For individuals seeking a career in customs, freight forwarding and international logistics, the programme offers practical skills, regional recognition and an opportunity to contribute to trade facilitation and economic growth in Uganda and across East Africa.

PICTORIAL



Commissioner Strategy and Risk Management Charles Kizito, Ali Kasirye Mulyanyama, Makindye East MP, and John Baptist Walusimbi, former Katikkiro of the Buganda Kingdom, at the Charity Walk.



The aerial view of the Nsambya Babies' Home charity walk on Mukwano Road on July 25, 2026.



The aerial view of the Nsambya Babies' Home charity walk on Mukwano Road on July 25, 2026.



Display of the kits for the Muslim run and URA staff participating in the Muslim run



Uganda Revenue Authority stakeholder relations team engages participants in this year's edition of the Karamoja festival



Students of Aga Khan High School have a photo moment with URA Commissioner General and other dignitaries during an engagement



Commissioner General of URA and Prof. Moses Muhwezi, Makerere University Business School (MUBS) Principal and other dignitaries during the launch of an MOU between MUBS and URA



URA Commissioner General John R. Musinguzi and Commissioner of the British High Commission Lisa Chesney signing an Memorandum of Understanding (MOU) at URA Headoffices in Nakawa.



Commissioner Executive Office Operations (CEOO) Abel Kagumire attending the official welcome of newly appointed honorary consuls at the Consulate of Estonia in Kampala.



Commissioner General of URA with Hez Kimoomi Alinda, the Executive Director UFZEPA



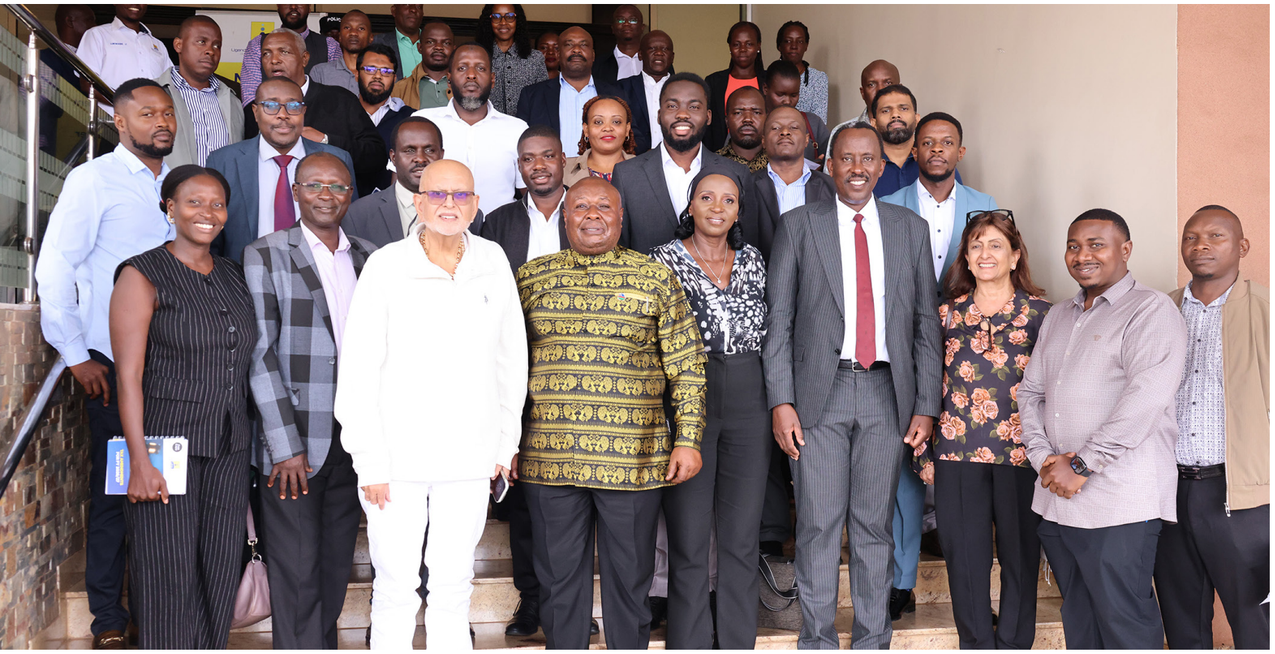
URA Commissioner General, John R. Musinguzi poses for a photo with Godfrey Byekwaso, the Managing Director of Centenary Bank and other dignitaries from the bank and URA



Commissioner General URA in a meeting with Hez Kimoomi Alinda, the Executive Director UFZEPA and other dignitaries



Commissioner General of URA and Hez Kimoomi Alinda, the Executive Director UFZEPA during a meeting



A group picture of the CG and Kampala City landlords



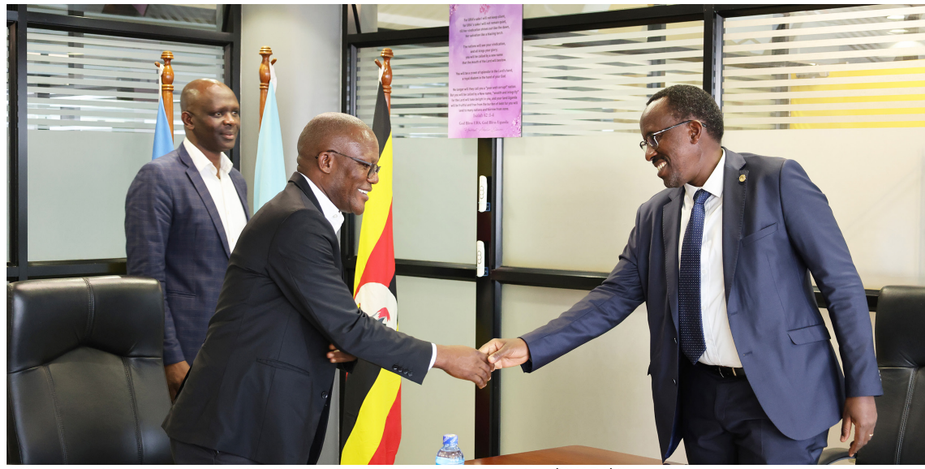
Group Picture of the teams of Commissioners from Uganda and South Sudan flanking the CGs.



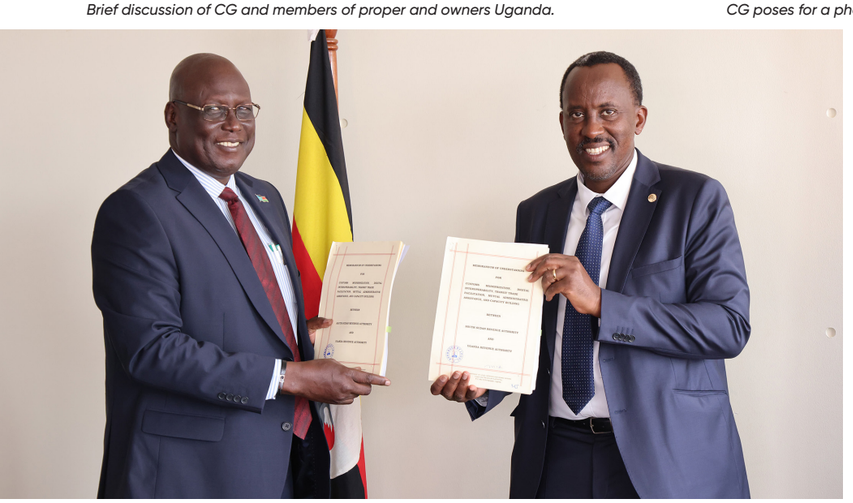
Brief discussion of CG and members of proper and owners Uganda.



CG poses for a photo with the team from CHADA



CG receiving the spokesperson of the Construction and Hardware Association (CHADA) Simon Ssekankya



Presenting of the MOU after signing off by the CG's of Uganda and South Sudan.



The CG of URA John R. Musinguzi signing an MOU with the CG of South Sudan Amb. Deng Ajuet Moun



The CG addressing City landlords at Mestil hotel on improving tax compliance.

URA WOMEN FC CROWNED FUFA ELITE LEAGUE CHAMPIONS

By Maxwell Okello



A new chapter of success has been written for Uganda Revenue Authority Ladies Football Club (URA Ladies FC). They were crowned 2025/26 FUFA Women Elite League Champions after a 1-0 victory over Jinja United Women FC.

The championship final was played at Muteesa II Stadium, Wankulukuku.

The triumph caps off an exceptional season for the tax collectors. They not only secured promotion to the 2026/27 Finance Trust Bank FUFA Women Super League but also finished as overall champions of the Elite League.

Both teams had already earned promotion after topping their respective groups. The final was to determine the league's overall champion.

URA Ladies rose to the occasion with a disciplined performance. Belinda Hope Nabawanuka scored the decisive goal in the 30th minute to seal victory.

The final whistle sparked jubilant celebrations among players, the technical team and club officials. Months of dedication and teamwork culminated in a well-deserved championship.

> "At URA, we believe excellence knows no gender. The success of URA Ladies FC demonstrates the impact of investing in women's talent, creating equal opportunities and building a culture where every individual is empowered to excel. We hope this achievement inspires more girls and women to pursue football and other sports with confidence."
>
> **Allan Munaba**,
> Chief Executive Officer, URA FC

Congratulating the team, URA FC Chief Executive Officer Allan Munaba applauded the players and technical team for flying the Authority's flag high.

"At URA, we believe excellence knows no gender. The success of URA Ladies FC demonstrates the impact of investing in women's talent, creating equal opportunities and building a culture where every individual is empowered to excel. We hope this achievement inspires more girls and women to pursue football and other sports with confidence," he said.

URA FC Manager Sam Okabo commended the team for their commitment and consistency throughout the season. He noted that the league title was earned through discipline, teamwork and belief in the club's vision.

"This championship is a reward for the discipline, commitment and teamwork the players have demonstrated throughout the season. They embraced every challenge, remained focused on the goal and have shown that success comes through consistency and hard work. As we prepare for the Super League, we remain committed to building a team that will continue making the Uganda Revenue Authority proud," he said.

As URA Ladies FC prepares for life in the Finance Trust Bank FUFA Women Super League, this historic achievement stands as a testament to what can be accomplished through teamwork, determination and the Authority's continued commitment to empowering women through sport.

The journey to the top flight has been completed, and a new chapter of excellence now begins.





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