



2025

ANNUAL REPORT

Bridging Borders. Transforming Logistics

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Message from the President

Charles Mwebembezi

It has been a great honor to serve as President of FEAFFA over the last two years, and I sincerely thank members for their trust, guidance, and support throughout my tenure.

The year 2025 was challenging but also marked important progress for the Federation. We continued strengthening national associations through collaboration, information sharing, and institutional capacity assessments. Significant progress was made in professionalizing the clearing and forwarding sector through continued implementation of the Certificate in Customs and Freight Logistics (CCFL) programme across several countries, with 722 graduates recorded during the year. The Diploma in Customs and Freight Logistics (DCFL) programme also expanded in Kenya in partnership with KESRA.

FEAFFA advanced advocacy efforts by engaging on key regional trade and transport issues affecting clearing and forwarding agents across East Africa. The Federation also strengthened its continental and global presence through participation in major logistics and trade forums, including the AfCFTA Private Sector Hearing and Smart Freight Week in Amsterdam.

Despite financial constraints, delayed remittances, and a lean secretariat, the Federation remained focused on sustainability, partnerships, institutional strengthening, and resource mobilisation.

Looking ahead, the Federation will focus on strengthening sustainability through strategic partnerships, resource mobilisation, and expansion of key programmes such as the Diploma and CCFL courses across the region.

Efforts will also be directed toward reviving important initiatives, including the self-regulation law and the CPD programme, to further support professional growth within the industry.



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CCFL graduates in 2025 East in Africa

The Federation will continue enhancing governance and operational efficiency through stronger Board Committee operations, improved remittance of member contributions, better staff welfare, and finalization of constitutional regulations in Tanzania. These efforts are aimed at building a stronger and more financially sustainable Federation.

On behalf of the Board, I thank our development partners, member associations, stakeholders, and the secretariat for their continued commitment and support.

Company Overview



The Federation of East African Freight Forwarders Associations (FEAFFA) is the apex private sector body representing freight forwarders' associations across Eastern Africa. Established in 2006, FEAFFA brings together over 2,500 clearing and forwarding firms in the region.

It is legally registered and domiciled in the United Republic of Tanzania, with its secretariat based in Nairobi, Kenya.

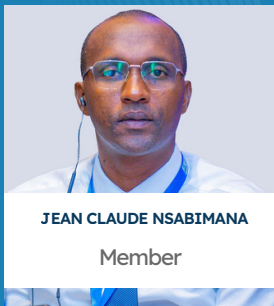
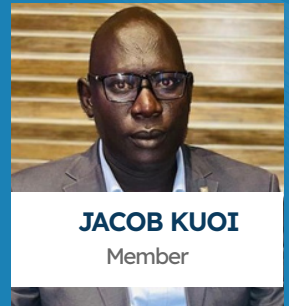
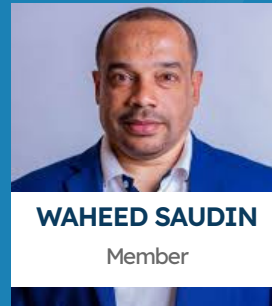
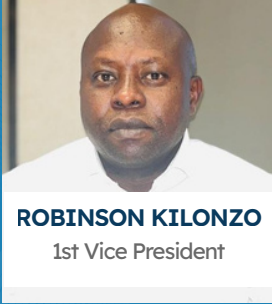
Vision

A globally professional and competitive Eastern African logistics industry.

Mission

To promote a competitive freight logistics industry through professionalism, advocacy, and strategic partnerships for efficient cross-border trade.

THE BOARD



Meet OUR TEAM



Elias Baluku
Executive Director



Josephine Nyebaza
Programs Officer



Samuel Mbucho
Finance and M&E Officer



Andrew Onionga
Comms & Advocacy
Officer



Moureen Mugeni
Admin & Membership
Liaison Officer



Canton Onyino
Procurement &
Office Assistant



WWW.FEAFFA.COM



OUR MEMBER ASSOCIATIONS



Association Burundaise
des Agences en Douane et
Transitaires (ABADT)



Kenya International Freight
& Warehousing Association
(KIFWA)



Rwanda Freight Forwarders
Association (RWAFFA)



Tanzania Freight
Forwarders Association
(TAFFA)



Zanzibar Freight
Forwarders Bureau (ZFB)



Uganda Freight Forwarders
Association (UFFA)



South Sudan Freight
Forwarders Association
(SSFFA)





OUR PARTNERS



Alliances for Trade
Facilitation Kenya (A4TF)-
GIZ



Kuehne Climate
Centre



Smart Freight Centre

Banks

Kenya Commercial Bank
P.O. Box 14959 – 00800, Nairobi, Kenya
Tel: +254 20 3747576
Fax: +254 20 3747576
Email: contactcentre@kcb.co.ke

Auditors

JG Bailey & Associates
Don Bosco Msssc Centre, Matumbato Road
P.O. Box 26023-00100
Nairobi, Kenya



STRATEGIC PRIORITY 1: Provide support services to strengthen National Associations (NAs)

Engagement and Coordination

FEAFFA maintained strong collaboration with its member national associations throughout the year through virtual engagement with the secretariats and collaboration in hosting the Annual Global Logistics Convention (GLC) 2025.

Other notable milestones in 2025 included the launch of KIFWA's first-ever strategic plan and the inauguration of the SSFFA president. These engagements strengthened coordination, enhanced institutional capacity, and supported the effective implementation of regional programs.

Information Sharing and Visibility

To enhance information sharing, the Federation published articles on the Freight Logistics Magazine blog to keep members informed on key regional and global industry developments.

In addition, Editions 19 and 20 of the magazines were published and distributed across the EAC in both print and digital formats. In line with the shift towards greening, there is a gradual transition towards online publication to improve accessibility and sustainability.

Technical and Operational Support

FEAFFA initiated an Organizational Capacity Assessment (OCA) to support member associations to self-assess their performance across key operational areas. Through the assessment, organizational strengths and gaps were identified and priority capacity-building interventions agreed on. The exercise is expected to enhance institutional effectiveness, accountability, and long-term sustainability within the associations. OCA will continue in 2026.

In addition, the Federation provided ongoing technical and operational support to its members. For instance, KIFWA leveraged FEAFFA's Zoom subscription to facilitate internal meetings, reducing her operational costs.



The Certificate in Customs and Freight Logistics (CCFL)

Continue the roll-out of the updated certificate program

CCFL classes continued in Kenya, Uganda, and Rwanda during the year.

In Tanzania, TAFFA signed an MoU with the Institute of Tax Administration (ITA) to begin joint training at the TAFFA Training Centre. However, both Tanzania and Burundi are yet to transition to the new curriculum and continue to use the East African Customs and Freight Forwarding Practicing Certificate (EACFFPC) programme.

Meetings of The National Curriculum Implementation Committee (NCIC)

The National Curriculum Implementation Committees (NCIC) continued to provide oversight and strategic guidance in the implementation of training activities across the partner states. NCIC meetings were primarily held in Kenya, Uganda, and Rwanda.

The Federation participated in several NCIC meetings in Kenya due to its proximity to the EEAFFA Secretariat.



In preparation for rollout of CCFL training in South Sudan, a Training of Trainers (ToT) was conducted at the Nimule–Elegu border.

The ToT was supported by the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) and delivered in collaboration with SSFFA and URA. 34 trainers from both SSFFA and SSRA participated



CCFL graduations

In 2025, the region witnessed five CCFL graduation ceremonies across Kenya, Uganda, Rwanda, Burundi, and Tanzania, with about 722 graduates successfully completing the programme.

FEAFFA's training partners, particularly the revenue authorities, continued to play a key role in supporting the training of customs clearing and forwarding agents. Their participation in the graduation ceremonies, often as presiding representatives, highlights the strong public and private collaboration.. The EAC Secretariat also participated in some of the graduation ceremonies, further reinforcing regional institutional support for the programme.

Diploma program

The roll-out of the DCFL programme is ongoing in Kenya, with a total of 159 students enrolled since its inception in September 2024. Development of the training materials is nearing completion under a joint agreement between FEAFFA and KESRA.

The programme is intended to provide progression opportunities for graduates of the CCFL programme. The first cohort enrollments for the DCFL are gradually increasing. FEAFFA is working closely with KIFWA and KESRA to scale up the program through joint marketing efforts and targeted outreach initiatives.

Partnership with Apexloads Inc.

The Federation signed an MoU with Apexloads during the 6th edition of the Global Logistics Convention (GLC) in Bujumbura.

Implementation of the MoU is ongoing across the region, with provisions aimed at supporting FEAFFA's sustainability through revenue generated from the joint initiative.

Apexloads has developed a digital freight marketplace (load board) that connects cargo owners and logistics service providers to facilitate business transactions.

The subscription-based platform matches vetted cargo owners with freight forwarders within a trusted ecosystem. Users undergo a verification process prior to subscription and are issued a unique identification code, known as the EAC number, for authentication.



Green Logistics Interventions

- Smart Freight Centre (SFC) supported emissions accounting workshops for clearing and forwarding agents in Kenya and Tanzania, while GIZ Kenya supported awareness creation on sustainable trade and transport solutions among agents in Kenya.
- Kuehne Climate Center (KCC), in collaboration with FEAFFA, is supporting the rollout of the regional short course on green freight and sustainability in East Africa. Development of the curriculum and training materials is ongoing under the wider Green Freight Programme launched in 2024 in Dar es Salaam to support the transition of the Northern and Central Corridors into greener logistics systems.
- FEAFFA participated in the Smart Freight Week 2025 in Amsterdam, which brought together over 600 participants from around the world to showcase innovations and best practices in green freight and sustainable logistics. The East African delegation participated with support from KCC.
- Further collaboration is expected in 2026, particularly with KCC, SFC, and GIZ, to advance green freight initiatives and strengthen sustainability practices within the



Direct engagement on issues affecting clearing and forwarding agents in EAC

FEAFFA engaged on issues affecting clearing and forwarding agents in EAC with such as discriminatory charges by shipping lines, tariff review by the Kenya Ports Authority (KPA), restrictions on operations of foreigners in Tanzania, three-year licensing of customs agents in Kenya and management of the RECTS seals.

The Global Logistics Convention 2025

The 6th Global Logistics Convention (GLC) was successfully held from 26 to 28 August 2025 at the Donatus Conference Centre in Bujumbura, Burundi, under the theme “Unlocking Africa’s Trade Potential Through Efficient Trade Logistics.”

The event brought together over 400 industry experts from around the world to discuss emerging trends, challenges, and innovations in the transport and logistics sector.

Africa Private Sector Hearing (APSH)

The Federation also participated in the first-of-its-kind Africa Private Sector Hearing in Johannesburg, South Africa, aimed at strengthening the private sector’s voice in the implementation of the African Continental Free Trade Area (AfCFTA).

During the hearing, participants shared experiences and recommendations on improving trade under the AfCFTA.



Strategic Engagements to Shape Regional Trade Policy

FEAFFA participated in key regional and international transport, trade, customs, and logistics forums to strengthen advocacy, partnerships, and industry engagement. Major events attended included the Smart Freight Week 2025 in Amsterdam, PACCI forums in Johannesburg, MOESNA engagements, the FIATA-RAME Field Meeting 2025, International Customs Day 2025 at the East African Community Secretariat, and the launch of the Trans-Africa Bond Alliance and EAC Bond. FEAFFA also participated in activities organized by the Kenya Revenue Authority (KRA).

The Federation further engaged with regional and international institutions including Shippers Council of Eastern Africa (SCEA), Kenya Ports Authority (KPA), Kenya Trade Network Agency (KENTRADE), Uganda Revenue Authority (URA), the African Continental Free Trade Area Secretariat, Common Market for Eastern and Southern Africa (COMESA), the Northern Corridor Transit and Transport Coordination Authority (NCTTCA), and the EAC Secretariat.

Strategic Engagements to Shape Regional Trade Policy

- The Federation hosted a delegation from the Namibian Ministry of Transport on a benchmarking mission on industry model bills and self-regulation.
- These engagements provided an opportunity to showcase FEAFFA's interventions and contributions to trade facilitation within the EAC region and beyond.



Partnerships and Fundraising

FEAFFA continued to seek and strengthen partnerships with different development partners. The main partners engaged were Kuehne Climate Center, the EAC secretariat, GIZ, EABC, TMA, Smart Freight Centre, Northern Corridor, and Central Corridor, MOESNA (formerly ISCOS) among others.

FEAFFA in the media

FEAFFA's initiatives received coverage from key media platforms across the region, helping to amplify the Federation's work. The online version of the Freight Logistics Magazine remained active throughout the year. In addition, the Federation developed a variety of communication materials, including brochures, posters, flyers, short videos and, presentations, to further promote and publicize its activities.



Secretariat operations

The Secretariat continued to coordinate the day-to-day operations of the Federation, in line with the new strategic plan and guidance from the Board.

Migration to Odoo ERP

FEAFFA has partially migrated the fiancé operations to Odoo ERP. This migration is expected to streamline internal operations and enhance efficiency. Migration is expected to continue in 2026.

Board Operations

The Federation's Executive Board continued to exercise its oversight role through periodic meetings, in line with its constitutional mandate.

The Board also played an active role in addressing key emerging issues, particularly those affecting members and business operations.

During the year, Mr. Elias Baluku confirmed Executive Director and Mr. John Mathenge was reappointed as Technical Advisor.

Annual General Meeting (AGM)

The Annual General Meeting was held virtually in 2025. During the meeting, members reviewed and adopted the annual report, audited accounts for the year 2024 and appointed new auditors.

Institutional Strengthening and Sustainability

Audits

The Secretariat underwent external audits during the year. The external audit was carried out by JG Bailey & Associates.

This audit provided valuable insights that are instrumental in strengthening institutional systems and enhancing operational efficiency.



Review of the new constitution

The amended Constitution was adopted by the Board of Directors and is ready for consideration and ratification at the next AGM.



Statement of Income and Expenditure



For the Year Ended December 31, 2025

Breakdown	2025	2024	2025	2024
Statement of Income and Expenditure	USD	USD	KSH	KSH
Income	236,826	196,721	26,510,724	25,433,980
Administrative expenses	(266,404)	(181,705)	(34,390,092)	(23,492,732)
Other operating expenses	(7,752)	(7,737)	(1,000,689)	(1,000,369)
(Deficit)/Surplus for the year	(37,330)	7,279	(4,818,930)	940,879

Statement of Financial Position



For the Year Ended December 31, 2025

Breakdown	2025	2024	2025	2024
Statement of Income and Expenditure	USD	USD	KSH	KSH
Non-current assets				
Property and equipment	3,088	196,721	2,348	398,591
Intangible asset	34,982	46,642	4,515,762	6,030,344
	38,069	48,990	4,914,353	6,333,873
Current Assets				
Cash and cash equivalents	79,663	70,908	10,283,717	9,167,716
Accounts Receivable	20,485	46,933	2,644,424	6,068,058
Inventory of training materials	1,566	1,566	202,196	202,510
	101,715	119,407	13,130,338	15,438,284
Total assets	139,784	168,397	18,044,691	21,772,157
Funds and Liabilities				
Accumulated Funds	97,772	148,675	12,621,387	19,222,260
Non-current liabilities				
Accounts Payable	42,012	19,722	5,423,307	2,549,897
	42,012	19,722	5,423,307	2,549,897
Total non-current liabilities	139,784	168,397	18,044,694	21,772,157

The financial statements on pages 6 to 8 were approved on....**20th April 2026**.....by the members of the executive board and signed on its behalf by:



PRESIDENT



TREASURER



SECRETARY-GENERAL

Limited CPD activities

CPD activities in 2025 were limited and mainly conducted in Uganda, with most other countries not holding any sessions due to resource constraints. In Kenya, the programme was affected by changes in the internal changes in KRA.

Lean secretariat

To align with available resources, the secretariat maintained a lean team, resulting in continuous strain on staff due to increased work demands.

Delays in remitting fees and members' contributions

Delays in the remittance of annual subscription and training fees by some member national associations affected the Federation's overall financial stability. Additionally, some members did not pay their subscription and training fees during the year.

Financial constraints

The Federation continued to face financial constraints due to limited external funding, which affected the implementation of some planned activities.

Limited resources within the advocacy department reduced participation in important regional and international meetings.

To manage costs, more virtual meetings were held in place of physical engagements, which in some cases affected the effectiveness of interventions and stakeholder engagement. In addition, training activities slowed down across the region, negatively affecting FEAFFA's revenue streams and operational capacity.



Seeking new partnerships

The Federation will continue to engage with development partners for support toward implementation of the strategic plan

Revive stalled projects

The federation will focus on fundraising and resource mobilization to revive stalled projects, such as the self-regulation law and the CPD programme.

Strengthening Revenue-Generating Activities

The Federation will prioritize initiatives aimed at enhancing financial sustainability such as roll-out of the Diploma program across the region and the CCFL in other countries.

Enhancing remittance of contributions

FEAFFA will continue encouraging timely remittance of member contributions, including annual subscription and training fees.

Strengthening operations of the Board Committees

The Federation will strengthen and sustain the operations of its sub-committees to support the Executive Board in delivering its mandate more effectively.

Revive stalled projects

Gradually enhance staff working conditions to optimum levels to fend off potential exits.

Finalization of Constitutional Regulations

Finalize the regulations to the constitution for registration with the authorities in Tanzania.



Appreciation

- ✓ FEAFFA extends its sincere gratitude to all its development partners, particularly GIZ, Kuehne Climate Center (KCC), TradeMark Africa (TMA), Northern and Central Corridors, Trade Development Bank (TDB), and Smart Freight Center (SFC), for supporting our activities during the year.
- ✓ The Federation also thanks the Executive Board, the committees, the technical advisor, and the secretariat staff for their oversight and management of its activities.
- ✓ Gratitude is extended to the member associations and the wider industry for their continued commitment to the Federation, both financially and by lending legitimacy to its work.
- ✓ Finally, FEAFFA appreciates all stakeholders, including the EAC Secretariat, revenue authorities, other ministries and government agencies, transporters, shippers, and industry associations, with whom the Federation collaborated throughout the year.



Conclusion

The Federation demonstrated resilience and continued to advance its mandate of strengthening the freight and logistics sector.

Our achievements reflect the dedication of our members, the support of our partners, and the commitment of the Secretariat and Executive Board. With continued collaboration and shared vision, the Federation is well-positioned to create lasting value



Pictorial

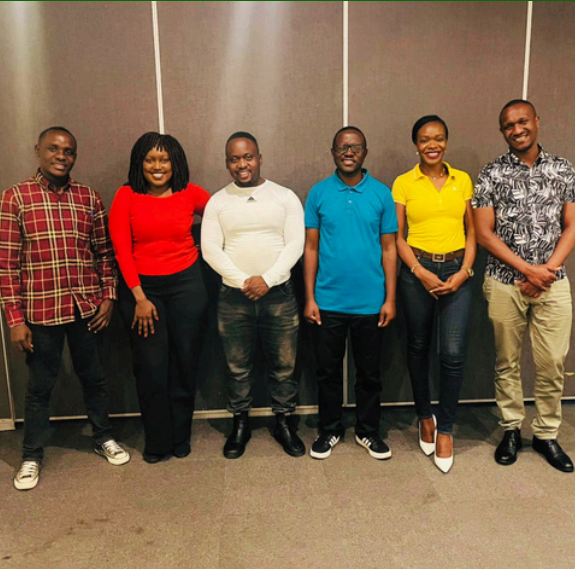




Pictorial



Pictorial







Federation of East African Freight Forwarders
Associations (FEAFFA)

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