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## LIST OF ACRONYMS

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AfDB	African Development Bank
BIs	Benefiting Institutions
BSc.	Bachelor of Science
BU	Busitema University
GoU	Government of Uganda
GU	Gulu University
HEST	Higher Education Science and Technology Project
KYU	Kyambogo University
MAK	Makerere University Kampala
MUST	Mbarara university of Science and Technology
SRNL	Southern Range Nyanza Limited
S&T	Science and Technology
S/A	Science/Arts
UMA	Uganda Manufacturers Association
UMI	Uganda Management Institute
LU	Lira University
MUBS	Makerere University Business School

## EXECUTIVE SUMMARY

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Uganda Manufacturers Association (UMA) is running an internship project under Higher Education, Science and Technology project. The Project is funded by African Development Bank (AfDB) in partnership with Government of Uganda (GoU), Ministry of Education, Science, Technology and Sports (MoESTS) and the nine Benefiting Institutions (BIs).

The main goal of the project is **to improve the skills of 2000 interns from nine Benefiting Institutions** (BIs) namely; Kyambogo University (KYU), Busitema University (BU), Makerere University (MAK), Gulu University (GU), Lira University (LU) which was a constituent college of GU that was made a University in 2016, Mbarara University of Science and Technology (MUST), Muni University (MU), Uganda Management Institute (UMI) and Makerere University Business School (MUBS). Ninety percent (90%) of the students to be placed in the respective companies should be offering Science and Technology Courses while ten percent (10%) should be offering Arts courses. The project helps interns to acquire skills required by employers in Uganda to enhance their opportunities of employment in the future.

Makerere University Business School is one of the Universities participating in the UMA-HEST Internship Project and it falls in the 10% Arts category. Students of MUBS were part of the pilot project of 2015. In the pilot project, placement started in April with only two Universities i.e. UMI and MUBS. In the second year of the project (2016), however, placement begun in January with the students in the database of 2015 cohort, this continued up to May. In June 2016, placement of the 2016 cohort commenced. This was after an induction which took place for two days at Makerere University Business School.

Although 203 (78 males and 125 females) students were trained in 2016, the University recommended 215 students, this constituted of 12 students (10males and 2 females) students from Arua Campus and 203 from MUBS main campus to participate in the UMA-HEST Internship Project. There was a percentage increase of 52.48% between the number of students recommended in 2016 and 2015.

The UMA-HEST target of placing 31 interns in 2015 was surpassed by 209.68% having placed 118 and that of 2016 which was to place 62 interns was surpassed by 103.22% having placed 71 interns.

Among the various industrial sectors that took on interns in 2016, the foods and beverages, information and communication technology and many others. The status of recommended interns for both 2015 and 2016 cohorts as at 31<sup>st</sup> December 2016 is as follows:

- 359 students (144 from 2015 and 215 from 2016) were recommended by Makerere university business school
- 189 students (118 from 2015 and 71 from 2016) were placed.
- 160 students (96 from 2015 and 64 from 2016) were actually paid.
- 2 students all from 2016 got employed before the internship training.
- 22 students (14 from 2015 and 8 from 2016) were retained.
- 52 students (31 from 2015 and 21 from 2016) were employed in other companies after internship.
- 24 students (14 from 2015 and 10 from 2016) were self-employed.
- 2 students all from 2016 were not willing to train
- 154 students (13 from 2015 and 141 from 2016) are not yet placed for internship.

Interns attained various hard skills in their respective fields while at the companies, they also acquired some soft skills which included interpersonal, communication, networking and time management skills.

The Project experienced a few challenges in 2016, these included; delay of interns to upload their reports, wrong account details provided by interns and failure of some employers to honor their word among others.

## 1 INTRODUCTION

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Coordinating together with the University, the project is targeting 62 interns to be placed in 2017. UMAHEST Project therefore requests the University to recommend 206 students for the induction training in 2017.

In the second year of UMA-HEST Project 2016, Makerere University Business School recommended 215 students from different courses namely; Bachelor of business Administration, Bachelor of commerce, Bachelor of international business, Bachelor of office and informational management and many others.

Interns were recommended and trained from the university premises for two days in life and work place based skills on the 30<sup>th</sup> and 31<sup>st</sup> of May 2016. Placement later begun in June students were later placed under company technical supervisors with whom clear skills acquisition programs were agreed on. A few companies requested to interview students from their premises and this was permitted like in the previous year.

This report contains a chapter that talks about placement of interns, 71 interns were placed between June December 2016.

During the first survey that was conducted as at December 2016 stated that; of the 141 students recommended in 2015, 14(9.93%) interns were retained, 14(9.93%) have managed to start their business through the skills acquired, 22(15.6%) left work, 33 (23.4%) were not retained at their place of training, 9(6.38%) got jobs before placement and 13(9.22%) are not yet placed as at 31<sup>st</sup> December 2015 whereas a second survey was conducted as detailed in the report.

This report will continue will continue as follows: it will start with the general information and proceed with placements of interns, interns' status as at 31<sup>st</sup> December 2016, skills attained by interns, challenges and mitigations, conclusion. The report however has an annex at the end for details.



## 2 GENERAL INFORMATION

### 2.1.1 Interns Recommended

In 2016, 215 students were recommended from the university 127 being female (59.1%) which surpassed the threshold 40% and male were 88 (40.9%).

The applicants from MUBS were students in their final year at the University from the Arts based courses that were short listed by their faculty administration and names submitted to the university HEST Internship coordinator.

Using preferred University procedures, interns were recommended and underwent two-day induction training at the university campus in life and work place based skills in the month of May 2016. From June to December 2016, students were supported to do hands on internship training in companies for 3 months to 6 months where need arose. The students were placed under company based technical supervisors with whom clear skills acquisition programs were agreed on. While at the companies, the UMA-HEST Team made support supervision visits to ensure that skills acquisition was ongoing to the satisfaction of the company based technical supervisors.

#### 2.1.1.1 Faculty Basis

Students recommended were from five faculties namely; Faculty of computer and management science, Faculty of management, Faculty of marketing and hospitality, faculty of commerce and faculty of entrepreneurship and business administration. There was a percentage increase of 52.5% in the total number of students recommended in 2016 compared to 2015 i.e. 215 students in 2016 and 141 students in 2015.

*Table 1: Interns recommended on faculty basis in 2015 and 2016*

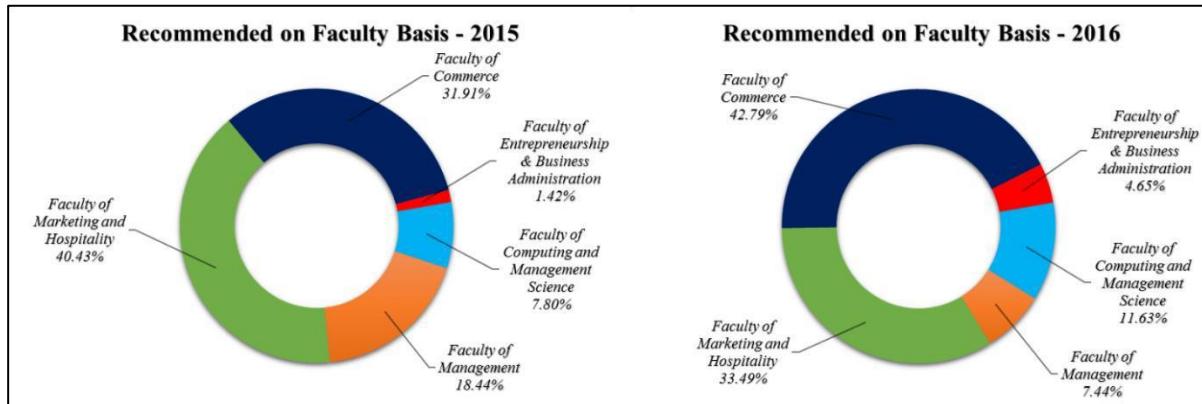
S/NFaculty	2015						2016					
	Total	%	Male	%	Female	%	Total	%	Male	%	Female	%
1 Faculty of Computing and	11	8%	4	2.8%	7	5.0%	25	12%	17	7.9%	8	3.7%

Management Science												
2 Faculty of Management	26	18%	9	6.4%	17	12.1%	16	7%	3	1.4%	13	6.0%
3 Faculty of Marketing and Hospitality	57	40%	17	12.1%	40	28.4%	72	33%	31	14.4%	41	19.1%
5 Faculty of Commerce	45	32%	17	12.1%	28	19.9%	92	43%	37	17.2%	55	25.6%
6 Faculty of Entrepreneurship & Business Administration	2	1%	1	0.7%	1	0.7%	10	5%	0	0.0%	10	4.7%
<b>Total</b>	<b>141</b>	<b>100%</b>	<b>48</b>	<b>34.0%</b>	<b>93</b>	<b>66.0%</b>	<b>215</b>	<b>100%</b>	<b>88</b>	<b>40.9%</b>	<b>127</b>	<b>59.1%</b>

The highest number of students recommended in 2015 were from the Faculty of Marketing and Hospitality i.e. 57 students, this was followed by Faculty of Commerce with 45 students and Faculty of Management which recommended 26 students. Faculty of Entrepreneurship & Business Administration recommended the least number of students i.e. 2 students.

In 2016, the number of students recommended in all the five faculties were higher than those of 2015. Faculty of Commerce recommended the highest number of students with 92 students (37males and 55 females), it was followed by the Faculty of Marketing and Hospitality with 72 students (31males and 41 females) recommended. The number of female students recommended in both years and in all Faculties is higher than that of the males. Majority of female students were placed in bachelor of commerce 55 (25.6%) and the least female students placed in the faculty of computing 8 (3.7%). Figure 1below shows more information.

*Figure 1: Percentage representation of interns recommended on faculty basis in 2015 and 2016*



### 2.1.1.2 Course Basis

In 2016, the students recommended were from (15) fifteen courses. These included Bachelor of business administration, BSc in marketing, Bachelor of international business and many others. These were the same courses that recommended students in 2015. Bachelor of Business Administration recommended the highest number of students i.e. 62 students and courses that recommended the least number of students were Bachelor of Science in Finance and Bachelor of Leadership & Governance with one student each. The number of female students recommended by all the courses was higher than the number of males.

This can be attributed to the fact that most of the Business courses are offered by females.

The courses that recommended the highest number of students in 2015 were Bachelor of Business Administration with 35 students, Bachelor of Science in Marketing with 27 students and Bachelor of Human Resource, which recommended 25 students. More information about students recommended on course basis can be found in *table 2* below.

*Table 2: Interns recommended on course basis in 2015 & 2016*

S/N Courses	2015						2016					
	Total	%	Male	%	Female	%	Total	%	Male	%	Female	%
1 Bachelor of Business Administration	35	24.8%	12	8.5%	23	16.3%	62	28.8%	25	11.6%	37	17.2%
2 BSc. In Marketing	27	19.1%	11	7.8%	16	11.3%	30	14.0%	16	7.4%	14	6.5%
3 Bachelor of International Business	21	14.9%	6	4.3%	15	10.6%	26	12.1%	10	4.7%	16	7.4%
4 Bachelor of Human Resource	25	17.7%	8	5.7%	17	12.1%	15	7.0%	3	1.4%	12	5.6%

5 BSc. In Accounting	4	2.8%	2	1.4%	2	1.4%	13	6.0%	6	2.8%	7	3.3%
6 Bachelor of Office & Information Management	7	5.0%	0	0.0%	7	5.0%	12	5.6%	3	1.4%	9	4.2%
7 Bachelor of Business Computing	9	6.4%	3	2.1%	6	4.3%	11	5.1%	6	2.8%	5	2.3%
8 Bachelor of Procurement & Supply Chain Management	1	0.7%	0	0.0%	1	0.7%	11	5.1%	9	4.2%	2	0.9%
9 Bachelor of Entrepreneurship & Small Business Management	2	1.4%	1	0.7%	1	0.7%	10	4.7%	0	0.0%	10	4.7%
10 Bachelor of Commerce	2	1.4%	2	1.4%	0	0.0%	9	4.2%	4	1.9%	5	2.3%
11 Bachelor of Arts In Economics	1	0.7%	1	0.7%	0	0.0%	7	3.3%	2	0.9%	5	2.3%
12 Bachelor of Logistics & Transport Management	2	1.4%	0	0.0%	2	1.4%	4	1.9%	2	0.9%	2	0.9%
13 Bachelor of Business Statistics	1	0.7%	1	0.7%	0	0.0%	3	1.4%	2	0.9%	1	0.5%
14 BSc. In Finance	3	2.1%	0	0.0%	3	2.1%	1	0.5%	0	0.0%	1	0.5%
15 Bachelor of Leadership & Governance	1	0.7%	1	0.7%	0	0.0%	1	0.5%	0	0.0%	1	0.5%
<b>Total</b>	<b>141</b>	<b>100%</b>	<b>48</b>	<b>34.0%</b>	<b>93</b>	<b>66.0%</b>	<b>215</b>	<b>100%</b>	<b>88</b>	<b>40.9%</b>	<b>127</b>	<b>59.1%</b>

in 2015 and 2016 bachelor of business administration had the highest number of female interns recommended at 23 and 37 respectively. However, in 2015 courses like bachelor of commerce, bachelor of arts in economics, bachelor of business statistics and bachelor of leadership and governance had no female interns recommended.

*Figure 2: Interns recommended per course in 2015 & 2016*



From *table 2 and figure 2* above, it is highly noted that the majority of students recommended in the different courses were females in both 2015 and 2016.

### 3 PLACEMENT OF INTERNS

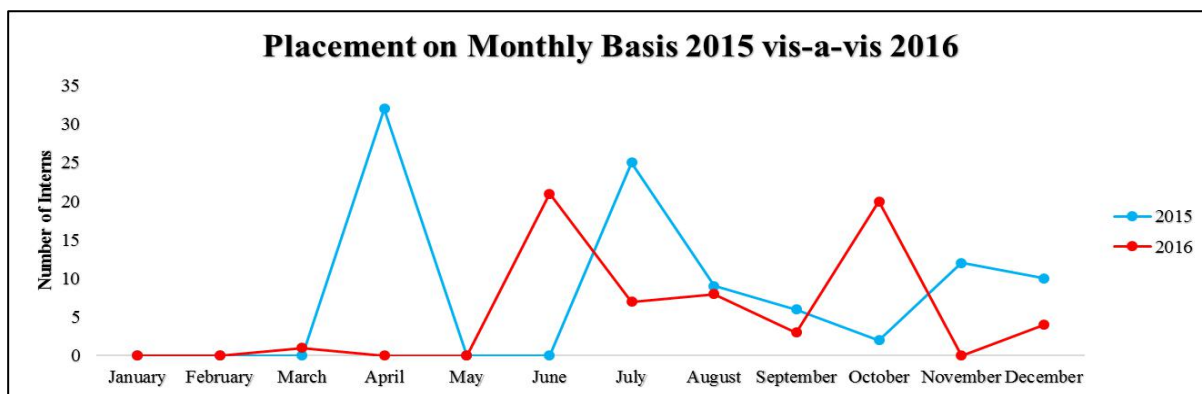
For the year 2016, placement of interns commenced in January for the 2015 cohort for those who had not yet been placed. The process continued up to June when the 2016 cohort was inducted. As per the main objective of the project, interns were placed in their relevant fields of study. Support supervision was conducted during their training period to ensure that the interns have obtained the required skills. In addition, feedback was obtained from employers as a way of finding out the level of skills attained. Only one student was placed from the 2015 cohort in the month of March.

Of the two hundred and fifteen 215 interns recommended by MUBS for 2016 cohort, seventy one (71) were placed for internship as at 31<sup>st</sup> December 2016. The placement process will go on in 2017 for the remaining students in the database.

#### 3.1 Monthly Basis

Only one intern from the 2015 database was placed in the first half of the year i.e. in the month of March. For 2016, the highest number of interns from MUBS was recorded in June with 31 interns, followed by August with a total of 15 interns.

*Figure 3: Interns placed per month*



From *Figure 3* above, the placement trend of 2015 has not been so different from that of 2016 except for the early mid-month of the year i.e. from January to June where the placement of the pilot interns was carried out. The highest number of interns is placed around the months of June and July for both years. This is attributed to the high demand for interns during this period. In the subsequent months, the total number of interns placed is relatively smaller. The placement of

interns of every year is concluded in December. Usually fewer interns are placed during this period because most courses have been depleted.

### 3.1.1 Total vis-a-vis Actual Placement

During the placement period, different interns are placed in companies for training which is the total placement but some do not oblige to either complete their internship or submit their reports but any intern who actually trains and completes their training is categorized as actual placement.

In general, 118 interns were total placements and the actual placements were 96 interns in 2015 well as in 2016 the total placement was 71 interns and the actual placement was 64 interns shown in *table 3* below.

*Table 3: Total placement vis-a-vis actual interns placed in 2015 and 2016*

2015									2016							
TOTAL					ACTUAL				TOTAL				ACTUAL			
Months	Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female
January	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0
February	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0
March	0	0.00%	0	0	0	0.00%	0	0	1	1.41%	0	1	1	1.56%	0	1
April	35	29.66%	13	22	32	33.33%	13	19	0	0.00%	0	0	0	0.00%	0	0
May	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	0	0
June	0	0.00%	0	0	0	0.00%	0	0	31	43.66%	15	16	21	32.81%	13	8
July	30	25.42%	8	22	25	26.04%	8	17	13	18.31%	6	7	7	10.94%	1	6
August	16	13.56%	6	10	9	9.38%	4	5	15	21.13%	10	5	8	12.50%	6	2
September	6	5.08%	3	3	6	6.25%	3	3	3	4.23%	0	3	3	4.69%	0	3
October	5	4.24%	2	3	2	2.08%	1	1	8	11.27%	2	6	20	31.25%	7	13
November	14	11.86%	7	7	12	12.50%	7	5	0	0.00%	0	0	0	0.00%	0	0
December	12	10.17%	4	8	10	10.42%	2	8	0	0.00%	0	0	4	6.25%	2	2
<b>Total</b>	<b>118</b>	<b>100.0%</b>	<b>43</b>	<b>75</b>	<b>96</b>	<b>100.0%</b>	<b>38</b>	<b>58</b>	<b>71</b>	<b>100.0%</b>	<b>33</b>	<b>38</b>	<b>64</b>	<b>100.0%</b>	<b>29</b>	<b>35</b>

In 2015, the highest placements (29.66%) happened in April, followed by July (25.42%), then august (13.55%) with least being January, February, May, June and march were no intern was placed. However, in 2016 the highest uptake (43.66%) was in June followed by August (21.13%) as shown in the *table 3*

### 3.2 Faculty Basis

It was observed that some faculties possess courses that are highly demanded by employers than others. Students from the Faculty of marketing and hospitality were placed most, this included bachelor of marketing this was due to the fact that majority of the company emphasize more on marketing their businesses.

#### 3.2.1 Total vis-a-vis Actual

Table 4 below displays both the total placements of students based on faculties and those who were actually placed in both 2015 and 2016. It can be noticed that not all interns who were placed completed their training either because some failed to submit their monthly reports or they pulled out from the companies they were training.

*Table 4: Total vis-à-vis actual placement on faculty*

Faculty	2015								2016							
	TOTAL				ACTUAL				TOTAL				ACTUAL			
	Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female
Faculty of Computing and Management Science	10	8.47%	4	6	9	9.38%	4	5	5	7.04%	4	1	5	7.81%	4	1
Faculty of Management	20	16.95%	8	12	14	14.58%	6	8	4	5.63%	0	4	4	6.25%	0	4
Faculty of Marketing and Hospitality	51	43.22%	16	35	42	43.75%	14	28	33	46.48%	14	19	28	43.75%	11	17
Faculty of Commerce	35	29.66%	14	21	29	30.21%	13	16	29	40.85%	15	14	27	42.19%	14	13
Faculty of Entrepreneurship & Business Administration	2	1.69%	1	1	2	2.08%	1	1	0	0.00%	0	0	0	0.00%	0	0
<b>Total</b>	<b>118</b>	<b>100.0%</b>	<b>28</b>	<b>53</b>	<b>96</b>	<b>100.0%</b>	<b>38</b>	<b>58</b>	<b>71</b>	<b>100.0%</b>	<b>33</b>	<b>38</b>	<b>64</b>	<b>100.0%</b>	<b>29</b>	<b>35</b>

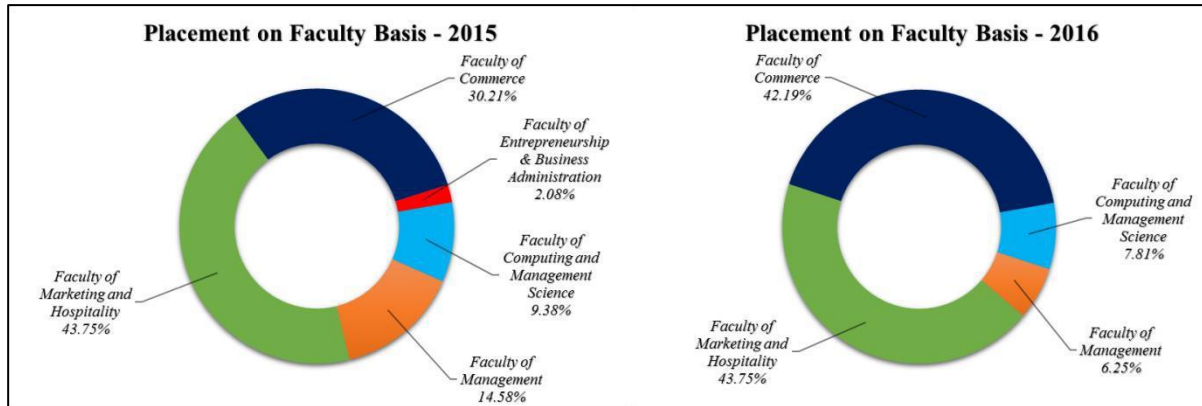
In 2015, faculty of marketing and hospitality had the highest total placement at 51(43.22%) but only 42(43.75%) completed, followed by faculty of commerce 35(29.66%) but only 29(30.21%) completed with the least placed being faculty of entrepreneurship and business administration 2(1.69%) all completed.

In 2016, faculty of marketing and hospitality had the highest total placement at 33(46.48%) but only 28(43.75%) completed, followed by faculty of commerce 29(40.85%) but only 27(42.19%)



completed with the least placed being faculty of entrepreneurship and business were no one was placed.

*Figure 4: Percentage representation of interns placed on faculty basis in 2015 & 2016*



Faculty of marketing and hospitality had the highest number of interns placed in 2015 at 43.75% followed by faculty of commerce at 30.21%, the faculty of management at 14.58%, the faculty of computing and management and the lastly faculty of entrepreneurship at 2.08%. Likewise, in 2016, Faculty of marketing and hospitality had the highest number of interns placed in 2016 at 43.75% followed by faculty of commerce at 42.19%, the faculty of computing and management, the faculty of management and the lastly faculty of entrepreneurship.

### 3.3 Course Basis

The University recommended Students from fifteen (15) courses from all the years (2015 and 2016). During the 2015 placement period, Bachelor of Business administration had the highest number of interns placed (27) and Bachelor of Arts in economics, Bachelor of procurement and supply chain management, Bachelor of business statistics and Bachelor of leadership and governance had the lowest number (1). This is attributed to the existence of few Companies in Uganda which did not have much activity in 2015 whereas in 2016 BSc. In marketing had the highest number of interns placed (21) followed by Bachelor of Business administration (14) and Bachelor of business computing, Bachelor of logistics and transport management, BSc finance and Bachelor of business statistics had the lowest number (1).

### 3.3.1 Total Vs Actual

In the corresponding courses the number of placed students to those that actually completed is less due to reasons of some students pulling out of the training or failure to submit their monthly reports. In 2015 118 interns were placed but only 96 interns were considered to have finished their training whereas in 2016 out of the 71 interns placed only 64 interns were considered to have completed their training.

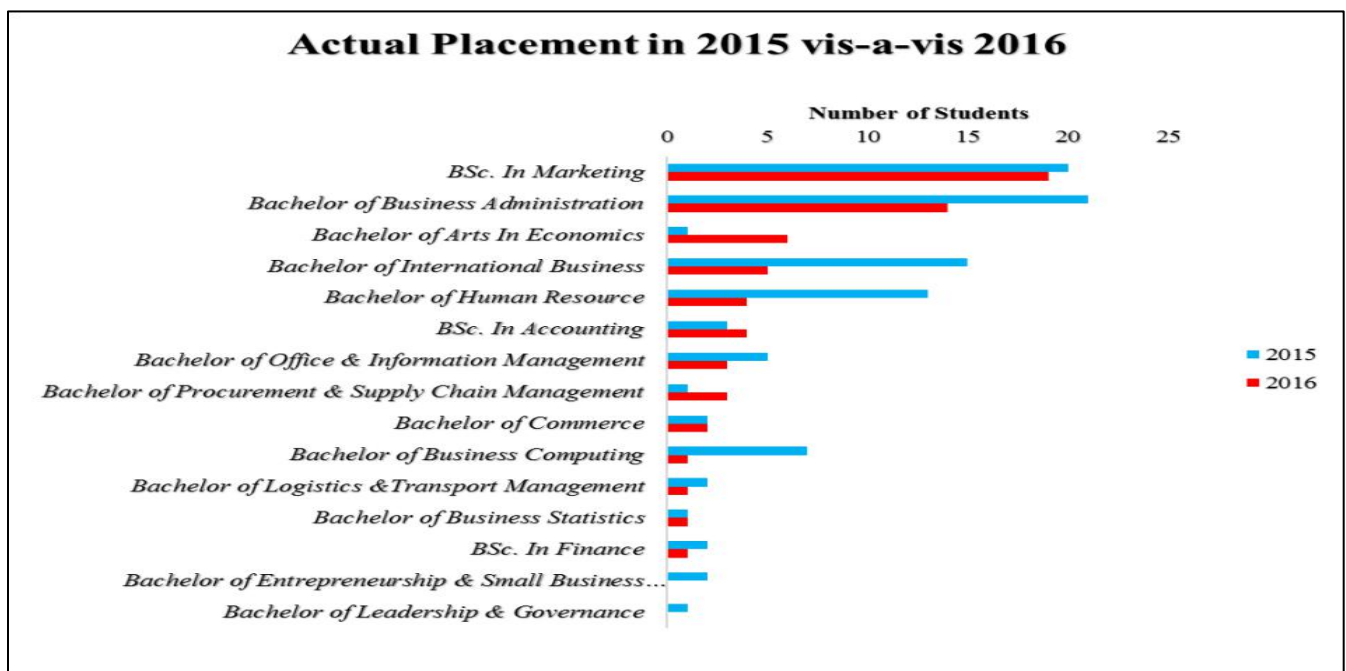
*Table 5: Total Vs actual interns placed on course basis on 2015 and 2016*

	Courses	2015								2016							
		TOTAL				ACTUAL				TOTAL				ACTUAL			
		Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female	Total	%	Male	Female
1	BSc. In Marketing	26	22.03%	11	15	20	20.83%	9	11	21	29.58%	10	11	19	29.69%	8	11
2	Bachelor of Business Administration	27	22.88%	9	18	21	21.88%	8	13	14	19.72%	8	6	14	21.88%	8	6
3	Bachelor of Arts In Economics	1	0.85%	1	0	1	1.04%	1	0	6	8.45%	2	4	6	9.38%	2	4
4	Bachelor of International Business	16	13.56%	5	11	15	15.63%	5	10	8	11.27%	2	6	5	7.81%	1	4
5	Bachelor of Human Resource	19	16.10%	7	12	13	13.54%	5	8	4	5.63%	0	4	4	6.25%	0	4
6	BSc. In Accounting	3	2.54%	2	1	3	3.13%	2	1	6	8.45%	3	3	4	6.25%	2	2
7	Bachelor of Office & Information Management	7	5.93%	0	7	5	5.21%	0	5	3	4.23%	1	2	3	4.69%	1	2
8	Bachelor of Procurement & Supply Chain Management	1	0.85%	0	1	1	1.04%	0	1	3	4.23%	3	0	3	4.69%	3	0
9	Bachelor of Commerce	2	1.69%	2	0	2	2.08%	2	0	2	2.82%	2	0	2	3.13%	2	0
10	Bachelor of Business Computing	8	6.78%	3	5	7	7.29%	3	4	1	1.41%	0	1	1	1.56%	0	1
11	Bachelor of Logistics & Transport Management	2	1.69%	0	2	2	2.08%	0	2	1	1.41%	1	0	1	1.56%	1	0
12	Bachelor of Business Statistics	1	0.85%	1	0	1	1.04%	1	0	1	1.41%	1	0	1	1.56%	1	0
13	BSc. In Finance	2	1.69%	0	2	2	2.08%	0	2	1	1.41%	0	1	1	1.56%	0	1
14	Bachelor of Entrepreneurship & Small Business Management	2	1.69%	1	1	2	2.08%	1	1	0	0.00%	0	0	0	0.00%	0	0
15	Bachelor of Leadership & Governance	1	0.85%	1	0	1	1.04%	1	0	0	0.00%			0	0.00%	0	0
	<b>Total</b>	<b>118</b>	<b>100.0%</b>	<b>43</b>	<b>75</b>	<b>96</b>	<b>100.0%</b>	<b>38</b>	<b>58</b>	<b>71</b>	<b>100.0%</b>	<b>33</b>	<b>38</b>	<b>64</b>	<b>100.0%</b>	<b>29</b>	<b>35</b>

Indicates that in 2015, bachelor of business administration had the highest number of interns placed at 27 (22.88%) but only 21 managed to complete the training and in 2016 the highest

number of interns placed was realized in BSc. in marketing 21(29.58%) but only 19 (29.69%) completed their training. The least placements in 2015 were in bachelor of arts in economics, bachelor of leadership and governance, bachelor of business statistics, bachelor of procurement and supply chain management were only one was placed in each and only one failed to complete from bachelor of procurement and supply chain management whereas in 2016 bachelor of entrepreneurship and small business management and bachelor of leadership and governance were the least since none was placed.

*Figure 5: Actual placement in 2015 vis-à-vis 2016 per course*



As per the figure above most interns placed were in BSc. Marketing and bachelor of business administration and the least interns placed were from bachelor of leadership and governance and bachelor of entrepreneurship and small business.

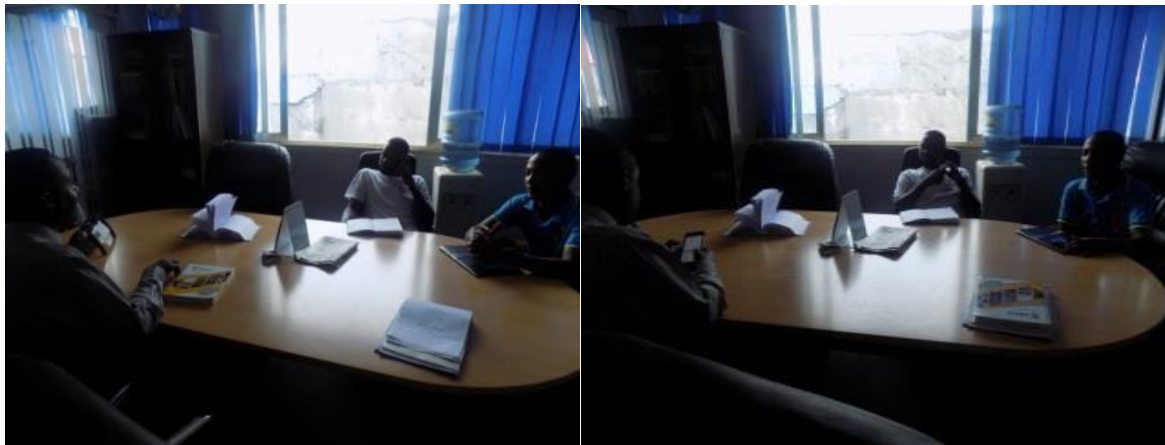
### 3.4 Company Information

Several companies from various sectors took on interns. Well as some are big companies, others are small and medium. It is believed that students have more to learn from small and medium companies as compared to the big companies. The small companies have prospects of enlarging thus more work available that can be delegated to the interns. Mafarin Energy Co. Ltd took on

the highest number of interns in 2015 where as Rena Beverages took on more interns in 2016 as compared to other organizations.



*Figure 6: IPO at Rena Beverages with the interns & their Supervisor*



*Figure 7: IPO at Millan Associates with the interns & their Supervisor*

### 3.4.1 Sectors and Size

In 2016, the Consultancy services Sector trained the highest number of interns i.e. eleven (11) interns. It was followed by Cosmetics Sector which trained nine (9) interns whereas Metal Steel & Aluminum Products took on the highest number of interns in 2015 i.e. fifteen (15). Out of the

Seventy (71) interns placed in 2016, thirty-three (33) were male and thirty eight (38) were female signifying an improvement in the placement of female interns as compared to the male in the previous year. This is as reflected in the *table 6* below.

*Table 6: Interns places per company*

Sectors/Gender	2015			2016		
	Total	Male	Female	Total	Male	Female
ELECTRICALS,ELECTRONICS & EFFICIENT PRODUCTS	15	3	12	0	0	0
METAL,STEEL&ALUMNIUM PRODUCTS	12	5	7	1	1	0
FOOD&BEVERAGES	17	7	10	14	7	7
CONSULTANCY SERVICES	10	2	8	1	0	1
INFORMATION,COMMUNICATION & TECHNOLOGY	16	9	7	5	2	3
ASSOCIATION	10	5	5	10	2	8
COSMETICS	6	2	4	0	0	0
ADVERTISING,MARKETING & PROMOTION	5	1	4	8	2	6
CHEMICALS	5	0	5	0	0	0
STATIONERY,DESIGNING,PUBLISHING,PAPER & NEWS PRINT	4	1	3	0	0	0
HORTICULTURE & TEA	3	1	2	0	0	0
PRINTERY	2	0	2	0	0	0
FAST MOVING CONSUMER GOODS & HOUSE HOLDS	2	2	0	0	0	0
CLEARING ,FORWARDING,TRANSPORTATION & COURIER	1	0	1	1	1	0
BANKING	1	0	1	0	0	0
AGRICULTURAL PRODUCE,EQUIPMENT&DEVELOPMENT	2	1	1	5	4	1
WOOD,FURNITURE&WOOD PRODUCTS	1	0	1	3	2	1
AUDIT,BANKING,INSURANCE AND FINANCIAL SERVICES	2	1	1	0	0	0
PHARMACEUTICALS,HEALTH SERVICES & EQUIPMENT	1	1	0	2	0	2
NGO	1	0	1	11	6	5
EVENTS & MANAGEMENT	1	1	0	1	0	1
SECURITY SERVICES	1	1	0	0	0	0
EDUCATION	0	0	0	1	1	0
CHEMICAL,RUBBER&FOAM PRODUCTS	0	0	0	5	3	2
CONSTRUCTION SERVICES	0	0	0	2	1	1
PLASTICS	0	0	0	1	1	0
<b>Total</b>	<b>118</b>	<b>43</b>	<b>75</b>	<b>71</b>	<b>33</b>	<b>38</b>

### 3.5 Target Achievement

MUBS had a target placement of 31 interns in 2015, however only 96 interns were placed hitting the mark by (309.68%). The target for this year was therefore achieved and surpassed.

In 2016, the target placement was 62 interns. As of 31<sup>st</sup> December 2016, 64 interns (103.23%) were placed. The target was surpassed by 3.23%. Since the major objective of the Project is to

skill interns, the placement process is still ongoing for all the interns that are still in the 2016 database.

### 3.5.1 Total Vs Actual

Table 7 below indicates that the total number of interns that were placed is equal to the actual number of interns for both 2015 and 2016. This means that all the interns placed successfully completed their internship and were actually paid.

2015				2016			
Total	Actual	HEST Target	% of HEST Target	Total	Actual	HEST Target	% of HEST Target
118	96	31	309.68%	71	64	62	103.23%

*Table 7: Total vs actual interns placed in 2015 & 2016*

### 3.6 Interns Not Yet Placed

In 2015 14 students were not yet as of 31st in 2016 but one intern was placed this year leaving the number to 13 interns. Of the two hundred and fifteen (215) students recommended, one hundred and forty one (141) have not yet been placed, two (2) are not available for placement because they obtained employment right after University and two were not willing to train in the company they were placed.

Courses such as bachelor of business computing, bachelor of entrepreneurship and small business and a few others were not easily comprehensible to some employers because they could not differentiate them from the usual courses with related names. Nonetheless, the project team has managed to explain to the employers so that they appreciate these courses.

Some courses such as bachelor of logistics and transport management are not so marketable; the companies that were contacted did not have much activity going on this year for the interns. Placement in such companies will be sought for in 2017.

### 3.6.1 Faculty Basis

Table 8: Interns not yet placed on faculty basis in 2015 & 2016

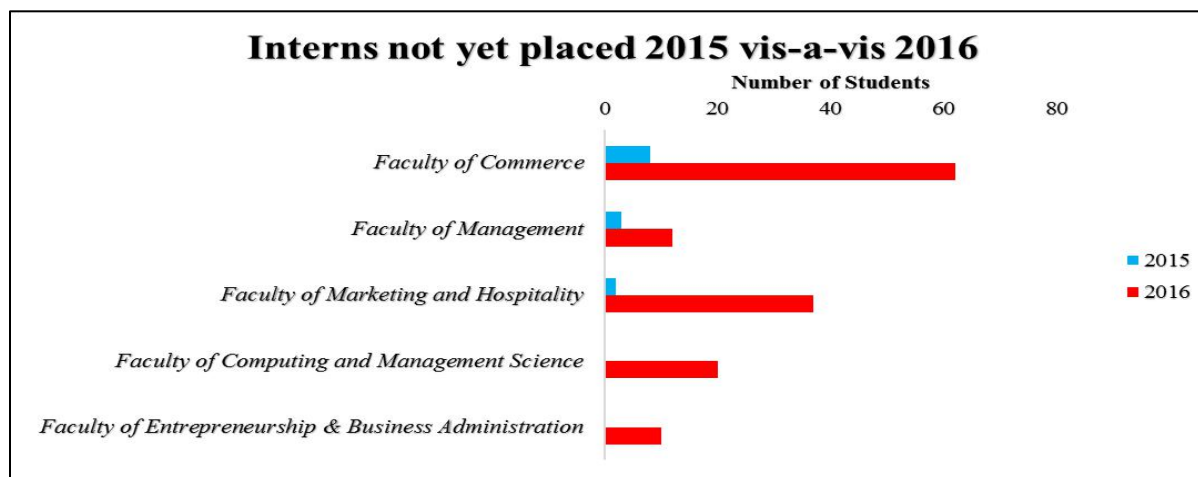
		2015				2016			
S/N	Faculty	Total	%	Male	Female	Total	%	Male	Female
1	Faculty of Commerce	8	61.54%	2	6	62	43.97%	22	40
2	Faculty of Management	3	23.08%	1	2	12	8.51%	3	9
3	Faculty of Marketing and Hospitality	2	15.38%	0	2	37	26.24%	15	22
4	Faculty of Computing and Management Science	0	0.00%	0	0	20	14.18%	13	7
5	Faculty of Entrepreneurship & Business Administration	0	0.00%	0	0	10	7.09%	0	10
<b>Total</b>		<b>13</b>	<b>100.00%</b>	<b>3</b>	<b>10</b>	<b>141</b>	<b>100.00%</b>	<b>53</b>	<b>88</b>

The Faculty that had the highest number of interns not placed in 2015 was Faculty of commerce with 8 Interns (2 males and 6 Females). All interns in the faculty of computing and management and faculty of entrepreneurship and business Administration were all placed.

For 2016, Faculty of commerce still had the largest number of interns still in the database with 62 Interns (22 male and 40 Female) Female). This was followed by faculty of marketing and hospitality (37) then faculty of computing and management science (20), faculty of entrepreneurship and business administration had the least number of students not yet placed (10).

Figure 8: Interns not yet placed on faculty basis in 2015 vis-a-vis 2016





### 3.6.2 Course Basis

Table 9: Interns not yet placed per course in 2015 & 2016

S/N	Courses	2015				2016			
		Total	%	Male	Female	Total	%	Male	Female
1	Bachelor of Business Administration	6	46.15%	2	4	49	34.75%	17	32
2	Bachelor of Human Resource	3	23.08%	1	2	11	7.80%	3	8
3	Bachelor of International Business	2	15.38%	0	2	18	12.77%	8	10
4	BSc. In Accounting	1	7.69%	0	1	7	4.96%	3	4
5	BSc. In Finance	1	7.69%	0	1	0	0.00%	0	0
6	BSc. In Marketing	0	0.00%	0	0	7	4.96%	4	3
7	Bachelor of Arts In Economics	0	0.00%	0	0	0	0.00%	0	0
8	Bachelor of Office & Information Management	0	0.00%	0	0	9	6.38%	2	7
9	Bachelor of Procurement & Supply Chain Management	0	0.00%	0	0	8	5.67%	6	2
10	Bachelor of Commerce	0	0.00%	0	0	6	4.26%	2	4
11	Bachelor of Business Computing	0	0.00%	0	0	10	7.09%	6	4
12	Bachelor of Logistics & Transport Management	0	0.00%	0	0	3	2.13%	1	2
13	Bachelor of Business Statistics	0	0.00%	0	0	2	1.42%	1	1
14	Bachelor of Entrepreneurship & Small Business Management	0	0.00%	0	0	10	7.09%	0	10



15	Bachelor of Leadership & Governance	0	0.00%	0	0	1	0.71%	0	1
<b>Total</b>		<b>13</b>	<b>100.00%</b>	<b>3</b>	<b>10</b>	<b>141</b>	<b>100.00%</b>	<b>53</b>	<b>88</b>

With regard to courses, in 2015 bachelor of business administration had the highest number of interns not yet placed (6:2male and 4 female) followed by bachelor of international business (18:8 male and 10 females) respectively as of 31st December, 2015.

In 2016, bachelor of business administration had the highest number of interns not yet placed (49:17 male and 32 female) followed by Bachelor of international business (18:8male 10 female), bachelor of human resource (11:3 male and 8 female) and no intern was placed from BSc in Finance and Bachelor of Arts in economics as of 31st December 2016.

Figure 9: Interns not yet placed on course basis



In both 2015 and 2016 it can be noted that majority of courses whose interns were not placed are in bachelor of business administration and bachelor of human resource. This is due to the high number of students recommended in this profession hence making the placement difficult to fill the gap since the demand is less.

## 4 STATUS OF INTERNS AS AT 31ST DECEMBER 2016

Since the main objective of the UMA-HEST Internship Project is to skill students and prepares them for employment, the project is therefore interested in finding out what has become of students become after their internship period. To be able to establish this, a tracer survey was carried out on the interns recommended in 2015 and 2016. Seven variables were used during the survey, these included: retained, employed, extension, self-employed, working, not retained and not placed.

*Table 10: A table explaining the variables used for the tracer survey*

Variable	Meaning
<b>Retained</b>	This means that the intern worked with a certain company which later employed him/her.
<b>Employed</b>	This means that the intern trained with a certain company X and after internship started working with another company Y.
<b>Extension</b>	This means that the intern trained with a certain company for 3 months and the company decided to keep him/her as an intern for 3 more months.
<b>Self-Employed</b>	This means that the intern set up his/her own business after the 3 months training.
<b>Working</b>	This means that the intern got employed before being placed for internship.
<b>Not retained</b>	This means that the intern trained with a company for three months and left.
<b>Not Yet placed</b>	This means that the students have not yet been sent to companies to train.

#### 4.1 Status and Employment Trend

A tracer survey was conducted on the interns placed in 2015 and 2016 to find out their status after their 3 months of internship. During the first survey that was conducted in December 2015 stated that; of the 141 students recommended in 2015, 14(9.93%) interns were retained, 14(9.93%) have managed to start their business through the skills acquired, 22(15.6%) left work, 33 (23.4%) were not retained at their place of training, 9(6.38%) got jobs before placement and 13(9.22%) are not yet placed as at 31st December 2016.

Another tracer survey was carried out as at 31<sup>st</sup> December 2016, this survey included the one (1) intern placed from the 2015 cohort that was placed in 2016. 10(4.65%)interns were not retained,21(9.77%)interns got employed,10(4.65%) started their own businesses,8(3.72%) were retained,3(1.4%) are not yet employed,8(3.72%) gave no response,7(3.26%) are still training and 3(1.40%) interns got extensions. According to the interns recommended in 2016 2(0.93%) are working and 2(0.93%) were not willing to go to companies they were placed for training and 141(65.58%) are not yet placed.

*Table 11: Status of interns recommended as at 31<sup>st</sup> Dec 2016*

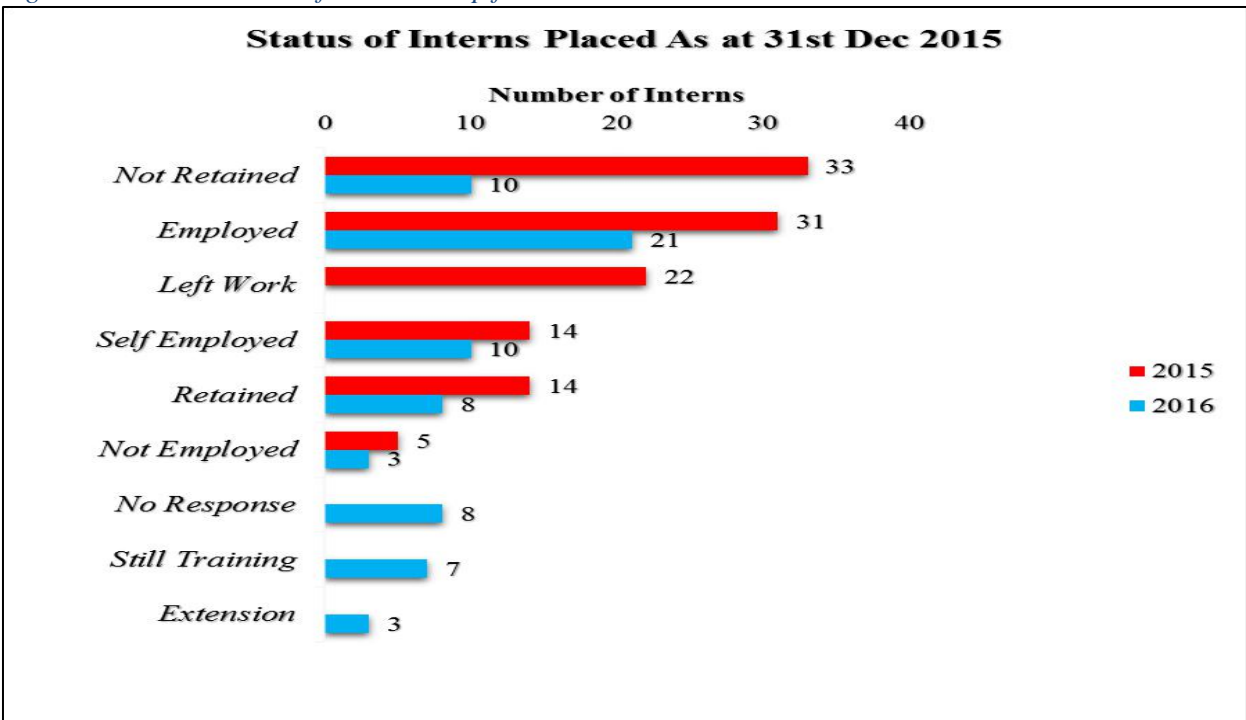
STATUS OF INTERNS RECOMMENDED								
2015 Interns Recommended - As At 31st DEC 2016					2016 Interns Recommended - As At 31st DEC 2016			
Status	Total	%	Male	Female	Total	%	Male	Female
Not Retained	33	23.40%	14	19	10	4.65%	7	3
Employed	31	21.99%	10	21	21	9.77%	10	11
Left Work	22	15.60%	5	17	0	0.00%	0	0
Self Employed	14	9.93%	4	10	10	4.65%	4	6
Retained	14	9.93%	9	5	8	3.72%	6	2
Not Employed	5	3.55%	1	4	3	1.40%	0	3
No Response	0	0.00%	0	0	8	3.72%	2	6
Still Training	0	0.00%	0	0	7	3.26%	2	5
Extension	0	0.00%	0	0	3	1.40%	2	1
Sub Total	119	84.40%	43	76	70	32.56%	33	37

NOT YET PLACED AS AT 31ST DEC 2016					NOT YET PLACED AS AT 31ST DEC 2016			
	Total		Male	Female	Total		Male	Female
Working	9	6.38%	2	7	2	0.93%	1	1
Not Willing	0	0.00%	0	0	2	0.93%	1	1
Not Yet Placed	13	9.22%	3	10	141	65.58%	53	88
Sub Total	22	15.60%	2	7	145	67.44%	1	1
Grand Total	141	100.00%	45	83	215	100.00%	34	38

More information is provided in the chart below clearly defining the percentages of interns retained, not retained, extensions, self-employed, working and employed interns for both 2015 and 2016.

*Figure 10: interns' status after Internship for both 2015 and 2016*



The figure shows that majority of the interns were not retained In both years(2015 and 2016) however, large number of interns is employed compared to those not employed which is a great achievement to the project and benefiting institution.

## 4.2 Faculty Basis

Table 12: Status of interns as at 31st Dec 2015 & 2016 on faculty basis

2015 Interns Recommended - As at 31st Dec 2015												
			Faculty of Commerce		Faculty of Management		Faculty of Marketing and Hospitality		Faculty of Computing and Management Science		Faculty of Entrepreneurship & Business Administration	
Status	Total	%	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Employed	31	21.99%	5	6	0	4	5	8	0	2	0	1
Not Retained	33	23.40%	3	5	3	1	6	11	2	2	0	0
Self Employed	14	9.93%	0	2	3	3	1	5	0	0	0	0
Retained	14	9.93%	5	3	0	0	2	2	1	0	1	0
No Response	0	0.00%	0	0	0	0	0	0	0	0	0	0
Still Training	0	0.00%	0	0	0	0	0	0	0	0	0	0
Not Employed	5	3.55%	0	1	0	0	0	2	1	1	0	0
Extension	0	0.00%	0	0	0	0	0	0	0	0	0	0
Left Work	22	15.60%	1	5	2	4	2	7	0	1	0	0
Working	9	6.38%	1	0	0	3	1	3	0	1	0	0
Not Willing	0	0.00%	0	0	0	0	0	0	0	0	0	0
Not Yet Placed	13	9.22%	2	6	1	2	0	2	0	0	0	0
Total	141	100.00%	17	28	9	17	17	40	4	7	1	1

2016 Interns Recommended - As at 31st Dec 2016												
			Faculty of Commerce		Faculty of Management		Faculty of Marketing and Hospitality		Faculty of Computing and Management Science		Faculty of Entrepreneurship & Business Administration	
Status	Total	%	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Employed	21	14.89%	5	3	0	2	4	6	1	0	0	0
Not Retained	10	7.09%	1	1	0	2	6	0	0	0	0	0
Self Employed	10	7.09%	2	2	0	0	1	4	1	0	0	0
Retained	8	5.67%	4	0	0	0	1	2	1	0	0	0
No Response	8	5.67%	1	3	0	0	0	3	1	0	0	0
Still Training	7	4.96%	1	2	0	0	1	3	0	0	0	0
Not Employed	3	2.13%	0	2	0	0	0	1	0	0	0	0
Extension	3	2.13%	1	0	0	0	1	0	0	1	0	0
Left Work	0	0.00%	0	0	0	0	0	0	0	0	0	0
Working	2	1.42%	0	1	0	0	1	0	0	0	0	0
Not Willing	2	1.42%	0	1	0	0	1	0	0	0	0	0
Not Yet Placed	141	100.00%	22	40	3	9	15	22	13	7	0	10
Total	215	152.48%	37	55	3	13	31	41	17	8	0	10

Different status had different gender allocation according to the survey carried out after the training period of the interns as at 31st Dec 2016. In 2015, the majority of placed interns per course were females as shown in the table 12 above. Faculty of commerce having the highest number of employed interns being females (6), not yet placed (6) in corresponding orders.

In 2016, faculty of commerce had the highest number of females not yet placed (40), followed by faculty of marketing and hospitality (22), faculty of entrepreneurship and business administration

(10) and faculty of management (9) in their respective orders. Due to the high number of recommended females from

MUBS most placements are dominated by females hence resulting to high numbers of female's placement.

### 4.3 Course Basis

*Table 13: Status of interns on course basis*

2016

No. Course/Status Work	Total Employed		Not Retained	Self Employed	Retained	No Response	Still Training	Not Employed	Extension	Left			
	Working	Not Willing	Not Yet Placed										
Bachelor of Business Administration	62	5	1	2	2	2	0	0	1	0	0	0	49
Bachelor of Human Resource	15	2	2	0	0	0	0	0	0	0	0	0	11
Bachelor of International Business	26	0	0	1	2	1	4	0	0	0	0	0	18
BSc. In Accounting	13	0	0	1	2	1	0	2	0	0	0	0	7
BSc. In Finance	1	0	0	1	0	0	0	0	0	0	0	0	0
BSc. In Marketing	30	8	4	4	1	2	0	1	1	0	1	1	7
Bachelor of Arts In Economics	7	1	1	0	0	1	3	0	0	0	1	0	0
Bachelor of Office & Information Management	12	2	1	0	0	0	0	0	0	0	0	0	9
Bachelor of Procurement & Supply Chain Management	11	1	0	1	0	1	0	0	0	0	0	0	8
Bachelor of Commerce	9	2	0	0	0	0	0	0	0	0	0	1	6
Bachelor of Business Computing	11	0	0	0	0	0	0	0	1	0	0	0	10
Bachelor of Logistics &Transport Management	4	0	1	0	0	0	0	0	0	0	0	0	3
Bachelor of Business Statistics	3	0	0	0	1	0	0	0	0	0	0	0	2
Bachelor of Entrepreneurship & Small Business Management	10	0	0	0	0	0	0	0	0	0	0	0	10
Bachelor of Leadership & Governance	1	0	0	0	0	0	0	0	0	0	0	0	1
Total	215	21	10	10	8	8	7	3	3	0	2	2	141

2015

No. Course/Status	Total Employed	Not Retained	Self Employed	Retained	No Response	Still Training	Not Employed	Extension	Left Work	Working	Not Willing	Not Yet Placed	
1 Bachelor of Business Administration	35	8	6	2	5	0	0	1	0	6	1	0	6
2 Bachelor of Human Resource	25	4	3	6	0	0	0	0	0	6	3	0	3
3 Bachelor of International Business	21	4	8	2	1	0	0	0	0	1	3	0	2
4 BSc. In Accounting	4	2	1	0	0	0	0	0	0	0	0	0	1
5 BSc. In Finance	3	1	1	0	0	0	0	0	0	0	0	0	1
6 BSc. In Marketing	27	6	7	3	2	0	0	2	0	6	1	0	0
7 Bachelor of Arts In Economics	1	0	0	0	1	0	0	0	0	0	0	0	0
8 Bachelor of Office & Information Management	7	2	1	1	1	0	0	0	0	2	0	0	0
9 Bachelor of Procurement & Supply Chain Management	1	0	1	0	0	0	0	0	0	0	0	0	0
10 Bachelor of Commerce	2	0	0	0	2	0	0	0	0	0	0	0	0
11 Bachelor of Business Computing	9	2	3	0	0	0	0	2	0	1	1	0	0
12 Bachelor of Logistics &Transport Management	2	1	1	0	0	0	0	0	0	0	0	0	0
13 Bachelor of Business Statistics	1	0	0	0	1	0	0	0	0	0	0	0	0
14 Bachelor of Entrepreneurship & Small Business Management	2	1	0	0	1	0	0	0	0	0	0	0	0
15 Bachelor of Leadership & Governance	1	0	1	0	0	0	0	0	0	0	0	0	0
Total	141	31	33	14	14	0	0	5	0	22	9	0	13

A full summary of how the interns are performing after the training on course basis is shown in the table above. Briefly on the retained interns, in 2016 A survey was carried out on the interns placed and the 2016 cohort, bachelor of business administration having the highest number of

placed students with highest number of employed (5), self-employed (2), retained (2) and not yet placed (49).

The least performing course regarding the status was bachelor of entrepreneurship and small business management with none being placed.

For the year 2015, highest number of students employed were in Bachelor of business administration(5) and BSc in marketing (2),the least performing regarding retention was bachelor of leadership and governance, bachelor of leadership and logistics and a few others .

#### 4.4. Company Basis

The table below shows different companies that took on the interns for training.

Rena beverages had the highest number of intake (11) in the area of BSC in marketing and pilot international (7) took on bachelor of international business.

Most companies did not retain the interns due to different reasons like limited resources to facilitate the retained or indiscipline of interns hence not willing to take the on. Some interns who showed interest and are willing to continue their training were given extensions in companies like Abercom uganda technologies.

*Table 14: Status of interns on company basis*

No. Company/Status	Total Employed	Not Retained	Self Employed	Retained	No Response	Still Training	Not Employed	Extension
1 Abercom(U) tech ltd	1	0	0	0	0	0	0	1
2 Bavandimwe	1	1	0	0	0	0	0	0
3 Boom Age ug ltd	1	0	0	0	0	0	0	1
4 Buwambo Sec School	1	0	0	0	1	0	0	0
5 Child and family Foundation Uganda	1	0	0	1	0	0	0	0
6 Conte Designers & Artists Ltd	3	0	1	1	1	0	0	0
7 Deliver 4 U	1	0	1	0	0	0	0	0
8 Fidelity Advertisng	3	1	0	2	0	0	0	0
9 Foundation Uganda Sacco	1	0	0	0	1	0	0	0
10 GBK dairy products	1	0	0	0	0	0	0	1
11 Ham property services	1	0	1	0	0	0	0	0
12 Hit plastics	1	0	0	0	1	0	0	0
13 Jude Colour Solns	1	0	0	1	0	0	0	0
14 Kampala Pharmaceuticals Ltd	2	1	1	0	0	0	0	0

15 Knight Frank Uganda	1	1	0	0	0	0	0	0	0
16 Lacel Technologies	1	0	0	1	0	0	0	0	0
17 Lakeside Dairy	1	0	0	1	0	0	0	0	0
18 Mayondo Engineering Works	3	1	0	0	1	1	0	0	0
19 MIPA	1	0	1	0	0	0	0	0	0
20 Motion Media	1	0	0	0	0	0	0	1	0
21 New Africa cargo	1	0	0	0	1	0	0	0	0
22 Own Your life	2	2	0	0	0	0	0	0	0
23 Pilot international	7	0	1	0	2	1	3	0	0
24 PRAU	1	1	0	0	0	0	0	0	0
25 RBM Systems	1	0	0	0	1	0	0	0	0
26 Rena Beverages Ltd	11	7	1	2	0	1	0	0	0
27 Safe solutions Ltd	1	1	0	0	0	0	0	0	0
28 SESACO	3	0	0	1	0	1	0	1	0
29 Tarian company	1	1	0	0	0	0	0	0	0
30 Tembo steel	1	0	1	0	0	0	0	0	0
31 Tents 4 U	1	0	0	0	0	0	1	0	0
32 Tuf Foam	2	0	0	0	0	1	0	1	0
33 Uganda Tea Corporation	1	1	0	0	0	0	0	0	0
34 UMA	9	2	2	0	0	2	3	0	0
35 Vita Foam	2	1	0	0	0	1	0	0	0
<b>Total</b>	<b>71</b>	<b>21</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>3</b>

## 5. SKILLS ATTAINED

Most students in universities receive theoretical trainings that are not readily applicable in the practical situations in the current competitive world of work. This is attributed to the way universities equip students with knowledge rather than practical skills. Therefore, the project seeks to bridge that gap and offer a solution of skilling over 2000 graduates from various BIs Interns by placing them in companies for a 3-month internship with consideration of their fields of study. The major aim of this is to help them acquire hands on practical skills, knowledge and experience in line with what they studied when at University.

With emphasis on the project objective of skilling over 2000 graduates, a tracer survey was conducted in December 2016 to collect data on the different variables for each intern i.e. Skills acquired during internship, Department of work, Current status, overall rating of the UMA-HEST Internship among others. This would help us identify the nature of skills acquired, the nature of work the interns were engaged in during their internship among others. With respect to the tracer survey, interns were required to highlight at least three (3) skills either hard or soft that they were able to acquire.



MUBS has recommended 356 students since the start of the project in 2015 i.e. 141 students in 2015 and 215 students in 2016. Of these, 189 have been placed with majority in 2015 (118 interns) as compared to 2016 (71 interns). After their internship, it was of great significance to find out if the internship was helped skilled the interns which is the major objective of the project. A tracer survey to identify the specific skills (both soft and hard) that interns acquired was conducted after their internship. All the 71 interns who formed the population of students placed in 2016 were contacted during the survey however, only 48 participated in this survey resulting into a response rate of 67.61%. Therefore, a total of 213 responses was the expected outcome since interns were required to highlight at least three (3) skills either hard or soft that they were able to acquire but 116 responses were obtained from the 48 respondents.

In this particular chapter, emphasis has been put on the different skills the interns acquired. The different range of skill sets the interns acquired were classified into two major categories i.e. soft and hard (functional) skills. Below is a brief description of the various sub categories of skills under major categories.

MAJOR CATEGORY	DESCRIPTION
<b>SOFT SKILLS</b>	Are personality traits, attitudes, habits and behaviours you display when working with others.
<b>SUB CATEGORIES</b>	<b>DESCRIPTION</b>
<b>Report Writing</b>	Drafting documents containing information organized in narrative, graphic or tabular forms prepared on ad hoc, periodic or regular basis as required
<b>Communication</b>	Effectively conveying messages at a workplace using both verbal speech and other methods so that it is clearly and successfully delivered.
<b>Team Work</b>	Cooperation at a work place using their individual skills and providing constructive feedback despite any personal conflict between individuals
<b>Interpersonal</b>	Skills used by a person to interact with others properly i.e. the ability of an intern to get along with others while getting the job done
<b>Leadership</b>	The ability of the interns to set direction, build an inspiring vision, create something new among others

<b>Management</b>	Ability of the intern to improve performance, delegation of tasks, and managing other people, training others/ developing their skills and knowledge.
<b>Confidence</b>	The ability of the intern to surely feel that he/she is equal to the task at hand.

MAJOR CATEGORY	DESCRIPTION
<b>HARD SKILLS</b>	Are specific, teachable abilities that can be defined and measured, such math, use of software among others.
<b>SUB CATEGORIES</b>	<b>DESCRIPTION</b>
<b>IT</b>	Skills the interns acquired in fields of Networking, Software and programming, Database Administration and Hardware Repair and Maintenance
<b>Engineering</b>	Skills the interns acquired in fields of Electrical, Civil, Mechanical, Mining, Environmental, Textile and Design and Chemical.
<b>Agricultural</b>	Skills the interns acquired in fields of Crop production, Livestock and poultry, Fishing and Aquaculture, Agricultural Extension and Agricultural maintenance.
<b>Management</b>	Skills the interns acquired fields of Accounting and Finance, Marketing, Audit, Organizing and Planning, Decision making, Project management and Delegation.
<b>Science</b>	Skills the interns acquired fields of Health and Natural Sciences.

## 5.1. Nature of skills

### 5.1.1. Soft Skills

Under the soft skills category, Problem solving, Adaptability and Critical thinking skills were all expressed according to the skills the interns engaged in.

Soft skills are very critical skills that all interns need at the workplace since they need to communicate effectively and interact while getting the job done. The interns emphasized to have acquired more soft skills as compared to the soft skills according to the survey (52.59% of the Total responses).

As tabulated below, most of the interns (45.9% of the total responses) acquired Communication skills as they all needed to communicate effectively at the workplace. In this particular case, interns of BSc. In Marketing highlighted that effective communication with clients at the work or in the field was key for them in making business deals and also this was used as a performance indicator at the work place.

Interpersonal skills came second (22.95% of the total respondents), as interns emphasized that it was important for them to interact well at the workplace with clients and workmates, as this became a basis for retention of some interns. No responses were recorded on Report writing as interns didn't emphasize any interventions that required them to engage more in writing reports at the workplace.

Interns also highlighted to have acquired skills in Report writing, in proper Teamwork, and some highlighted to have improved on their levels of Confidence. More details are tabulated in the table below.

In summary, majority of the interns who emphasized to have acquired these skills according to the survey were female (52.46%) as shown in the table above.

Figure 11: Nature and ranking of soft skills attained

Nature of Skills		NATURE OF SKILLS	LLS-SOFT SKILLS	% of Female Responses	NATURE OF SKILLS	RE OF	SKILLS-40.00%	SOFT 60.00%	SKILLS 80.00%	100.00%
Communication				24.59%						
	% of Total Responses		% of Male Responses		Communication			45.90%		
	45.90%		21.31%							
Interpersonal	22.95%	11.48%	11.48%		Interpersonal					
Report Writing	14.75%	6.56%	8.20%		Report Writing					
Team Work	9.84%	4.92%	4.92%		Team Work					
Confidence	3.28%	1.64%	1.64%		Confidence					
Management	1.64%	1.64%	0.00%		Management					
Leadership	1.64%	0.00%	1.64%		Leadership					
Total	100.00%	47.54%	52.46%							

### 5.1.2. Hard Skills

Hard skills are very critical for any employee when it comes to execution of tasks at a work place i.e. data analysis and management, finance and accounting, programming among others.

Interns were able to acquire skills namely; account skills, procurement and purchase bills skills, bank reconciliation, data entry, typing skills, sales management, computerized accounting, preparing audit reports among others.

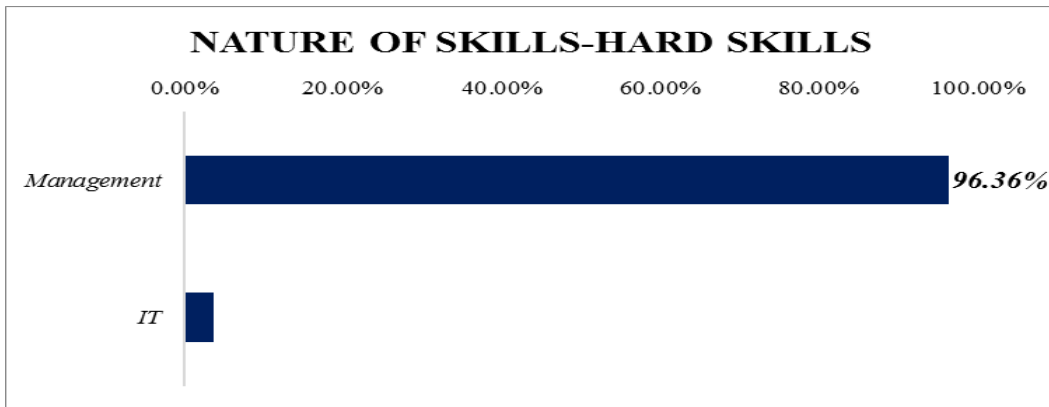
According to the survey, majority of the interns emphasized to have acquired Management skills (96.36% of the total responses). This was mainly attributed to the nature of courses from MUBS that all belong to an Arts background hence enabling interns acquire management skills. The management skills included; bank reconciliation, sales management, procurement and purchase bills skills among others.

In summary, both male and female interns acquired hard skills but majority according to the survey were female (52.73%) as shown below.

*Table 15: Nature of hard skills attained*

NATURE OF SKILLS-HARD SKILLS			
<u>Nature of Skills</u>	<u>% of Total Responses</u>	<u>% of Male Responses</u>	<u>% of Female Responses</u>
Management	96.36%	45.45%	50.91%
IT	3.64%	1.82%	1.82%
<b>Total</b>	<b>100.00%</b>	<b>47.27%</b>	<b>52.73%</b>

Figure 12: Nature of hard skills attained



Details of the statistics for the responses obtained per a different sub category are tabulated below.

Table 16: Nature of hard skills attained in IT sub-category

NATURE OF SKILLS-HARD SKILLS			
<b><u>IT</u></b>	<b><u>% of Total Responses</u></b>	<b><u>% of Male</u></b>	<b><u>% of Female</u></b>
	<b><u>Responses</u></b>		<b><u>Responses</u></b>
Software & Programming	100.00%	50.00%	50.00%
<b>Total</b>	<b>100.00%</b>	<b>50.00%</b>	<b>50.00%</b>

From the table above, all interns in the IT category acquired Software and Programming skills i.e. knowledge on using computer software. In this category, Bachelor of Business Computing interns heightened to have acquired these skills.

Table 17: Nature of hard skills attained in the Management sub-category

#### 4.3.1.1 NATURE OF SKILLS-HARD SKILLS

<b>4.3.1.1.1</b>	<b><u>Management</u></b>	<b><u>% of Total Responses</u></b>	<b><u>% of Male Responses</u></b>
	<b><u>% of Female Responses</u></b>		
Accounting & Finance	33.96%	20.75%	13.21%
Marketing	20.75%	7.55%	13.21%
Data Management	16.98%	3.77%	13.21%

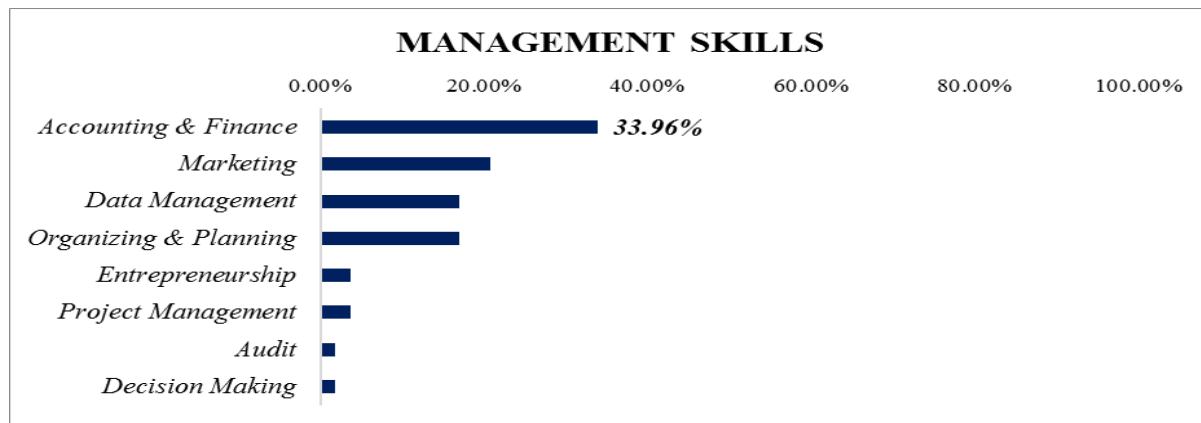
Organizing & Planning	16.98%	9.43%	7.55%
Entrepreneurship	3.77%	1.89%	1.89%
Project Management	3.77%	0.00%	3.77%
Audit	1.89%	1.89%	0.00%
Decision Making	1.89%	1.89%	0.00%
<b>Total</b>	<b>100.00%</b>	<b>47.17%</b>	<b>52.83%</b>

It was noted that 33.96% of the total responses for interns who acquired Management skills highlighted that have acquired Accounting and Finance skills i.e. bank reconciliation, making monthly purchases, book keeping, making financial statements among others. This was followed by Marketing skills (20.75% of the responses) which were mainly highlighted by BSc. In Marketing Interns i.e. marketing and advertising skills, customer care, promotion skills among others.

Interns also heightened to have acquired some skills in Data management, organizing and planning, entrepreneurship among others.

The least skills acquired under this category were Audit and Decision making skills as highlighted by the interns.

Figure 13: Nature of hard skills attained in the Management sub-category



In summary, it was noted that majority of the responses obtained from respondents emphasized to have acquired Management skills as a job specific technical skills and knowledge as shown the tabulations above. Furthermore, female interns acquired more skills (52.83%) under this category

as compared to the male which was attributed to the higher number of female students recommended compared to the males.

## 6. CHALLENGES AND MITIGATIONS

	Challenge	Mitigation
1	<b>Complicated terms and conditions set by companies</b> <ul style="list-style-type: none"> <li>Some companies gave very harsh terms and conditions that the interns could not cope with, they therefore left the companies.</li> </ul>	The HEST Team sat down with the employers and agreed on how the company can reduce on these terms to enable the interns fit in.
2	<b>Employers' failure to honor their word.</b> <ul style="list-style-type: none"> <li>Due to the dynamism of the private sector, companies request for a given number of interns but they may change their minds at any given time. This causes a delay in placement of interns.</li> </ul>	The UMA-HEST Team is lining up more companies to take on the increasing number of interns.
3	<b>Poor Intern-employer communication</b> <ul style="list-style-type: none"> <li>Failure of interns to communicate when they leave a company where they have been placed before the end of the internship. This leaves the employers displeased and hesitant to take in more of our interns.</li> </ul>	<p>The project team endeavors to make courtesy calls to both the interns and their supervisors to find out how they are progressing.</p> <p>Company visits are also made to meet and interact directly with both the supervisors and the interns.</p>



<b>4</b>	<b>Delay to hand in reports;</b>  • Some students take long to send their monthly reports. This makes it hard for the Placement Officer to process their monthly stipends in time since the interns are facilitated after sending reports.	The HEST team starts reminding the students immediately after they have started their internship to send their reports and monthly targets.
<b>5</b>	<b>Interns under-look small and new companies</b>  • Some students refused to go to certain companies which they considered to be smaller and upcoming not knowing that they can actually learn more in	The UMA-HEST Team labored to explain to these students that they had a lot more to learn in the small and upcoming companies.
	<b>Challenge</b>	<b>Mitigation</b>
	these companies than in the big ones.	
<b>8</b>	<b>Inconsistent bank information given by students</b>  • Some students provide information of their bank details but change it in the course of the internship more so after requisitions have been made; this causes their money to bounce causing them a lot of inconveniences.	Students are encouraged to only provide details of a working bank account and if they are not sure, they can send the account numbers later after they have confirmed.
<b>9</b>	<b>Overwhelming expectations of students at companies</b>  Some students expect to find life very easy at the companies and therefore cannot handle when they are faced with a few hardships, they end up quitting and this leaves the companies with a bias on our interns.	The UMA-HEST Team encourages students that the main aim of internship is to get skills and network with the working class of people, the team will continue emphasizing this during the induction trainings.

## 7. CONCLUSION

In 2015 one hundred and forty-one (141) students were recommended of these 48 were males and 93 females.

In 2016 two hundred fifteen (215) students comprised of 88 males and 127 females and these were recommended from Makerere university business school among which twelve (12) were from Arua campus comprised of 10 males and 2 females.

Induction training was carried out at the university premises for the 2016 cohort and majority of participating students being female compared to males. Among the 215 students recommended for placement in 2016, 70 students were placed in different companies for training. However, one (1) student from the previous cohort had not been placed and was later placed in the year 2016 making the total 71 as at 31<sup>st</sup> December 2016

One hundred and forty-one interns (141) have not yet been placed and these will place in the year 2017 before the next cohort.

A tracer survey was conducted and 8 interns were retained, 21 interns are employed, 3 interns given an extension, 10 interns managed to start their own business through the skills acquired, 7 interns (2 females and 2 males) are still at the university pursuing further studies and 10 interns were placed but were not retained after the training period at the company due to different reasons like company being small to offer a job opportunity.

Students have acquired different skills ranging from soft skills like communication, interpersonal relations and many others to hands on and practical skills.

The project has not experienced any disturbing challenges that it cannot solve. We therefore hope that the project is progressing positively and we are to work harder in 2017 in ensuring that interns get skilled.

We expect to train 206 interns from Makerere university business School and be able to place 62 interns in the year 2017.

Higher Education being the heart of Education as well as the core of National and Development Systems, the UMA-HEST Project team would like to thank the Government of Uganda (GOU),

Funders (AfDB), University Coordinators, Employers, Interns and other stakeholders at large who have played a tremendous role in the implementation of the HEST Project.

## ANNEX

### Annex 1: List of interns placed from 1<sup>st</sup> June to 31<sup>st</sup> December, 2016

S.N	SURNAME	FIRST NAME	G(M/F)	COURSE	P(P/N)	TEL.NO	COMPANY
1	Murindwa	Keith	M	B.Business Admin	August	0700-515598	Boom Age ug Ltd
2	Muhanguzi	Joseph	M	B.Business Admin	August	0750-317608	Foundation Uganda Sacco
3	Katusabe	Costa	F	B.Human Resource	August	0706-720886	Vita Foam
4	Shukran	Abdulsalam	M	B.Procurement&Supply Chain Mgt	August	0772-786905	Lakeside Dairy
5	Ambayo	Patrick	M	B.Procurement&Supply Chain Mgt	August	0774-055962	Vita Foam
6	Magomu	Arthur Wilson	M	Bsc.Accounting	August	0706-120652	Buwambo Sec School
7	Namuyimbwa	Veronica	F	Bsc.Accounting	August	0701-349709	Child And family Foundation uganda
8	Ayen	Ambrose	M	Bsc.Accounting	August	0753-107648	Hit plastics
9	Nakidde	Faith	F	Bsc.Accounting	August	0787-239194	Tuf Foam
10	Damba	Harunah	M	Bsc.Accounting	August	0701-536970	Tuf Foam
11	Twikirize	Obed	M	Bsc.Marketing	August	0776-203431	GBK dairy products
12	Twinomujuni	Andrew	M	Bsc.Marketing	August	0754-941282	Tembo steel
13	Kobugabe	Agnes	F	B.Business Admin	August	0752-066115	Mayondo Engineerng Works
14	Kansiime	Peninah	F	B.Business Admin	August	0782-746022	Rena Beverages
15	Owomugisha	Rodgers	M	B.Business Admin	August	0703-231285	Rena Beverages
16	Nabakooza	Justine	F	B.Arts in Economics	July	0756-672447	UMA
17	Mukundane	Proscovia	F	B.Arts in Economics	July	0701-209024	UMA
18	Lulonde	Abdu	M	B.Arts in Economics	July	0701-637099	UMA
19	Ayebazibwe	Julius	M	B.Bus Statistics	July	0752-055634	New africa cargo
20	Alupo	Naume Lydia	F	B.Business Admin	July	0783-373474	Tarian company
21	Matsiko	Stuart	M	B.Office&Info Mgt	July	0702-908736	Ham property services
22	Nyakuni	Lilian	F	B.Office&Info Mgt	July	0700-464868	PRAU
23	Ingwau	Philomina	F	Bsc.Finance	July	0778-216787	Conte designers
24	Naavah	Phiona	F	Bsc.Marketing	July	0705-188146	Conte Designers

25	Nsambu	Nicholus	M	Bsc.Marketing	July	0700-591215	Conte designers
26	Namboozo	Sarah	F	Bsc.Marketing	July	0754-494204	UMA
27	Akatwijuka	Amos	M	Bsc.Marketing	July	0706-287018	Own Your life
28	Lwanga	Emmanuel	M	Bsc.Marketing	July	0757-298220	Own Your life
29	Baryasiima	Justus	M	B.Business Admin	June	0700-959257	Mayondo Engineerng Works
30	Nahwera	Donald	M	B.Business Admin	June	0701-413460	Mayondo Engineerng Works
31	Vusia	Sharon	F	B.Business Admin	June	0754-906121	Rena Beverages
32	Kimera	Fred	M	B.Business Admin	June	0706-903220	Rena Beverages
33	Mulizi	Mark	M	B.Business Admin	June	0703-117065	Rena Beverages
34	Kasawuli	Peter	M	B.Business Admin	June	0772-626967	Sesaco
35	Aisu	Viola	F	B.Business Admin	June	0703-494052	UMA
36	Ankunda	William	M	B.Commerce	June	0781-704810	Safe solutions Ltd
37	Dhikusooka	Hussain	M	B.Commerce	June	0701-947260	Uganda Tea Corporation
38	Nanfuka	Joyce	F	B.International Business	June	0776-767706	Pilot international
39	Nanozi	Carol	F	B.International Business	June	0704-297210	Pilot international
40	Abaasa	Johnmary	M	B.International Business	June	0706-386481	Pilot international
41	Aikiriza	Gillian Ndahura	F	B.International Business	June	0759-135397	Rena Beverages
42	Baguma	Derrick	M	B.Log&Trans Mgt	June	0777-993651	Pilot international
43	Nambooze	Cecilia Felicity	F	B.Office&Info Mgt	June	0751-828700	Knight Frank Uganda
44	Nagaba	K M Justus	M	B.Procurement&Supply Chain Mgt	June	0701-671919	Bavandimwe
45	Kobusinge	Rose	F	Bsc.Accounting	June	0754-729981	Motion Media
46	Mugarura	Amis	M	Bsc.Marketing	June	0706-284479	Deliver 4 U
47	Kagoya	Shakira	F	Bsc.Marketing	June	0703-196319	Fidelity Advertisng
48	Nanyunja	Martha	F	Bsc.Marketing	June	0701-066168	Fidelity Advertisng
49	Kasasa	Charles	M	Bsc.Marketing	June	0703-682091	Fidelity Advertisng
50	Nakaweesa	Hasifah	F	Bsc.Marketing	June	0701-363747	Jude Colour Solns
51	Nalugya	Patricia	F	Bsc.Marketing	June	0704-690168	Lacel Technologies
52	Kayanga	Prossy	F	Bsc.Marketing	June	0706-272766	Rena Beverages

53	Namataka	Christine	F	Bsc.Marketing	June	0788-215645	Rena Beverages
54	Bihemaiso	Gilbert	M	Bsc.Marketing	June	0704-754110	Rena Beverages
55	Nyamucura	Julius	M	Bsc.Marketing	June	0704-771857	Rena Beverages
56	Walugembe	Isaac Newton	M	Bsc.Marketing	June	0704-529851	Rena Beverages
57	Lunkuse	Agnes	F	Bsc.Marketing	June	0703-173680	Sesaco
58	Muhindo	Moreen	F	Bsc.Marketing	June	0788-587432	Sesaco
59	Nambozo	Sandra	F	Bsc.Marketing	June	0705-185486	UMA
60	Nanyonga	Joanita	F	B.Arts in Economics	october	0785-661722	UMA
61	Natsite	Lydia	F	B.Arts in Economics	october	0701-660089	UMA
62	Mugabe	Darius	M	B.Arts in Economics	october	0701-663354	UMA
63	Munika	Gabriella	F	B.Human Resource	october	0787-486260	MIPA
64	Aganyira	Susan	F	B.International Business	october	0753-284092	Pilot international
65	Aijuka	Evelyne	F	B.International Business	october	0703-212730	Pilot international
66	Kakungulu	Ivan	M	B.International Business	october	0706-918213	Pilot international
67	Nabakka	Sandra Linda	F	B.International Business	october	0706-758201	Tents 4 U
68	Desha	Victor	F	B.Business Computing	September	0753-295062	abercom(U) tech ltd
69	Namara	Loice	F	B.Human Resource	September	0786-736323	Kampala Pharmaceuticals Ltd
70	Nantale	Racheal	F	B.Human Resource	September		Kampala Pharmaceuticals Ltd

## Annex 2: List of interns not yet placed as of 31<sup>st</sup> December 2016

S.N	SURNAME	FIRST NAME	G(M/F)	COURSE	P(P/N)	TEL.NO	EMAIL
1	Nyakato	Kagambe Diasy	F	B.Business Admin	N	0703-516631	<a href="mailto:Daisykagambe27@Gmail.Com">Daisykagambe27@Gmail.Com</a>
2	Ainomugisha	Edmond	M	B.Business Admin	N	0784-944961	<a href="mailto:edmondtumusiime@rocketmail.com">edmondtumusiime@rocketmail.com</a>

	3	Abdula	Adam Blair	M	B.Office&Info Mgt	N	0782-664117	<a href="mailto:Blairzb@Rocketmail.Com">Blairzb@Rocketmail.Com</a>
	4	Nabisubi	Susan	F	B.Bus Statistics	N	0777-641958	<a href="mailto:Nabisubisie@Gmail.Com">Nabisubisie@Gmail.Com</a>
	5	Kalisa	Steven	M	B.Bus Statistics	N	0758-900161	<a href="mailto:Kalisa.Steven.Sk@Gmail.Com">Kalisa.Steven.Sk@Gmail.Com</a>
	6	Nuwagaba	Charity	F	B.Business Admin	N	0702-814405	<a href="mailto:charitynuwagaba256@gmail.com">charitynuwagaba256@gmail.com</a>
	7	Nassali	Allen	F	B.Business Admin	N	0701-674471	<a href="mailto:Nassialien77@Gmail.Com">Nassialien77@Gmail.Com</a>
	8	Namukose	Moureen	F	B.Business Admin	N	0700-763054	<a href="mailto:Namukosemoureen71@Gmail.Com">Namukosemoureen71@Gmail.Com</a>

S.N		SURNAME	FIRST NAME	G(M/F)	COURSE	P(P/N)	TEL.NO	EMAIL
	9	Agaba	Candy Esther	F	B.Business Admin	N	0702-769396	<a href="mailto:Agabacandy@Gmail.Com">Agabacandy@Gmail.Com</a>
	10	Alupo	Lucy	F	B.Business Admin	N	0753-799713	<a href="mailto:Lucyalupo50@Gmail.Com">Lucyalupo50@Gmail.Com</a>
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52	Lopudo	Moses	M	B.Business Admin	N	0788-653555	
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## Annex 3 List of interns that got employed before training

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2	Rashid	Muhamad	M	Bsc.Marketing	0754-970732	<a href="mailto:Salimkashogi@gmail.com">Salimkashogi@gmail.com</a>	Konte Designers

## Annex 4: Details of interns from the Tracer survey conducted.

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS- 1ST SURVEY	Skills Acquired During HEST Internship
1	Murindwa	Keith	Male	Bachelor of Business Administration	Boom Age ug ltd	Extension	account skills,procurement,purchase bills skills and interpersonal skills
2	Magomu	Arthur Wilson	Male	BSc. In Accounting	Buwambo Sec School	Retained	bank reconciliation, data entery, making monthly purchases
3	Namuyimbwa	Veronica	Female	BSc. In Accounting	Child And family Foundation uganda	Self Employed	communication, interpersonal, account skills
4	Muhanguzi	Joseph	Male	Bachelor of Business Administration	Foundation Uganda Sacco	Retained	managerial skills, loan statement skills,cash handling skills
5	Twikirize	Obed	Male	BSc. In Marketing	GBK dairy products	Extension	customer handling, presentation, selling, team work, leadership
6	Ayen	Ambrose	Male	BSc. In Accounting	Hit plastics	Retained	account skills,book keeping,administrative skills and managerial skills
7	Shukram	Abdulsalam	Male	Bachelor of Procurement & Supply Chain Management	Lakeside Dairy	Self Employed	account software, communication, typing and sales management skills
8	Twinomujuni	Andrew	Male	BSc. In Marketing	Tembo steel	Not Retained	writing reports,customer care,managing orders, time management
9	Nakidde	Faith	Female	BSc. In Accounting	Tuf Foam	Not Employed	
10	Damba	Harunah	Male	BSc. In Accounting	Tuf Foam	No Response	
11	Katusabe	Costa	Female	Bachelor of Human Resource	Vita Foam	Employed	communication, interpersonal, computer skills
12	Ambayo	Patrick	Male	Bachelor of Procurement & Supply Chain Management	Vita Foam	No Response	
13	Munika	Gabriella	Female	Bachelor of Human Resource	MIPA	Not Retained	customer care,listening skills, communication, and ICT skills
14	Aganyira	Susan	Female	Bachelor of International Business	Pilot international	Still Training	
15	Aijuka	Evelyne	Female	Bachelor of International Business	Pilot international	Still Training	

16	Kakungulu	Ivan	Male	Bachelor of International Business	Pilot international	Still Training	
17	Nabakka	Sandra Linda	Female	Bachelor of International Business	Tents 4 U	Still Training	communication,interpersonal, computer software skills
18	Nanyonga	Joanita	Female	Bachelor of Arts In Economics	UMA	Still Training	research and data collection skills
19	Natsite	Lydia	Female	Bachelor of Arts In Economics	UMA	Still	data collection skills, research

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-IST SURVEY	Skills Acquired During HEST Internship
						Training	
20	Mugabe	Darius	Male	Bachelor of Arts In Economics	UMA	Still Training	
21	Desha	Victor	Female	Bachelor of Business Computing	Abercom(U) tech ltd	Extension	management skills and team work
22	Namara	Loice	Female	Bachelor of Human Resource	Kampala Pharmaceuticals Ltd	Employed	
23	Nantale	Racheal	Female	Bachelor of Human Resource	Kampala Pharmaceuticals Ltd	Not Retained	Communication, record keeping, time management
24	Ainomugisha	Edmond	Male	Bachelor of Business Administration	Medipoint	No Response	
25	Nagaba	K M Justus	Male	Bachelor of Procurement & Supply Chain Management	Bavandimwe	Employed	intepesonal, computer software and communication skills
26	Mugarura	Amis	Male	BSc. In Marketing	Deliver 4 U	Not Retained	intepesonal, business communication skills and reporting skills
27	Kagoya	Shakira	Female	BSc. In Marketing	Fidelity Advertisng	Self Employed	interpersonal,communication skills
28	Nanyunja	Martha	Female	BSc. In Marketing	Fidelity Advertisng	Employed	
29	Kasasa	Charles	Male	BSc. In Marketing	Fidelity Advertisng	Self Employed	marketing and advertising skills
30	Nakaweesa	Hasifah	Female	BSc. In Marketing	Jude Colour Solns	Self Employed	patience,communication, interpersonal and hard work
31	Nambooze	Cecilia Felicity	Female	Bachelor of Office & Information Management	Knight Frank Uganda	Employed	interpersonal,communication skills,trainning skills.
32	Nalugya	Patricia	Female	BSc. In Marketing	Lacel Technologies	Self Employed	communication, writing , confidence skills.

33	Baryasiima	Justus	Male	Bachelor of Business Administration	Mayondo Engineering Works	Employed	supervision ,interpersonal and reporting skills.
34	Nahwera	Donald	Male	Bachelor of Business Administration	Mayondo Engineering Works	Retained	inventory management
35	Kobusinge	Rose	Female	BSc. In Accounting	Motion Media	Not Employed	time management, interpersonal, communication skills, good relations with others.
36	Nanfuka	Joyce	Female	Bachelor of International Business	Pilot international	No Response	
37	Nanozi	Carol	Female	Bachelor of International Business	Pilot international	Retained	marketing, interaction
38	Abaasa	Johnmary	Male	Bachelor of International Business	Pilot international	Retained	data collection skills

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-1ST SURVEY	Skills Acquired During HEST Internship
39	Baguma	Derrick	Male	Bachelor of Logistics &Transport Management	Pilot international	Not Retained	MARKeting,interpersonal, communication,team work
40	Aikiriza	Gillian Ndahura	Female	Bachelor of International Business	Rena Beverages Ltd	Self Employed	interperson, communication,
41	Kayanga	Prossy	Female	BSc. In Marketing	Rena Beverages Ltd	Employed	accounting.managing data, reporting, interpersonal skills
42	Namataka	Christine	Female	BSc. In Marketing	Rena Beverages Ltd	Employed	marketing and customer care skills
43	Vusia	Sharon	Female	Bachelor of Business Administration	Rena Beverages Ltd	No Response	
44	Bihemaiso	Gilbert	Male	BSc. In Marketing	Rena Beverages Ltd	Not Retained	customer care skills,getting new market, handling customer complaints
45	Kimera	Fred	Male	Bachelor of Business Administration	Rena Beverages Ltd	Employed	
46	Mulizi	Mark	Male	Bachelor of Business Administration	Rena Beverages Ltd	Self Employed	marketing skills
47	Nyamucura	Julius	Male	BSc. In Marketing	Rena Beverages Ltd	Employed	
48	Walugembe	Isaac Newton	Male	BSc. In Marketing	Rena Beverages Ltd	Employed	selling skill, time manacement, customer care.
49	Ankunda	William	Male	Bachelor of Commerce	Safe solutions Ltd	Employed	preparing audit reports, communication, computerized accounting



50	Lunkuse	Agnes	Female	BSc. In Marketing	Sesaco	Not Employed	
51	Muhindo	Moreen	Female	BSc. In Marketing	Sesaco	No Response	
52	Kasawuli	Peter	Male	Bachelor of Business Administration	Sesaco	Self Employed	marketing, organisational
53	Dhikusooka	Hussain	Male	Bachelor of Commerce	Uganda Tea Corporation	Employed	making financial statements, computer skills, interpersonal, communication
54	Aisu	Viola	Female	Bachelor of Business Administration	UMA	Not Retained	cashing out, computer skills, communication
55	Nambozo	Sandra	Female	BSc. In Marketing	UMA	No Response	
56	Ingwau	Philomina	Female	BSc. In Finance	Conte Designers & Artists Ltd	Self Employed	computer, interperson, accounts skills
57	Naavah	Phiona	Female	BSc. In Marketing	Conte Designers & Artists Ltd	Retained	marketing, communication, accounting skills
58	Nsambu	Nicholus	Male	BSc. In Marketing	Conte Designers & Artists Ltd	Not Retained	marketing, computer, promotion, communication, team work skills

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-1ST SURVEY	Skills Acquired During HEST Internship
59	Matsiko	Stuart	Male	Bachelor of Office & Information Management	Ham property services	Not Retained	report writing, exposed to the working environment, managerial skills
60	Ayebazibwe	Julius	Male	Bachelor of Business Statistics	New africa cargo	Retained	communication, confidence, responsibility, interpersonal skills
61	Nyakuni	Lilian	Female	Bachelor of Office & Information Management	PRAU	Employed	communication, document production, interpersonal organisation skills, office management
62	Alupo	Naume Lydia	Female	Bachelor of Business Administration	Tarian company	Employed	communication, computer and analitical skills
63	Nabakooza	Justine	Female	Bachelor of Arts In Economics	UMA	No Response	
64	Namboozo	Sarah	Female	BSc. In Marketing	UMA	Employed	
65	Mukundane	Proscovia	Female	Bachelor of Arts In Economics	UMA	Employed	commucation, interperson, and computer skills

66	Lulonde	Abdu	Male	Bachelor of Arts In Economics	UMA	Not Retained	report writing, communication, computer skills
67	Akatwijuka	Amos	Male	BSc. In Marketing	Own Your life	Employed	
68	Lwanga	Emmanuel	Male	BSc. In Marketing	Own Your life	Employed	
69	Kobugabe	Agnes	Female	Bachelor of Business Administration	Mayondo Engineerng Works	No Response	
70	Kansiime	Peninah	Female	Bachelor of Business Administration	Rena Beverages Ltd	Employed	marketing,communication, report writing,customer care
71	Owomugisha	Rodgers	Male	Bachelor of Business Administration	Rena Beverages Ltd	Employed	
72	Nuwagaba	Charity	Female	Bachelor of Business Administration	Mazima property consults		
73	Nassali	Allen	Female	Bachelor of Business Administration	Nutri Nova	No Response	
74	Bulya	Diana	Female	Bachelor of International Business	Ondavita Wine		
75	Nabuuso	Hilda Martha	Female	Bachelor of International Business	Pilot international		
76	Namukose	Moureen	Female	Bachelor of Business Administration	Tents 4 U	No Response	
77	Agaba	Candy Esther	Female	Bachelor of Business Administration			
78	Ajidiru	Gertrude	Female	Bachelor of Entrepreneurship & Small Business Management			

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-1ST SURVEY	Skills Acquired During HEST Internship
79	Ajidiru	Joan	Female	Bachelor of International Business			
80	Akampurira	Emily	Female	Bachelor of Entrepreneurship & Small Business Management			
81	Akullo	Harriet Conny	Female	Bachelor of Human Resource			
82	Alanyo	Caroline Petra	Female	Bachelor of Human Resource			
83	Alupo	Lucy	Female	Bachelor of Business Administration			

84	Asiimire	Bridget	Female	Bachelor of Business Administration			
85	Asio	Sheeba	Female	Bachelor of International Business		No Response	
86	Atikoro	Ritah	Female	Bachelor of Business Administration			
87	Atuheire	Joyce	Female	Bachelor of Business Administration			
88	Auma	Sarah Kay	Female	Bachelor of Human Resource		No Response	
89	Ayikoru	Gloria	Female	Bachelor of Business Administration			
90	Bagadira	Jenipher	Female	Bachelor of Entrepreneurship & Small Business Management			
91	Balingirira	Flavia	Female	Bachelor of International Business			
92	Basemera	Juliet	Female	Bachelor of International Business			
93	Batenga	Diana Nalubega	Female	BSc. In Marketing			
94	Bawooza	Florence	Female	Bachelor of Business Administration			
95	Beinomugisha	Bridget	Female	Bachelor of Business Administration			
96	Buyinza	Ruth	Female	Bachelor of Human Resource			
97	Festus Selele	Hyasinta	Female	Bachelor of Office & Information Management		No Response	
98	Gutoleza V	Betty	Female	Bachelor of Logistics & Transport Management			
99	Gwokyalya	Diana Ruth	Female	Bachelor of Commerce			

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-1ST SURVEY	Skills Acquired During HEST Internship
100	Kabaije	Jolly	Female	Bachelor of Entrepreneurship & Small Business Management			

101	Karungi	Brenda	Female	Bachelor of International Business			
102	Katwesigye	Faith	Female	Bachelor of Office & Information Management			
103	Kayaga	Rebecca	Female	Bachelor of Business Administration			
104	Kembabazi	Owen	Female	Bachelor of International Business			
105	Kihunde	Harriet	Female	Bachelor of Commerce			
106	Koose	Jamira	Female	Bachelor of Business Administration			
107	Kuwoireku	Joy	Female	Bachelor of Business Administration			
108	Kwesiga	Annah	Female	Bachelor of Human Resource			
109	Lunkuse	Hellen	Female	Bachelor of Business Administration		No Response	
110	Luwedde	Hajjarah	Female	Bachelor of Business Administration		No Response	
111	Mawazo	Elizabeth	Female	Bachelor of Business Administration		No Response	
112	Mbabazi	Joyce	Female	BSc. In Accounting			
113	Mugabi	Ritah	Female	Bachelor of Business Computing			
114	Musiime	Jessica	Female	BSc. In Accounting			
115	Mwijukye	Bridget	Female	Bachelor of Business Administration			
116	Nabisubi	Susan	Female	Bachelor of Business Statistics			
117	Nabukeera	Lydia Sanyu	Female	Bachelor of Entrepreneurship & Small Business Management			
118	Nabukenya	Hawah	Female	Bachelor of Office & Information Management			
119	Nabukwasi	Prisca	Female	Bachelor of Business Computing			
120	Nabweggamus	Sharifah	Female	BSc. In Accounting			
121	Nabyonga	Angella	Female	Bachelor of Business			

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS- 1ST SURVEY	Skills Acquired During HEST Internship
				Administration			
122	Naggayi	Ruth Kabuye	Female	Bachelor of Entrepreneurship & Small Business Management			
123	Nagitta	Joanita Bridget	Female	Bachelor of Business Administration		No Response	
124	Najjuma	Robinah	Female	Bachelor of Business Computing			
125	Nakajiri	Justine	Female	Bachelor of Business Administration			
126	Nakalyango	Justine	Female	Bachelor of Office & Information Management		No Response	
127	Nakandi	Brenda	Female	Bachelor of Entrepreneurship & Small Business Management			
128	Nakanyike	Robinah	Female	Bachelor of Entrepreneurship & Small Business Management			
129	Nakimenya	Peruth	Female	Bachelor of Entrepreneurship & Small Business Management			
130	Nakiranda	Justine	Female	Bachelor of Business Administration			
131	Nakisige	Zubeda Praise	Female	Bachelor of Office & Information Management			
132	Nakitandwe	Betty	Female	Bachelor of Commerce			
133	Nakivumbi	Shamim	Female	Bachelor of Entrepreneurship & Small Business Management			
134	Nakiwu	Agnes	Female	Bachelor of Office & Information Management			
135	Nakkonde	Juliet	Female	Bachelor of Business Administration			

136	Nakyagaba	Lillian	Female	Bachelor of Business Administration		No Response	
137	Nalubwama	Ritah	Female	Bachelor of International Business			
138	Naluwemba	Brendah	Female	BSc. In Marketing			
139	Namara	Irene	Female	Bachelor of Business Administration		No Response	
140	Nambalirwa	Hamida	Female	Bachelor of Business Administration			
141	Namisango	Moreen	Female	Bachelor of Business Administration			

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-1ST SURVEY	Skills Acquired During HEST Internship
142	Nampembe	Florence	Female	Bachelor of Business Administration			
143	Namubiru	Sarah	Female	Bachelor of Human Resource			
144	Namutebi	Lydia	Female	Bachelor of Business Administration		No Response	
145	Nandutu	Rebecca Edith	Female	BSc. In Marketing			
146	Nansamba	Asha	Female	Bachelor of Commerce			
147	Nansubuga	Viola	Female	Bachelor of Procurement & Supply Chain Management		No Response	
148	Nasiwa	Makula Leticia	Female	Bachelor of Business Administration		No Response	
149	Nassali	Anna Maria	Female	Bachelor of International Business			
150	Ninsiima	Catherine	Female	Bachelor of Business Computing			
151	Niyigaba	Editha Kanya	Female	Bachelor of Human Resource			
152	Nyakato	Kagambe Diasy	Female	Bachelor of Business Administration			
153	Nyakato	Jovlet	Female	Bachelor of Office & Information Management			
154	Orishaba	Catherine	Female	BSc. In Accounting			

155	Peace	Tushabe	Female	Bachelor of Logistics & Transport Management			
156	Tumuramye	Fortunate	Female	Bachelor of Leadership & Governance			
157	Twebaze	Rhoda	Female	Bachelor of Human Resource			
158	Abdula	Adam Blair	Male	Bachelor of Office & Information Management		No Response	
159	Amone	Stephen	Male	Bachelor of Business Administration			
160	Ayebale	Oscar	Male	Bachelor of Business Administration			
161	Balidawa	Saleh	Male	Bachelor of Business Administration			
162	Bwambale	Benjamin	Male	Bachelor of Human Resource			
163	Ddumba	Peter	Male	BSc. In Accounting			

No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS-IST SURVEY	Skills Acquired During HEST Internship
164	Eryaku	Eric Edwin	Male	Bachelor of Commerce			
165	Eyamu	Amos	Male	Bachelor of Business Administration		No Response	
166	Hamza	Juma	Male	Bachelor of Business Computing		No Response	
167	Igooyi	David Batuwa	Male	Bachelor of International Business			
168	Isingoma	Liaban M	Male	Bachelor of International Business			
169	Jjinggo	Brian	Male	BSc. In Marketing			
170	Kalisa	Steven	Male	Bachelor of Business Statistics		No Response	
171	Kalumba	Benon	Male	Bachelor of Business Administration			
172	Kansiime	Moses	Male	BSc. In Marketing			
173	Kashaija	Roland	Male	Bachelor of Procurement & Supply Chain Management			

174	Kawenja	William	Male	Bachelor of Business Computing			
175	Kibirige	Derrick	Male	Bachelor of Procurement & Supply Chain Management			
176	Kizito	Lenon	Male	Bachelor of International Business		No Response	
177	Kyeyune	Joel	Male	Bachelor of Business Administration			
178	Luganda	David	Male	Bachelor of Business Administration			
179	Lutaaya	Loreen Lawrence	Male	Bachelor of International Business			
180	Male	John	Male	Bachelor of Business Administration			
181	Mugume	Ivan	Male	Bachelor of Business Computing			
182	Mukasa	Saidi	Male	Bachelor of Business Computing			
183	Mulindwa	Joseph	Male	Bachelor of Business Computing			
184	Mutyaba	Badru	Male	Bachelor of International Business			




No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS- 1ST SURVEY	Skills Acquired During HEST Internship
185	Muwonge	Ibrahim	Male	Bachelor of Logistics & Transport Management		No Response	
186	Nakalegga	Oliver	Male	Bachelor of Office & Information Management			
187	Ntaganira	Mathew	Male	Bachelor of Commerce			
188	Oboire	Enock	Male	Bachelor of Human Resource		No Response	
189	Ojara	Robert J	Male	Bachelor of International Business			
190	Puwata	Deogratias	Male	Bachelor of International Business			
191	Saad	Ahmed	Male	Bachelor of Business Administration			
192	Shaka	William	Male	Bachelor of International Business		No Response	
193	Silas	Jonas	Male	Bachelor of Human Resource		No Response	
194	Singoma	Brian	Male	BSc. In Marketing		No Response	
195	Ssemirembe	Timothy	Male	BSc. In Accounting			
196	Suudi	Abdulazizi	Male	BSc. In Accounting			
197	Tayebwa	Edmund	Male	Bachelor of Business Administration			
198	Tugume	Hillary	Male	Bachelor of Procurement & Supply Chain Management			
199	Turihohabwe	Naibi	Male	BSc. In Marketing			
200	Yiga	Frank	Male	Bachelor of Business Administration			
201	Buliza	Shivan	Female	Bachelor of Commerce	<a href="#">Nile Natural Fruit pdts Ltd</a>	<a href="#">Not Willing</a>	
202	Kirunda	Perez	Male	BSc. In Marketing		<a href="#">Not Willing</a>	
203	Rashid	Muhamad	Male	BSc. In Marketing	Konte Designers	Working	
204	Nakayondo	Violet Veronica	Female	Bachelor of Arts In Economics		Working	
205	Kaawaase	Mahad	Male	Bachelor of Business Computing			

<b>206</b>	Otingwinyu	philemon	Male	Bachelor of Business Administration			
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No	SURNAME	FIRST NAME	GENDER	COURSE	COMPANY	STATUS- 1ST SURVEY	Skills Acquired During HEST Internship
<b>207</b>	Mwesigwa	Emmanuel	Male	Bachelor of Procurement & Supply Chain Management			
<b>208</b>	Etria	William	Male	Bachelor of Business Administration			
<b>209</b>	Avako	Molly	Female	Bachelor of Business Administration			
<b>210</b>	Alamin	Hassan	Male	Bachelor of Procurement & Supply Chain Management			
<b>211</b>	Adroyo	Gilbert	Male	Bachelor of Business Administration			
<b>212</b>	Badaru	Davis	Male	Bachelor of Business Administration			
<b>213</b>	Lopudo	Moses	Male	Bachelor of Business Administration			
<b>214</b>	Okello	Joseph	Male	Bachelor of Procurement & Supply Chain Management			
<b>215</b>	Oguzu	Lillian	Female	Bachelor of Procurement & Supply Chain Management			

## Annex 5: Copy of the student's report



## HIGHER EDUCATION SCIENCE AND TECHNOLOGY

### Internship Logbook



Student Name: NANTALE RACHEAL

Month: SEPTEMBER 2016

Target	Achievements	Challenges	Lessons Learnt
Prompt and accurate filing. Speedy retrieval and tracking of documents. Minimal errors/mistakes in document filing.	Obtained experience in filing. Acquired skills of locating the document needed. Errors and mistakes when filing were minimized.	Difficult in locating files when doing the assignment for the first time. At first, it was hard to locate the respective file where the documents were meant to be filed.	Learnt that when the file are properly arranged, it makes it easy to locate it.
Clean premises. Clean utensils. Number of complaints.	Ensured that the working premises are ever clean.	Sometimes getting the persons meant to clean the respective places was hard.	Learnt that when people are allocated to different places where they are meant to work, they get determined and willing to work because they know that incase the place is dirty they will be called upon.
Number of persons advised. Reduced complaints.	The complaints made by the employees are reduced.	Sometimes employees could ask questions on matters where I was not yet exposed to.	Learnt practices and procedures in place used to advise employees.
Update correct records (accuracy of records).	Made proper updates of the records.	Hardships in reconciling some invoices.	Learnt that when you have service providers you should make sure that your records reconcile.

## Annex 6: Copy of the offer letter



### UGANDA MANUFACTURERS ASSOCIATION

Lugogo Show Grounds, P. O. Box 6966 Kampala, Tel : +256 414 221 034, +256 414 287 615, +256 312 278 823  
Fax: +256 414 220 285 E-mail [administration@uma.or.ug](mailto:administration@uma.or.ug) Website: [www.uma.or.ug](http://www.uma.or.ug)

Our Ref:

Your Ref:

Dear .....

#### **RE: OFFER TO PARTICIPATE IN UMA - HEST INTERNSHIP PROJECT**

We are delighted to inform you in writing that you have been given an offer to participate in the UMA-HEST Internship Project. Having been selected by your institution to benefit from the Project and having attended a two days training at UMA, you shall be posted to ..... as your host company. Your internship will run from .....until ..... provided that the terms and conditions for your placement are fulfilled as follows:

#### **Your Obligations:**

1. You will uphold the Intern Code of Conduct, out- lined herein.
  - a) Adhere to the rules and regulations of the company where you are placed. This includes all health and safety regulations.
  - b) Undertake and complete three months internship placement with the company.
  - c) Act professionally at all times, upholding the good name and integrity of the UMA - HEST Internship Project and the company where you are placed.
  - d) Maintain in confidence any information learnt about the activities and/or operations of the company and UMA -HEST Project during your placement.
  - e) Not, except as permitted by your Workplace Supervisor, carry out or be engaged in private business or practice that negatively affects your internship duties.

#### **2. Hours of Work:**

You will conform to the hours of work as stipulated by the company where you are placed i.e. 8:00am – 4:30pm with one hour for lunch. You may, from time to time, be required to work reasonable additional hours for which time off in lieu can be taken if approved by your Workplace Supervisor. You will be required to always sign the daily attendance register i.e. time of arrival and time of departure.

#### **3. Stipend:**

UMA – HEST Project will pay you a total stipend amounting to UGX 700,000/= net (seven hundred thousand shillings only).The Project will only deposit stipends to your Bank Account upon receiving at least 4 (four) weekly, quality, timely targets per month. Reports should be **approved and signed** by your Work Place Based Supervisor.

UMA Regional Office: JINJA: 47/49 Main Street, Jinja. E-mail: [umaregionaloffice@gmail.com](mailto:umaregionaloffice@gmail.com)

## Continuation

The installments shall be as follows:

Date	Item	Amount
30 <sup>th</sup> Month 1	<b><i>Insurance premium to be deducted</i></b>	36,000/=
30 <sup>th</sup> Month 1	1 <sup>st</sup> Financial Disbursement	180,000/=
30 <sup>th</sup> Month 2	2 <sup>nd</sup> Financial Disbursement	170,000/=
30 <sup>th</sup> Month 3	3 <sup>rd</sup> Financial Disbursement	160,000/=
30 <sup>th</sup> Month 4	4 <sup>th</sup> Financial Disbursement	154,000/=
	<b>Total</b>	<b>700,000/=</b>

Payment of any installment of the stipend will depend on the recommendation of your Workplace Supervisor, OR any other officer assigned that duty by the Host Company and approval by the UMA Internship Placement Officer or any other accredited official.

#### 4. Reporting:

You will be reporting to the Workplace Supervisor who will be identified by the company. You will be required to provide quality and timely reports as per instructions of the reporting template found on the UMA Portal [hest.uma.or.ug](http://hest.uma.or.ug)

#### 5. Supervision:

The role of the Workplace Supervisor will be to provide ongoing feedback and leading performance reviews. He /she will work in the same department/section with you or be otherwise closely connected to your activities, as well as overseeing your day-to-day tasks. The feedback will be shared with all the stake holders of the UMA – HEST project.

#### 6. Insurance:

Since Insurance was not catered for in the approved budget UMA-HEST project has identified an insurance service provider after consulting the funders. Signing this offer letter will give UMA-HEST Project lieu way to incorporate you in the insurance policy which will be provided to you outlining your coverage.

Please note that this offer does not constitute a contract of employment with UMA –HEST Project but is an offer to participate in our Internship Project. UMA - HEST Project will not provide any benefits or entitlements other than those outlined in this offer.

If you accept the above terms, sign the copy of this letter and return it to the undersigned before .....2017.

Yours sincerely

**Uganda Manufacturers Association**

  
Sebaggala M. Kigozi  
Executive Director

I ..... accept the appointment under the given terms and conditions of service.

Signed ..... Date: .....

Cc: Employer (Host Company)



## Annex 7: Copy of the Introduction letter



### UGANDA MANUFACTURERS ASSOCIATION

Lugogo Show Grounds, P. O. Box 6966 Kampala, Tel : +256 414 221 034, +256 414 287 615, +256 312 278 823  
Fax: +256 414 220 285 E-mail [administration@uma.or.ug](mailto:administration@uma.or.ug) Website: [www.uma.or.ug](http://www.uma.or.ug)

Our Ref:

Your Ref:

.....  
.....  
.....

Dear .....,

#### RE: INTRODUCTION OF THIS INTERN TO YOUR COMPANY

We thank you for accepting us to work with you in the UMA-HEST Internship Project. This is to introduce to you ..... a student of UMA HEST Internship Registration number .....

UMA –HEST Project will support the intern with an amount of 700,000/= (seven hundred thousand shillings only) as stipend for three months in your organization. The stipends will be payable in installments upon your signature of work done at your institution.

The intern will be attached to a Workplace Supervisor who will be identified by your institution. The Workplace Supervisor will monitor the learning process and give feedback to UMA-HEST Project through an approved report template on the UMA portal ([hest.uma.or.ug](http://hest.uma.or.ug))

Attached herewith are copies of a signed commitment letter for the student and a Work Plan indicating the schedule for disbursement of stipends. At least 4 weekly targets for the first month should be sent to the UMA-HEST web portal by the 15th January 2016 and thereafter monthly reports sent to same by the 30th date of the respective month of internship.

Yours Sincerely,

Uganda Manufacturers Association

  
Sebaggala M. Kigozi  
Executive Director

Cc: Student

Annex 8: Copy of the reporting template



HIGHER EDUCATION SCIENCE AND TECHNOLOGY  
Internship Logbook

Student Name:

Month:

Target	Achievements	Challenges	Lessons Learnt

Supervisors Comment:.....

Signature:.....