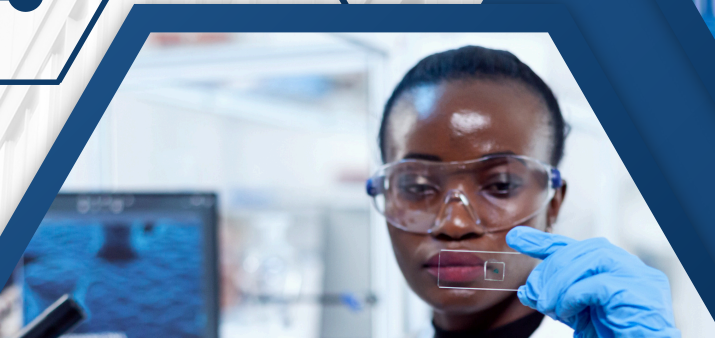




# UGANDA MEDICAL LABORATORY TECHNOLOGY PROFESSIONALS ASSOCIATION - UMLTA

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Policy 1  
May 2025



# Table of Contents

Abbreviations	3
Foreword	4
Acknowledgements	5
Key Items	6
Section 1 (Introduction)	7
Section 2 (Policy statements)	13
Section 3 (Implementation of the Policy)	16
Section 4 (Conclusion)	16

## Abbreviations and acronyms

This list summarizes the key abbreviations used in the Uganda Medical Laboratory Technology Professionals Association (UMLTA) Policy Document.

UMLTA – [Uganda Medical Laboratory Technology Professionals Association](#)

ISO – [International Standards Organization](#)

AHPC – [Allied Health Professionals Council](#)

CPD – [Continuous Professional Development](#)

NEC – [National Executive Committee](#)

BEC – [Branch Executive Committee](#)

SACCO – [Savings and Credit Cooperative Organization](#)

AGM – [Annual General Meeting](#)

NGOs – [Non-Governmental Organizations](#)

IPC – [Infection Prevention and Control](#)

EQA – [External Quality Assessment](#)

UNMHCP – [Uganda National Minimum Health Care Package](#)

IEC – [Independent Electoral Committee](#)

TB – [Tuberculosis](#)

HIV/AIDS – [Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome](#)



Foreword



**Erick Jacob Okek**  
President, Uganda Medical Laboratory  
Technology Professionals Association  
(UMLTA)

“ On behalf of the Uganda Medical Laboratory Technology Professionals Association (UMLTA), I am honoured to present this comprehensive policy document that reflects the aspirations, responsibilities, and renewed commitment of our Association to the advancement of medical laboratory practice in Uganda.


Since its inception in 1968, UMLTA has served as a unifying platform for laboratory professionals, advocating for excellence in laboratory medicine, ethical conduct, and the well-being of our members. This policy emerges at a critical time when the importance of laboratory services has been reaffirmed globally through public health emergencies, technological advances, and increasing demand for quality diagnostics.

The policy outlines key areas that define our professional journey—from governance and leadership, registration and ethics, to continuous professional development, employment rights, and financial sustainability. It provides a structured framework to ensure all laboratory professionals, regardless of cadre, have a voice, representation, and opportunity to grow in a thriving professional ecosystem.

Importantly, this document is not only a declaration of our intent, but also a call to action. It speaks to our partners in government, academia, the private sector, and civil society to join hands in shaping a future where the laboratory profession is respected, empowered, and actively contributing to quality healthcare delivery.

I extend my gratitude to all who contributed to the formulation of this policy, including our members, leaders, and stakeholders. With this policy, we renew our dedication to transparency, equity, innovation, and professionalism.

Together, let us uphold and implement this vision for the benefit of our members and the health of our nation.  
For God and My Country.”

Signed:   
Date: 15TH-07-2025

Acknowledgements


“ The Uganda Medical Laboratory Technology Professionals Association (UMLTA) wishes to express its sincere gratitude to all those who contributed to the development of this policy document.

We acknowledge the leadership and dedication of the UMLTA National Executive Committee (NEC), the Branch Executive Committees (BECs), and the various subcommittees who offered technical insight and provided strategic direction throughout the policy development process. Sincere appreciation goes to the Vice president Eilu Roggers Michael for the great effort put in during the development and compilation of the document.

Special appreciation goes to the team of senior laboratory professionals, policy consultants, and institutional partners who diligently contributed to the policy content, review, and finalization.

We are grateful to the Allied Health Professionals Council (AHPC), the Ministry of Health, and development partners for their continued collaboration and commitment to strengthening laboratory systems and uplifting the welfare of medical laboratory professionals across Uganda.

Together, let us continue to champion professional excellence and uphold the values that define our association.”

Signed:   
Date: 15TH-07-2025



**Muyingo Yusuf**  
Secretary General, Uganda Medical  
Laboratory Technology  
Professionals Association (UMLTA)





## Key Terms

**Health Laboratory:** In this document, the term 'health laboratory' is used to refer to a 'medical/clinical laboratory'. This is to reserve consistency with policy language used in other health sector policy documents.

**Medical/Clinical Laboratory:** The International Standards Organization (ISO) 15189:2022 defines the Medical/Clinical laboratory as a facility for the biological, microbiological, immunological, chemical, immunohaematological, haematological, biophysical, cytological, pathological, genetic or other examination of materials derived from the human body for the purpose of providing information for the diagnosis, management, prevention and treatment of disease in, or assessment of the health of, human beings, and which may provide a consultant advisory service covering all aspects of laboratory investigation including the interpretation of results and advice on further appropriate investigation.

### Laboratory client:

These are persons that seek laboratory services either as patients and/or, researchers, clinicians, public health specialists, epidemiologists, students and others who may be seeking testing/clinical/preventive services.

### Medical Laboratory practitioner:

These are such persons that are trained, qualified, certified and licensed by a relevant body to provide medical laboratory services.

## Section 1: Introduction

Uganda Medical Laboratory Technology Professionals Association (UMLTA) is a non-profit professional membership organization registered with the Uganda Registration Services Bureau as a company limited by guarantee without share capital. Its membership consists of all medical laboratory professionals practicing laboratory medicine in both public and private sectors in the Republic of Uganda.

UMLTA was formed on 10<sup>th</sup> November 1968 after realization of the necessity for the existence of an association by Medical Laboratory professionals in order for them to make foot prints in the health sector. Since then, the association has grown in numbers and scope. To date, UMLTA has grown so immensely and includes all the medical laboratory professionals with different qualifications from certificate to PhD holders.

### 1.1 Policy rationale:

UMLTA recognises the key role of Health laboratory services as essential for the delivery of quality health care and should be done by a competent and impartial laboratory professional.

Poor professional satisfaction in terms of competency, career path, access to employment, deserving payment for the level of cadre, registration and licensure dues, general welfare of the professional are very detrimental in their day to day running of health/clinical laboratories. This leads to high wastages of scarce laboratory resources, loss of economic productivity time at the laboratories, loss of life due to poor results released by the laboratories.

The UMLTA policy is developed to sensitize key stake holders on the needs for maintaining professional acuity, astuteness and general well being to turn around the negative effects of a demotivated laboratory professional; but also mobilise resources to ensure self-reliance and protection of professional space.

### 1.2 Vision:

A healthy and productive population of Uganda

### 1.3 Mission:

To promote and maintain high standards of professionalism and excellence in Medical Laboratory Service delivery in Uganda and beyond.

### 1.4 Core values

1. Transparent leadership
2. Accountability
3. Professional ethics and standards
4. Caring and welfare of professionals

### 1.5 Policy Purpose and Scope

This policy document provides a comprehensive framework to guide the operations and engagements of the UMLTA over the next five years. It outlines the association's positions, commitments, and expected outcomes in key professional and administrative areas.

#### 1.5.1 Policy objectives:

1. To Enhance governance, membership enrolment and engagement, and associations capacity
2. Advance education, research and continuous professional development
3. To strengthen professional standards and regulatory compliance
4. To lead in advocacy, public health response and strategic partnerships

### 1.6 UMLTA Policy context

This policy is formulated in respect to aspiration of association members, the association constitution, regional laboratory agenda for regional associations and international laboratory associations



### 1.6.1 National policy context:

Associations are bodies recognised by the constitution of Uganda in the spirit of freedom of association. The professional associations provide an organised way of voicing the needs, rights and demands for what the association members deserve as provided for in the health agenda of the country and region and global context. The associations also provide support to nature the development of the profession from formulation of curriculums that training schools/institutions use, to registration and licensure, to recruitment and practice, professional growth and career paths and ultimately welfare and general well-being of the professional members.

The National Hospital Policy aims at providing equitable access to cost-effective hospital services on a sustainable basis for all people in Uganda, through improvement of the organization, capacity and management of the hospital and health facility network.

The Human Resources for Health Policy emphasizes the need to develop and maintain a health workforce that will equitably, effectively and efficiently support the delivery of the UNMHCP.

Other policies that guide the prevention and management of diseases such as malaria, TB, and HIV/AIDS all aim at supporting and promoting the health development agenda, and thus the overall development of the nation.

This policy aims to uphold the above national policies while ensuring that the rights, welfare and professional practice of laboratory professionals is upheld.

### 1.6.2 Regional and global laboratory associations policy context

There is a growing need of laboratory practice to be organized and recognised regionally and globally. The UMLTA will associate with regional bodies and global bodies that have similar interests in advancing the laboratory profession

and protection of the welfare and general well being of the laboratory professionals. This will be made possible through signing of memoranda of understanding and cooperation in implementation of regional and global strategies.

### 1.7 Situation analysis

UMLTA has a solid foundation with active leadership, a growing membership, and some assets in place. However, challenges remain in governance transparency, resource diversification, member engagement, and policy modernization. Strategic focus on leadership development, policy updates, financial management, and expanding educational programs will be critical for sustainable growth and enhanced professional influence.

#### 1.7.1 Leadership and governance

##### Strengths:

- Experienced and committed leadership team with a clear vision.
- Established governance structures ensuring accountability.
- Transparent decision-making processes.
- Strong rapport with regulatory bodies like the Allied Health Professionals Council.
- Regular leadership training and capacity building initiatives.

##### Weaknesses:

- Leadership succession planning may be limited or underdeveloped.
- Potential bureaucratic delays impacting decision implementation.
- Limited involvement of grassroots members in governance.
- Possible gaps in strategic planning documentation.
- Reliance on a few key leaders, risking sustainability.

##### Opportunities:

Strengthening leadership through mentorship programs.

- Partnering with international health organizations for governance best practices.
- Enhancing digital governance tools for transparency.
- Building leadership capacity among younger professionals.
- Establishing advisory councils with diverse expertise.

##### Threats:

- Leadership conflicts or power struggles.
- Political interference in association affairs.
- Loss of key leaders due to retirements or resignations.
- External pressure from regulatory or government agencies.
- Limited engagement from members in governance processes.

#### 1.7.2 Membership and registration

##### Strengths:

- Growing membership base of qualified medical laboratory professionals.
- Robust registration processes aligned with national regulations.
- Active member engagement and communication channels.
- Recognition and credibility within the healthcare sector.
- Membership benefits such as professional development opportunities.

##### Weaknesses:

- Limited outreach to potential members in rural or underserved areas.
- Inconsistent member data management.
- Membership retention challenges due to competing interests.
- Limited incentives for new members to join.
- Possible delays in registration renewals.

##### Opportunities:

Implementing digital membership management systems.

- Developing tailored membership packages.
- Outreach programs to attract students and early-career professionals.
- Collaborations with educational institutions for early registration.
- Offering exclusive benefits for members.

##### Threats:

- Emergence of competing associations.
- Regulatory changes affecting registration processes.
- Economic downturn affecting members' ability to pay dues.
- Brain drain of professionals leaving the country.
- Negative perceptions or misinformation about the association.

#### 1.7.3 Policies and guiding documents

##### Strengths:

- Well-established policies aligned with national health standards.
- Regular review and updates of guiding documents.
- Clear ethical and professional standards.
- Support from legal experts in policy formulation.
- Alignment with international best practices.

##### Weaknesses:

- Limited dissemination or awareness of policies among members.
- Slow adaptation to rapid changes in the healthcare environment.
- Gaps in policies related to emerging technologies.
- Inconsistencies between policies and actual practice.
- Limited capacity for policy enforcement.



**Opportunities:**

- Developing comprehensive digital policy portals.
- Engaging members in policy review processes.
- Aligning policies with global health initiatives.
- Conducting training sessions on policy updates.
- Establishing policy task forces for specific issues.

**Threats:**

- Policy conflicts or ambiguities leading to disputes.
- Resistance to policy changes within the organization.
- External regulatory changes overriding association policies.
- Limited compliance due to lack of enforcement tools.
- Political influence affecting policy independence.

**1.7.4 Elections of new leadership**

**Strengths:**

- Transparent and democratic election processes.
- Wide member participation.
- Clear eligibility and nomination criteria.
- Regular and predictable election cycles.
- Use of electronic voting to enhance participation.

**Weaknesses:**

- Limited voter awareness or education about the process.
- Potential for election disputes or conflicts.
- Insufficient voter turnout in some elections.
- Under representation of certain professional groups.
- Need for capacity building among election committees.

**Opportunities:**

- Introducing online voting platforms for wider participation.
- Conducting leadership capacity-building workshops.
- Promoting electoral education among members.
- Engaging external observers for transparency.
- Establishing election mentorship programs

**Threats:**

- Electoral disputes undermining credibility.
- Political or external influence on leadership selection.
- Voter apathy or disengagement.
- Potential manipulation or misconduct.
- External pressures from stakeholders.

**1.7.5 Association assets, growth, and development**

**Strengths:**

- Ownership of office premises and equipment.
- Strong brand recognition within the healthcare sector.
- Growing membership and professional influence.
- Established partnerships with health institutions.
- Access to professional networks.

**Weaknesses:**

- Limited financial resources to expand assets.
- Infrastructure needing upgrades or maintenance.
- Insufficient digital platforms for engagement.
- Limited land or property assets.
- Challenges in scaling programs nationwide.

**Opportunities:**

- Asset diversification (e.g., laboratories, training centers).
- Partnering for infrastructure development.
- Creating revenue-generating services.
- Expanding into regional offices.
- Leveraging technology for virtual engagement.

**Threats:**

- Asset depreciation or damage.
- External economic shocks affecting funding.
- Competition from private sector entities.
- Political instability impacting growth plans.
- Regulatory constraints on property development.

**1.7.6 Resource mobilization and finances**

**Strengths:**

- Regular income from membership dues and training fees.
- Access to potential grants and donor funding.
- Transparent financial management systems.
- Growing financial reserves.
- Strong relationships with financial institutions.

**Weaknesses:**

- Over-reliance on membership dues.
- Limited diversification of income streams.
- Insufficient financial planning or forecasting.
- Challenges in timely resource mobilization.
- Limited financial expertise among staff.

**Opportunities:**

- Developing sponsorship and partnership programs.
- Applying for international health grants.
- Creating revenue-generating professional services.
- Launching fundraising campaigns.
- Establishing endowments or investment funds.

**Threats:**

- Fluctuations in funding sources.
- Economic downturn reducing donations or

sponsorships.

- Currency exchange risks for international grants.
- Regulatory constraints on fundraising activities.
- Mismanagement or financial misconduct.

**1.7.7 Education, training, and continuous professional development (CPD)**

**Strengths:**

- Established training programs and workshops.
- Collaboration with educational institutions.
- Recognition of CPD for professional licensure.
- Skilled trainers and facilitators.
- Access to updated clinical guidelines and resources.

**Weaknesses:**

- Limited access to training in remote areas.
- Insufficient funding for extensive CPD activities.
- Outdated training content in some areas.
- Low participation beyond core members.
- Challenges in monitoring and evaluating training impact.

**Opportunities:**

- Developing online learning platforms.
- Partnering with universities for accredited courses.
- Introducing mentorship and peer learning programs.
- Securing sponsorships for training events.
- Incorporating new technologies like e-learning and webinars.

**Threats:**

- Rapid technological changes outpacing training updates.
- Competition from private training providers.
- Member time constraints limiting participation.
- Funding cuts affecting training programs.
- Resistance to adopting new training modalities.



### 1.7.8 UMLTA SACCO and professional welfare

#### Strengths:

- Established savings and credit cooperative (SACCO) supporting members.
- Financial support for members' professional needs.
- Strong emphasis on member welfare.
- Access to low-interest loans and financial products.
- Active promotion of financial literacy.

#### Weaknesses:

- Limited capital base for large loans.
- Low membership uptake in SACCO participation.
- Weak marketing of SACCO benefits.
- Challenges in loan recovery.
- Limited diversification of financial services.

#### Opportunities:

- Expanding SACCO services (e.g., insurance, investments).
- Partnering with banks for better financial products.
- Introducing mobile banking solutions.
- Creating welfare programs beyond financial support.
- - Raising awareness about SACCO benefits.

#### Threats:

- Economic instability affecting repayment capacity.
- Regulatory changes impacting SACCO operations.
- Competition from commercial banks.
- Member default risks.
- Fraud or mismanagement risks.

### 1.7.9 Research and innovation

**Strengths:** Active research collaborations, access to clinical data.

**Weaknesses:** Limited funding for research projects.

**Opportunities:** Engaging in national health research initiatives.

**Threats:** Competition for research grants.

### 1.7.10 Advocacy and policy influence

**Strengths:** Recognized voice in health policy discussions.

**Weaknesses:** Limited lobbying capacity.

**Opportunities:** Building strategic alliances.

**Threats:** Political interference.



## Section 2: Policy statements

### 2.1 Membership and registration

Policy Statement: UMLTA advocates for compulsory registration and professional recognition of all laboratory practitioners in Uganda. Registration shall be through payment of registration fees and to remain active members shall always pay annual subscription and all these fees shall be determined during the AGM.

#### Policy Objectives:

- Maintain a national member registry in collaboration with the AHPC.
- Support laboratory graduates through the registration, subscription and AHPC licensing process
- Sensitize stakeholders on registration, subscription and AHPC licensing obligations and benefits.

### 2.2 Professional Standards and Ethics

Policy Statement: UMLTA is committed to upholding the highest standards of professional ethics, integrity, and accountability among its members.

#### Policy Objectives:

- Develop and disseminate a code of conduct for laboratory professionals.
- Ensure compliance to ethical practice through awareness and enforcement.
- Establish a disciplinary and grievance resolution mechanism.

### 2.3 Education, Training, and Continuous Professional Development (CPD)

Policy Statement: UMLTA supports structured lifelong learning to promote the competencies of its members.

#### Policy Objectives:

- Ensure all practicing members participate in CPD activities annually.
- Accredite CPD service providers and programs.
- Facilitate national, regional, and international knowledge exchange forums.



## 2.4 Advocacy and Representation

Policy Statement: UMLTA positions itself as a strong voice in advancing the interests and welfare of medical laboratory professionals.

Policy Objectives:

- Influence national health and human resource policies in favor of lab professionals.
- Represent members in key health sector committees and decision-making platforms.
- Build strategic alliances with other professional associations and regulatory bodies.

## 2.5 Employment and Labor Rights

Policy Statement: UMLTA is committed to promoting fair labor practices and dignified working conditions.

Policy Objectives:

- Advocate for standardized job descriptions and schemes of service.
- Engage stakeholders for equitable remuneration and benefits.
- Protect member rights through policy dialogue and reporting systems.

## 2.6 Research and Innovation

Policy Statement: UMLTA shall promote a culture of research, innovation, and evidence-based laboratory practice.

Policy Objectives:

- Encourage operational and clinical research among members.
- Support member participation in publication and conferences.
- Collaborate with academia to advance the research agenda.

## 2.7 Quality Assurance and Laboratory Standards

Policy Statement: UMLTA will promote compliance with national and international standards in medical laboratory services.

Policy Objectives:

- Strengthen member understanding and application of ISO 15189 and related standards.
- Promote engagement in quality improvement and EQA programs.
- Support documentation and implementation of SOPs in laboratory practice.

## 2.8 Public Health and Disease Surveillance

Policy Statement: UMLTA recognizes the vital role of laboratory professionals in disease prevention, detection, and response.

Policy Objectives:

- Train and deploy members in public health emergency responses.
- Promote the integration of laboratory experts in surveillance systems.
- Support biosafety, IPC, and rapid response capacity-building.

## 2.9 Partnerships and Resource Mobilization

Policy Statement: UMLTA shall leverage partnerships and resources to support its goals and the professional development of its members.

Policy Objectives:

- Develop proposals and concept notes for donor funding.
- Form partnerships with NGOs, academia, and private sector.
- Diversify income through events, publications, and services.

## 2.10 Governance and Institutional Development

Policy Statement: UMLTA upholds democratic governance, accountability, and robust internal systems. The association shall have a leadership and governance structure elected by its membership as the NEC and BEC who shall routinely administer routine operations of the association. The association shall have a physical office space for its headquarters and regional offices as per the regions prescribed in the constitution. The association shall have documented systems and policies to ensure smooth operations, all assets of the association shall be maintained by the national executive committee.

Policy Objectives

- Set up and maintain offices for the association with an active administrator
- Develop and routinely maintain association policy, strategic plan and annual work plans
- Acquire and administer association properties and assets effectively to benefit the association members

## 2.11 Elections of NEC and BEC

The election follows a free and fair all participatory adult suffrage. All members eligible to vote are to be given an opportunity through secret ballot and all means possible as determined by IEC. Either through physical voting in a basin, by emails, or electronic system. The results should be declared on same day of elections and a comprehensive report of the electoral process delivered within 48 hours following the election

Policy Objectives:

- Conduct timely and transparent elections.
- Set mechanism to allow all voters irrespective of their location to cast their vote
- Prepare election reports within 48 hours following declaration of winner.
- Ensure hand over of office within 7 days following declaration of winner

## 2.12 Finance Policy

Policy Statement: UMLTA shall ensure prudent financial management guided by transparency and accountability.

Policy Objectives:

- Prepare and implement annual budgets aligned with priorities.
- Maintain financial records and subject them to periodic audits.
- Manage income streams including membership dues, grants, and services responsibly.



### 2.13 Business development of UMLTA

Policy statement: UMLTA shall make investments through the UMLTA SACCO and ensure all its members benefit from the shares dividend and savings interests accrued during the year of operation. All members of the association shall become members of UMLTA SACCO through depositing of membership fees, buying of shares with a minimum of 30 shares per member and routinely deposit savings to the SACCO.

Policy objectives:

- Set up a vibrant SACCO with UMLTA membership
- Provide affordable credit and an interest rate determined by the SACCO AGM
- Invest shares of the SACCO in profitable investment choices to improve welfare of professionals
- Develop UMLTA house

### Editorial Policy Statement

The editorial policy of Uganda Medical Laboratory Technology Professional Association (UMLTA) declares the principle of “accepting, Reviewing and Publishing process.”

Is based on Ethical values and principles in order to avoid any illegal practices, e.g., plagiarism, and to respect the intellectual ownership.

### Policy Objectives

- i. To provide guidelines to authors for preparing and submitting abstracts
- ii. To treat all authors with fairness, courtesy, objectivity, honesty, and transparency
- iii. To protect the confidentiality of every author’s work
- iv. To establish a system for effective and rapid peer review
- v. To inform the authors about the editorial decision regarding the submitted papers rapidly
- vi. To ensure timely publication of accepted papers

### Section 3: Implementation of the policy

UMLTA asserts to put this policy into practice within the broader health system ecosystem. The policy has been developed according to the aspirations and expressions of members and in accordance to the UMLTA constitution, regional and global laboratory landscape and the laws of the republic of Uganda. Therefore, its implementation will be subordinate to the national constitution and the UMLTA constitution and actualised by the UMLTA strategic plan which will develop strategies on how to achieve each objective here in stated in this policy. Further more the association leadership is to develop annual work plans in accordance with the strategic plan for the day to day running of the association.

The NEC shall therefore spear head the mobilisation of the needed resources and coordinate partners, sponsors, funders and key stakeholders on behalf of the association. UMLTA therefore calls upon all stake holders in both public and private sectors to collaborate continuously with the NEC assist in the implementation of this policy and the strategic plan.

### Section 4: Conclusion

Since the set up of UMLTA in 1968, there has been gradual improvements in the association development and operations through the various constitutions that have been developed. The growing number of laboratory professionals and the growth in career paths presents a need to ensure all professionals irrespective of cadre is served equally and their rights and welfare upheld.

To achieve this, this policy is directed towards the consolidation of what has been achieved and advocating for an ambitious investment in members well-being and professional protection. All stakeholders of laboratory discipline and across are called upon to uphold and bring this vision to actualisation.

