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## List of Acronyms

UMA	Uganda Manufacturers Association
HEST	Higher Education Science and Technology Project
AfDB	African Development Bank
MUK	Makerere University Kampala
MUBS	Makerere University Business School
MUST	Mbarara University of Science and Technology
UMI	Uganda Management Institute
S&T	Science and Technology
BIs	Benefiting Institutions
KYU	Kyambogo University
MU	Muni University
BUS	Busitema University
GU	Gulu University
LUC	Lira University College
MoESTS	Ministry of Education Science Technology and Sport
GoU	Government of Uganda



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## Executive Summary

Uganda Manufacturers Association (UMA) in partnership with the Ministry of Education Science Technology and Sports (MoESTS) with support from the African Development Bank (AfDB) is running an internship program under the Higher Education Science and Technology (HEST) Project. The Project mostly focuses on Science and Technology interns.

The main goal of the project is to **improve skills of 2000** interns from eight Benefiting Institutions (BIs) namely: Kyambogo University (KYU), Busitema University (BUS), Makerere University (MUK), Gulu University (GU), 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 interns to be placed in the respective companies should be offering Science & Technology Courses while ten percent (10%) should be Arts interns. The project is providing skills to interns required by employers in Uganda to enhance their opportunities of employment in the future. While implementing the project activities, the following objectives must be met;

- To increase the Capacity of UMA to Manage Internship Programs
- To promote the HEST Project among UMA members and other Private Sector Companies.
- To improve Skills of Science and Technology Interns from the 8 Benefiting Institutions (BIs)
- To reduce the Cost on Expatriate Labour of Industries.

UMA requested for 600 students from the 7 BIs excluding MUNI University which did not have students to be trained in 2015. However, due to the increasing employer demand for interns in specified fields of study, an additional 320 students were asked for from the BIs.

## 1. Introduction

This report gives details of training for 920 interns and evaluation for 566 volunteering respondents who opted to evaluate the training activities. For the pilot study (April to July 2015), training was done for three days (18<sup>th</sup> to 20<sup>th</sup> March 2015) well as for the main cohort of 2015, training was done on average for 2 days (16<sup>th</sup> to 17<sup>th</sup> and 18<sup>th</sup> to 19<sup>th</sup> June 2015).

### 1.1 Background

The Government of Uganda (GoU) has in the recent past recognized that one of the prevailing problems of the Uganda's economy is the high youth Unemployment. It was further noticed that the main reasons for this (especially among the educated youth), was the increasing gap between the theories taught at the higher institutions of learning and the skills needed in the industrial and service sector.

Uganda Manufacturers Association (UMA) in partnership with GoU through the Ministry of Education Science Technology and Sports (MoESTS) is running an internship project for four years (2015 to 2018) funded by African Development Bank (AfDB) specifically targeting seven (7) Government Universities and two (2) Degree awarding Institutions.

The main objective of the project is to **improve skills of 2000** by increasing the Capacity of UMA to Manage Internship Programs, promoting the HEST Project among UMA members and other Private Sector Companies, reducing the Cost on Expatriate Labour of Industries.

Before interns were placed in companies, they attended an Induction Training for two to three days at UMA in Workplace Based Skills as a way of introducing them to the project. Some of the topics taught in the induction training included Entrepreneurship, Occupational Health and Safety (OHS), and Personal Development among others. The methodology of the training was direct and interactive.

## 1.2 Specific objectives of the Induction Training

By the end of the training participants should be able to:

- ✓ Build confidence by improving on their Communication Skills.
- ✓ Improve their Interpersonal Relationships and enhance Team work.
- ✓ Increase their potential by marketing themselves better.
- ✓ Manage their time more consciously by avoiding time wasters.
- ✓ Appreciate the key principles of Occupational Health and Safety.
- ✓ Develop key preventative skills on how to avoid HIV/AIDS at the Work Place.
- ✓ Recognize different ways of becoming Entrepreneurs to create their own jobs.
- ✓ Generate report writing skills by coming up with timely and accurate reports.
- ✓ Identify proper steps when handling Grievance and create a Positive Attitude towards Work.

## 1.3 Interns' Expectations from the Training

Interns were requested to share their expectations of the training with the facilitators. These were mainly intended to concentrate on particular areas of interest for the interns and below are some of their expectations;

- Acquire modern management skills.
- Appreciate importance of communication skills.
- Expand knowledge on how to interact with fellow workers.
- Solve challenges and dilemmas at the work place.
- Understand how to effectively plan for work.
- Develop skills on how to be effective employees.
- Acquire productivity improvement skills.



## 2 Programs and Course Content

Table 1: Program and Course Content for the Pilot study from 18th to 20th March 2015

Time	Day 1	Day 2	Day 3
8:30am	Arrival and Registration	Review for day 1	Review for day 2
9:00am	Course Objectives and Introduction to Internship	Interpersonal Relations and Attitude Change	Introduction to Entrepreneurship
9:30am	Personal Development	Grievance Handling and Team Work	Introduction to Entrepreneurship
10:30am	<b>BREAK TEA</b>	<b>BREAK TEA</b>	<b>BREAK TEA</b>
10:45am	Communication Skills	Occupational Health and Safety	Introduction to Entrepreneurship
11:45am	Communication Skills	Occupational Health and Safety	The use of the UMA web portal
1:00pm	<b>LUNCH</b>	<b>LUNCH</b>	<b>LUNCH</b>
2:00pm	Time Management	HIV/AIDS at the Work Place	Reporting Skills acquisition progress
3:00pm			UMA HEST Project Road Map
4:30	<b>CLOSURE</b>	<b>CLOSURE</b>	<b>EVALUATION AND CLOSURE</b>

**Table 2: Program for the Induction Training for the Main Cohort 16th Tuesday – 19th Friday June 2015**

<b>Time</b>	<b>Day 1</b>	<b>Day 2</b>
8:30am-9:00am	Arrival and Registration	Review of Day 1
9:00am-9:30am	Course Objectives and Introduction to Internship	Introduction to Entrepreneurship
9:30am-10:30am	Personal Development	Introduction to Entrepreneurship
10:30am-10:45am	BREAK TEA	BREAK TEA
10:45am-11:45am	Communication Skills	Occupational Health and Safety
11:45am-1:00pm	Time Management	Use of the UMA Web Portal
1:00pm-2:00pm	LUNCH	LUNCH
2:00pm- 4:30pm	Interpersonal Relations and Attitude Change	Reporting Skills Acquisition Progress UMA HEST Project Road Map
4:30pm	Closure	Evaluation and Closure

## 2.1 Venue and Duration

The induction training for the Pilot study was held at UMA Conference Hall from 18<sup>th</sup> to 20<sup>th</sup> March 2015. From 16<sup>th</sup> to 17<sup>th</sup> and 18<sup>th</sup> to 19<sup>th</sup> June 2015, the induction training for the Main Cohort interns was held at both the UMA Conference Hall and Multi-Purpose Hall. However, some students who joined the project later due to increased employer demand were trained in small batches at UMA Conference Hall.

## 2.2 Training Methodology

Facilitators used direct, participatory and interactive approaches that emphasized participants' involvement through sharing of experiences. The trainings also included short presentations, group discussions, question and answer sessions, video shows, plenary presentations, case studies with group work featuring prominently.



*Figure 1: A female intern from Makerere University seeking clarification during induction at UMA Conference Hall in June 2015. Right; A student giving a presentation on behalf of the group discussion during training at UMA Conference Hall*

## 2.3 Training Aids

The training aids employed during the trainings included flip charts, videos, PowerPoint presentations and handouts.

## 3 Facilitators

The trainings were conducted by two Consultants and four UMA staff namely Kabanda Martin (Consultant in Management & Entrepreneurship and a Lecturer at UCU), Hassan Bashir (Consultant in Personal Development, Communication Skills and Management and a Lecturer at MUBS), together with UMA HEST Project staff namely, Kyalimpa Joseph (Training Manager), Ssenyondwa Allan, (Internship Placement Officer), Kiyuba Sulaiman Nkuutu (Internship Training Officer) and Sanya Ivan (IT Officer). The students were also addressed by Oketcho Michael (Policy Manager) and Sebaggala M. Kigozi (Executive Director of UMA) and Dr. Ngobi Robert from AfDB.



*Figure 2: Dr. Robert Ngobi of AfDB addressing the interns at the Multipurpose Hall during the training in June 2015*



*Figure 3: Sebaggala M. Kigozi (ED UMA) addressing students; sitting are, L-R; Allan Ssenyondwa (IPO), Ssonko Jackson (SWICO- HEST Insurance provider), Oketcho Michael (UMA Policy Manager), Kiyuba Sulaiman Nkuutu (ITO)*

### 3.1 Attendance

The overall attendance for the Pilot study and Main cohort 2015 was 920 participants. The table below clarifies the number of interns who attended both trainings from the 7 BIs.

**Table 3: Overall Student Attendance per Benefitting Institution (BI)**

PILOT STUDY			MAIN COHORT	
S/no.	Name of BI	Number of Interns	Name of BI	Number of Interns
1.	MUBS	38	MUBS	103
2.	UMI	19	UMI	-
3.	-	-	MUK	292
4.	-	-	KYU	308
5.	-	-	BUS	40
6.	-	-	GU	31
7	-	-	GU/LUC	50
8	-	-	MUST	39
		<b>57</b>		<b>863</b>

## 4 Methodology and Description of Variables

### 4.1 Methodology and Variables

On the last day of the training, questionnaires were issued out to participants and response to these questionnaires was on voluntary basis. The training was vital because it equipped Interns with work based skills like communication skills, safety measures at the work place, positive attitude towards, team work, Personal Development, among others. After the training it was significant to find out whether the training was beneficial to the participants by getting their feedback using six variables as shown below.

**Table 4: Description of Variables in the Evaluation Form**

DESCRIPTOR	DESCRIPTION
1. Length of training time was sufficient	Based on the number of days held for the training, participants had to express if the time allocated for the training was enough.
2. Questions were encouraged	During and at the end of presentations questions were asked to find out if participants understood what they had learnt.
3. Training met my expectations	The training was expected to fulfill participant's expectations.
4. I will be able to apply the knowledge learned	The skills acquired helped participants perform better at the work place. Thus the aim was to know if they would apply these skills at the work place.
5. Class participation and interaction were encouraged	Participants were given a chance to engage in sharing information during the training.
6. The presenters and/or presentations were effective	The project wanted to know if presenters applied training methods which personally passed on skills to participants.

## 4.2 Descriptors and scale used

In this analysis a Linkert scale was used to evaluate the replies of the respondents. Responses were important in the evaluation since the tool was developed to find out emotions of individuals that made their judgment based on independent decisions. Below is a narrative of the Descriptors used.

**Table 5: Description of Responses in the Evaluation Tool**

DESCRIPTOR	DESCRIPTION
<b>1. Strongly Agree</b>	Fully expressed consent
<b>2. Agree</b>	Was in Favor of the same opinions or views
<b>3. Not Sure</b>	Favored neither the supporting nor opposed the view point
<b>4. Disagree</b>	Did not conform or correspond/harmonize
<b>5. Strongly Disagree</b>	Was in Favor of a different opinion or expressed disapproval

## 5 Evaluation of Trainings

### 5.1 The Pilot Training

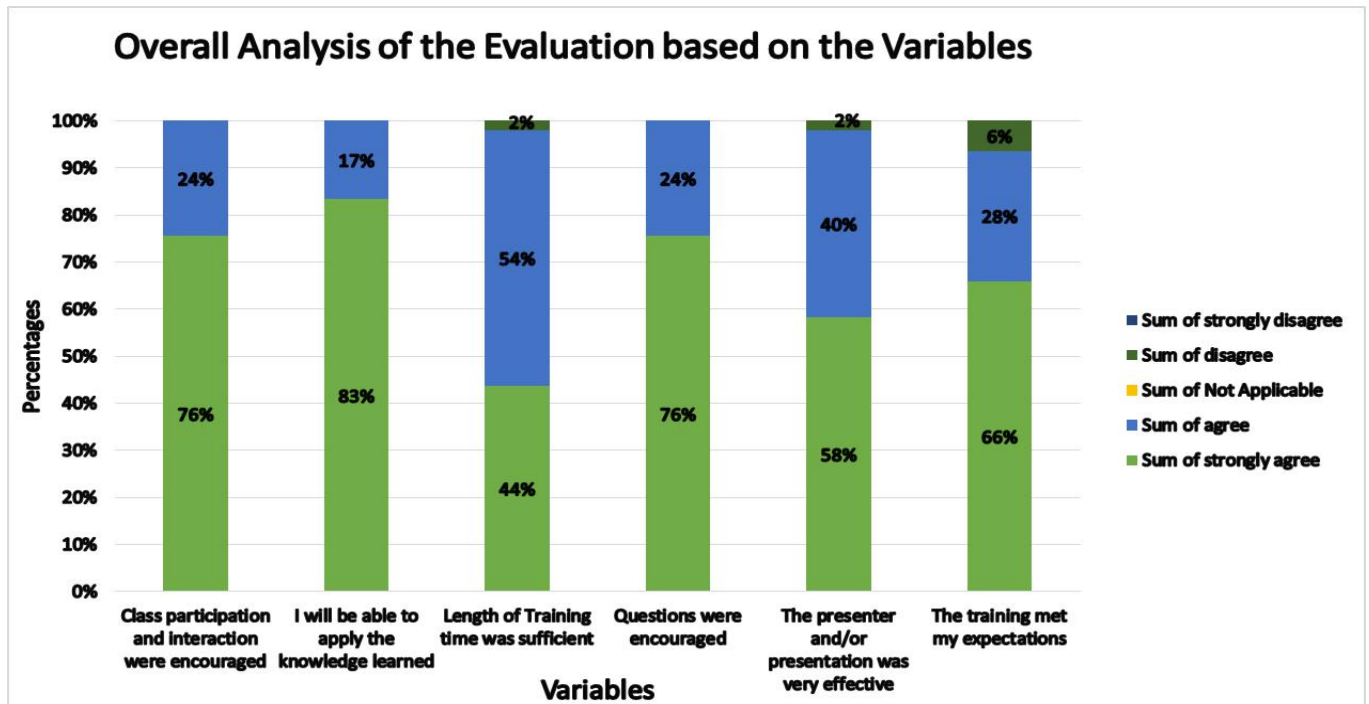


*Figure 4: Left; Kiyuba Sulaiman Nkuutu (ITO) training students in interpersonal relations in June 2016, Right; Left standing training students in Team work during Induction in April 2015, UMA Conference Hall.*



Of the 50 students, 49 participants answered the questionnaires. Below is a graphical illustration of how the respondents replied the questionnaires.

Figure 5: Evaluation of the Pilot Study Training



### 5.1.1 Individual Evaluation of the Pilot Study Training Responses and Variables

Table 6: Quantitative Assessment Matrix of the Evaluation for the Pilot study

VARIABLES/RESPONSES	TOTAL RESPONSES PER VARIABLE = 49					
	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	NO RESPONSE
LENGTH OF TRAINING TIME WAS SUFFICIENT	21	26	0	1	0	1
% COMPOSITION	42.86%	53.06%	0.00%	2.04%	0.00%	2.04%
QUESTIONS WERE ENCOURAGED	37	12	0	0	0	0
% COMPOSITION	75.51%	24.49%	0.00%	0.00%	0.00%	0.00%
TRAINING MET MY EXPECTATIONS	31	13	0	3	0	2
% COMPOSITION	63.27%	26.53%	0.00%	6.12%	0.00%	4.08%
I WILL BE ABLE TO APPLY THE KNOWLEDGE LEARNED	40	8	0	0	0	1
% COMPOSITION	81.63%	16.33%	0.00%	0.00%	0.00%	2.04%



CLASS PARTICIPATION AND INTERACTION WERE ENCOURAGED	37	12	0	0	0	0
% COMPOSITION	75.51%	24.49%	0.00%	0.00%	0.00%	0.00%
THE PRESENTERS AND/OR PRESENTATIONS WERE VERY EFFECTIVE	28	19	0	1	0	1
% COMPOSITION	57.14%	38.78%	0.00%	2.04%	0.00%	2.04%
TOTAL RESPONSES (ALL VARIABLES)	194	90	0	5	0	5
OVERALL % COMPOSITION	65.99%	30.61%	0.00%	1.70%	0.00%	1.70%

## Interpretation of the Pilot Study

The training was assessed using a Likert scale to rate the activity as per the variables from the responses namely; Class participation and interaction were encouraged, I will be able to apply the knowledge learned, Length of Training time was sufficient, Questions were encouraged, The Presenter/presentation was very effective and the Training met my expectations respectively.

I will be able to apply the knowledge learned was the most strongly agreed variable with 40 respondents (81.63 percent) of the entire respondents (49) who selected this variable were in strong favour. This was followed by the variables Questions were encouraged and Class participation & interaction were encouraged with 75.51 percent (37 respondents of the 49) responded in strong favour. The least strongly agreed on variables were Length of Training time was sufficient with (21 respondents) 42.86% and the Presenter/presentation was very effective had (28 respondents) with 57.14% respectively.

The length of Training time was sufficient was the most agreed on variable with 53.06 percent (26 respondents) of the entire respondents followed by the Presenter/presentation was very effective (38.78%, 19 respondents). And I will be able to apply the knowledge learned was the least agreed upon variable with only 8 respondents (16.33%) who selected the variable out of the 49 respondents.

Three (3) respondents were recorded as the highest number of respondents (6.12%) who disagreed that Training met their expectations and the least respondents who disagreed that the training met their expectation was 1 respondent (2.04%) for the Length of training time was sufficient and the Presenter/presentation was very effective.

According to the evaluation no respondent strongly disagreed with the variables that were used to assess the training and no respondent was not sure of the response to select. 5 (10.20 percent) respondents selected no response as shown above in the table.

## 5.1.2 Overall evaluation analysis of the pilot project

**Table 7: Overall rating of Pilot Study Training**

RESPONSE LEVEL	Excellent	Very good	Good	Average	poor	very poor	No Response	Total
RESPONDENTS	18	22	5	0	0	0	4	49
% COMPOSITION	36.73%	44.90%	10.20%	0.00%	0.00%	0.00%	8.16%	100.00%

As shown in the table above, majority of the respondents (22 respondents, 44.90%) rated the training as Very Good followed by 18 respondents (36.73%) who rated the training as Excellent.

The least number of respondents was 5 (10.20%) who rated the training as Good. No respondent rated the training as Average, Poor and Very Poor.

## 5.2 The Main Cohort 2015 Training



**Figure 6: Left; Allan Ssenyondwa introducing interns to the UMA-HEST Road Map and Right; Kabanda Martin training interns in Entrepreneurship skills at the Multipurpose Hall in June 2015**

Evaluation of the induction trainings was optional and carried out on the last day of the trainings for a cross section of participants. 517 respondents from the Main Cohort 2015 filled and handed in the evaluation forms from which an assessment was made. The matrix table below represents a quantitative analysis of the training based on the responses per variable, and the figures represent the participant's number and percentage per response that were in favour or not in favour for the variable.

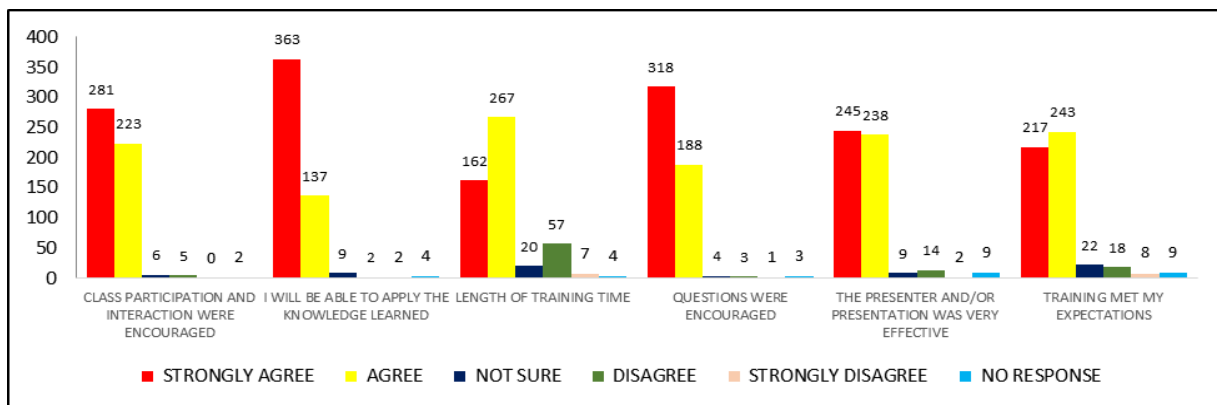
### 5.2.1 Graphical Analysis and Interpretation of the Evaluation

**Table 8: Quantitative Assessment Matrix of the Evaluation for the Main Cohort**

VARIABLES/RESPONSES	TOTAL RESPONSES PER VARIABLE = 517					
	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	NO RESPONSE
LENGTH OF TRAINING TIME WAS SUFFICIENT	162	267	20	57	7	4
% COMPOSITION	31%	52%	4%	11%	1%	1%
QUESTIONS WERE ENCOURAGED	318	188	4	3	1	3
% COMPOSITION	62%	36%	1%	1%	0%	1%
TRAINING MET MY EXPECTATIONS	217	243	22	18	8	9
% COMPOSITION	42%	47%	4%	3%	2%	2%
I WILL BE ABLE TO APPLY THE KNOWLEDGE LEARNED	363	137	9	2	2	4
% COMPOSITION	70%	26%	2%	0%	0%	1%
CLASS PARTICIPATION AND INTERACTION WERE ENCOURAGED	281	223	6	5	0	2
% COMPOSITION	54%	43%	1%	1%	0%	0%
THE PRESENTERS AND/OR PRESENTATIONS WERE VERY EFFECTIVE	245	238	9	14	2	9
% COMPOSITION	47%	46%	2%	3%	0%	2%
<b>TOTAL RESPONSES (ALL VARIABLES)</b>	<b>1586</b>	<b>1296</b>	<b>70</b>	<b>99</b>	<b>20</b>	<b>31</b>
<b>OVERALL % COMPOSITION</b>	51%	42%	2%	3%	1%	1%
<b>RESPONSE LEVEL</b>	<b>&gt;100(100-400)</b>	<b>&gt;100(100-300)</b>	<b>&lt;30(10-25)</b>	<b>&lt;60(0-60)</b>	<b>&lt;10</b>	<b>&lt;10</b>

The quantitative analysis graphically presented in the figure below, portrays the entire evaluation criteria used and the independent judgements of the respondents. According to the assessment, on average 51% of the respondents strongly agreed and another 42% agreed positively with the variables used in the questionnaire. 2% of the respondents were not sure whether they agreed or disagreed with the variables in the questionnaire. On the other hand, 3% of the respondents disagreed and 1% strongly disagreed with the variables in the questionnaire, well as 1% of the respondents did not respond to some parts of the questionnaire. In general, 93% of the respondents were positive about the trainings, well as only 4% of the respondents were negative about the training. Below is a graphical summary of the above;

**Figure 7: Graphical Presentation of the Quantitative Assessment Matrix**

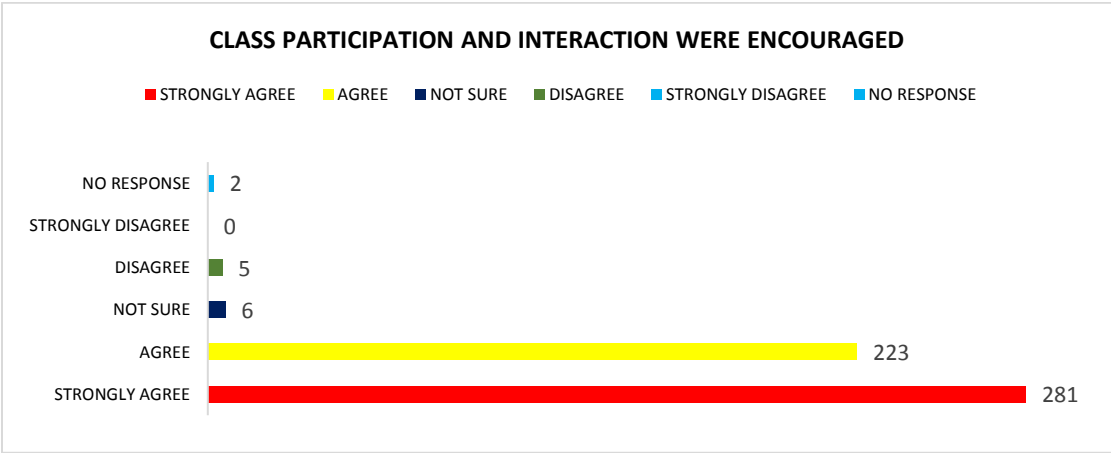


## 5.2.2 Specific analysis of variables

### 5.2.2.1 *Class participation and interaction were encouraged*

Involving participants during training was ensured through joint assignments, ask and answer sessions among others. According to the evaluation, 54% Strongly Agreed, 43% Agreed, 1% were Not Sure and 1% Disagreed.

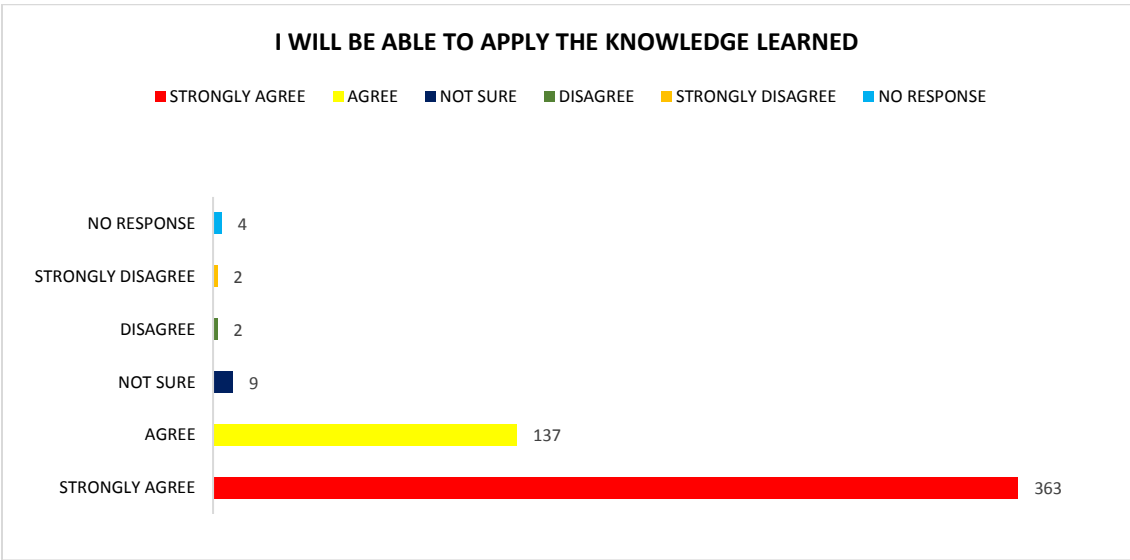
Figure 8: Graphical Presentation of “Class participation and Interaction were encouraged”



5.2.2.2 *I will be able to apply the knowledge learned*

The primary objective of the induction training was to equip participants with work based skills like communication skills among others to aid them at their work place. 70% Strongly Agreed, 26% Agreed, 2% were Not Sure and 1% had no response.

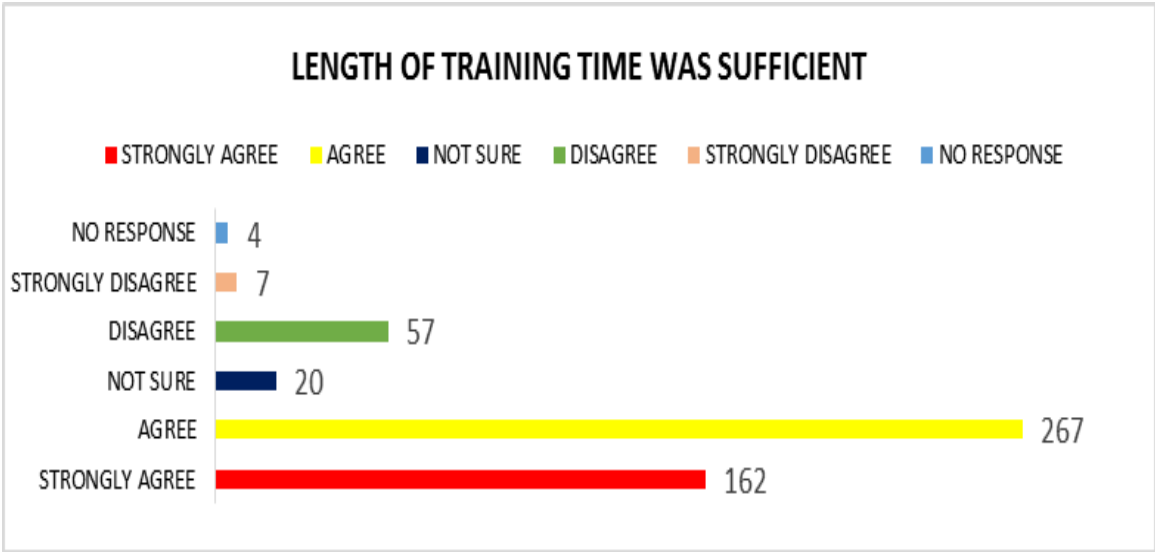
Figure 9: Graphical Presentation of “I will be able to apply the knowledge learned”



5.2.2.3 *Length of training time was sufficient*

It was important for the trainers to allocate enough time for presentations and individual assignments among others. 52% Agreed, 31% Strongly Agreed, 4% Not Sure, 11% Disagreed, 1% strongly Disagreed, and 1% had no response.

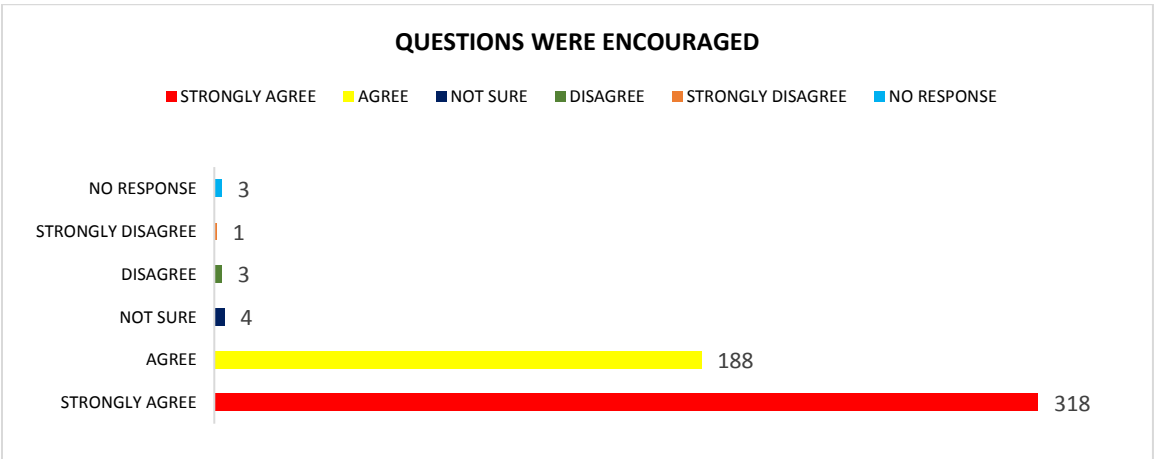
Figure 10: Graphical Presentation of the “Length of Training”



5.2.2.4 Questions were encouraged

Encouraging questions in training was important to ascertain if participants had understood exactly what had been presented. According to the evaluation, 62% Strongly Agreed, 36% Agreed, 1% Not Sure, 1%, disagreed and 1% had no response.

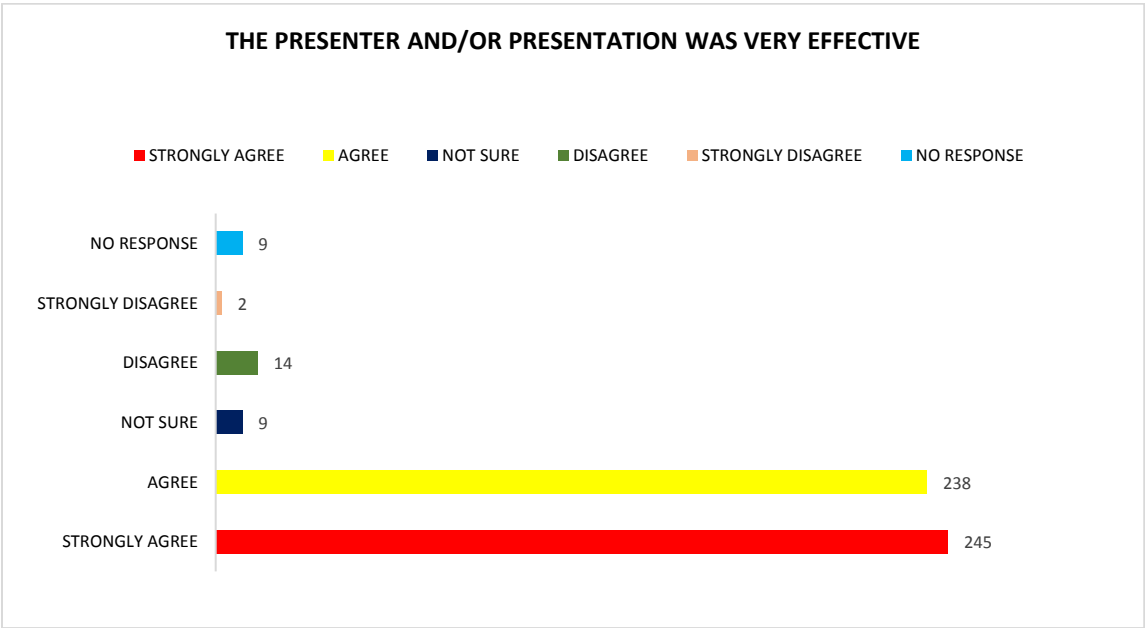
Figure 11: Graphical Presentation of “Questions were encouraged”



5.2.2.5      *The presenter and/or presentation were very effective*

The facilitators ensured that they presented the best information that was relevant to the participants. According to the evaluation, 47% strongly agreed, 46% Agreed, 3% Disagreed, 2% were Not Sure and 2% had no response.

Figure 12: Graphical Presentation of “Presenter and/or Presentation was very effective”



5.2.2.6      *Training met my expectations*

During the training, question and answer sessions were encouraged since most of the participants had varying expectations. According to the evaluation, 47% Agreed, 42% strongly agreed, 4% were Not Sure, 3% Disagreed, 2% Strongly Disagreed and 2% had no responses.

**Figure 13: Graphical Presentation of “Training met my expectations”**

### 5.2.3 Overall Rating of the Training Main Cohort Training

The training was also assessed qualitatively in order to rate all aspects from time management to the knowledge provided among others. This was based on independent decisions made by participants and given seven different options to choose from.

**Table 9: Overall Rating of the Main Cohort training**

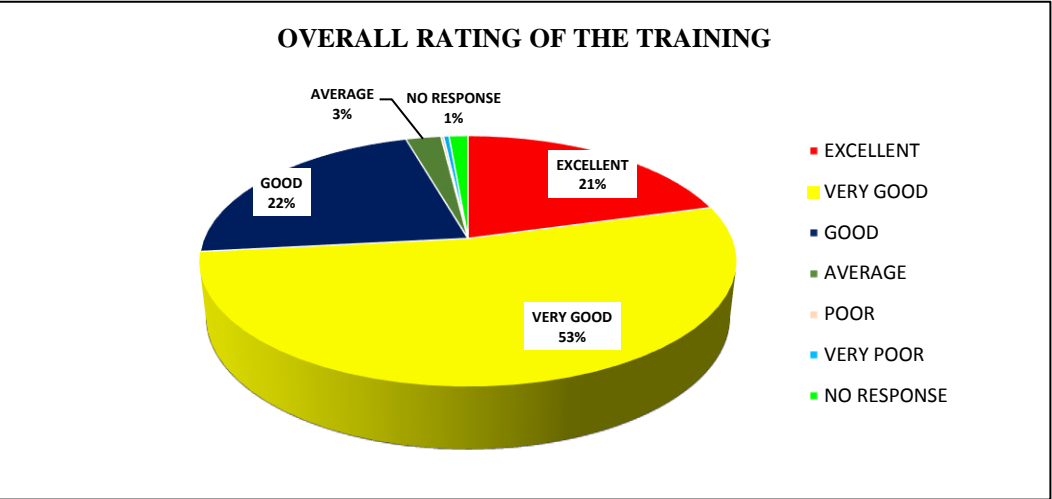
RESPONSE LEVEL	Excellent	Very Good	Good	Average	Poor	Very Poor	No Response	Total
RESPONDENTS	107	272	115	13	1	2	7	517
% COMPOSITION	20.70%	52.61%	22.24%	2.51%	0.19%	0.39%	1.35%	100.00%

The Overall rating of the training was also rated using the aspects shown in the table above.



Participants rated the training as follows; (107 respondents, 20.70%) as Excellent, (272 respondents, 52.61%) as Very Good and (115 respondents, 22.24%) as Good. A small percentage of (13 respondents, 2.51%) and (1 respondent, 0.19%) rated the training as Average and poor respectively.

Figure 14: Pie-chart showing Overall rating of the Training



## 6 Challenges and Mitigations

CHALLENGES	MITIGATION
<b>1. UMA-HEST Project requested for 600 however over 700 turned up. A big number of interns was not easy to handle at once.</b>	The UMA- HEST Team is proposing to train interns from their respective BIs on different dates so that we reduce on overcrowding.
<b>2. Time management by interns, as some of them came late during the training.</b>	Interns were advised on day one of the training to value time as a major factor.
<b>3. Some interns did not submit in their Nomination forms to UMA in Time.</b>	To liaise with BI coordinators early so as to ensure that interns nomination forms are submitted in time.
<b>4. Interns not showing up for the induction training.</b>	Interns who did not attend the induction training were replaced by training other interns separately.
<b>5. Some of the upcountry interns asked for accommodation and transport refund which was not budgeted for.</b>	To train interns from their respective BIs so that they reduce on their costs for upkeep.

## 7 Conclusion

According to the assessment the Induction training was successful because the targeted number of 600 participants was exceeded to 920. The evaluations for the Pilot study also indicate that Interns acquired work based skills and knowledge like communication skills, Entrepreneurship, skills Occupational Health and Safety at the work place, Positive Attitude towards work, Personal Development, Team work, Interpersonal Relations, Problem solving skills, among others.

Due to the overcrowding and logistical challenges such as transport and accommodation for upcountry students, UMA-HEST Team is recommending as a way forward to train the various students at their respective BIs.

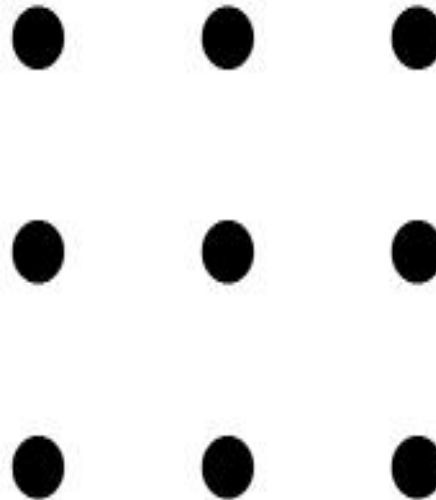
We wish to thank the Government of Uganda (GoU), AfDB, Interns, Employers, Stake holders and in a special way all the University Coordinators from the Benefiting Institutions for your valuable support in implementing this Project.

## List of Appendices

### Annex 1 Copy of Individual Assignment Issued During the Training

# Creative Problem Solving

- The nine dots shown are arranged in equally spaced rows and columns. Connect all nine points with four straight lines without lifting the pencil from the paper and without retracing any line.



**Individual Exercise (3 minutes)**

## Annex 2: Copy of Evaluation form



## UMA- HEST EVALUATION FORM

Name of the training

UMA - HEST INDUCTION TRAINING

Date:

17<sup>th</sup> / 06 / 2015

Facilitator's name

HASSAN BASHIR

Please tick appropriately in the boxes provided below

Criteria	Strongly Agree 5	Agree 4	Not Sure 3	Disagree 2	Strongly Disagree 1
1. Length of training time was sufficient	<input checked="" type="checkbox"/>				
2. Questions were encouraged	<input checked="" type="checkbox"/>				
3. The training met my expectations	<input checked="" type="checkbox"/>				
4. I will be able to apply the knowledge learned	<input checked="" type="checkbox"/>				
5. Class participation and interaction were encouraged		<input checked="" type="checkbox"/>			
6. The presenter and/or presentation was very effective	<input checked="" type="checkbox"/>				

Overall rating of the training

NO.	Excellent	Very good	Good	Average	Poor	Very poor
7	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- What aspects of the training could be improved? - Finalists can also be sponsored to start their own businesses for KABAYDA.
- Other comments if any (e.g. facilitation team)? Loved the training esp for KABAYDA.
- Suggest any other training programmes you would like to have. ENTREPRENEURSHIP TRAININGS BY KABAYDA

## Annex 3: Copy of Nomination form



Form (To be filled by the Institution's HEST Project Internship Coordinator)

MAKERERE UNIVERSITY				
Name of Student	LANGI SANDRA			
Faculty	COLLEGE OF NATURAL SCIENCE			
Course	BSc. FISHERIES AND AQUACULTURE			
Mobile Contacts	0757 703128			
Email	sandra.langii@gmail.com			
Skills to be offered	QUALITY ASSURANCE			
Academic Year ( tick )	1	2	3 <input checked="" type="checkbox"/>	4
Faculty/Department	PDD			
Office Tel and Mobile Contacts of Institution's HEST Project Internship Coordinator				
Name	Dr. Florence Nakayunga			
Email	pdd@pdd.mak.ac.ug			
Tel	0414 512470			
Signature				
Stamp				

NB. Please fill this Nomination form and send it by Friday 10<sup>th</sup> June 2015.

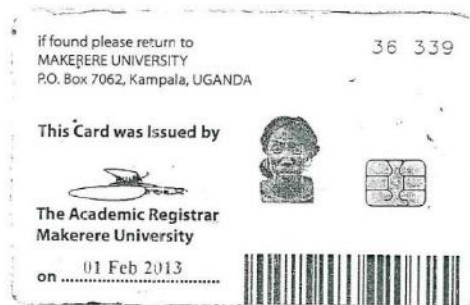
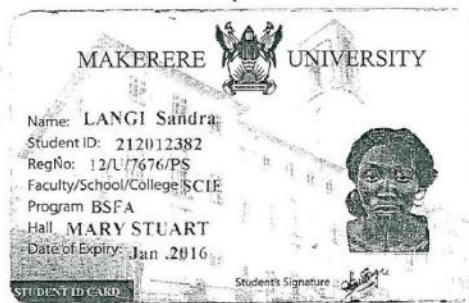
For more information contact: SULA K. NKUUTU (Internship Training Officer) on Tel 0782 302591/0759 798543 email: [kiyuba2001@yahoo.com](mailto:kiyuba2001@yahoo.com), ALLAN SSENYONDWA (Internship Placement Officer) on Tel 0704 358654 email: [allansse@yahoo.com](mailto:allansse@yahoo.com), KYALIMPA JOSEPH (UMA Training Manager) Tel 0712 181182 email: [kyalimpajoseph@uma.or.ug](mailto:kyalimpajoseph@uma.or.ug)

Yours sincerely,

Sebaggala Kigozi  
 EXECUTIVE DIRECTOR

Annex 4 :Copy of Student's details

BANK DFCU (MARKET STREET)  
A/C No: 01441152131784  
 LANGI SANDRA





## Annex 5: Invitation letter for induction


**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 Website: www.uma.or.ug

Our Ref:

Your Ref:

Dear LAKOT BREUSA

Date: 6<sup>th</sup> March 2015

**Re: Induction Seminar for Internship Students for HEST Project at UMA from 18<sup>th</sup> to 20<sup>th</sup> March 2015**

Uganda Manufacturers Association (UMA) realized that graduates face so many challenges when searching for jobs. The education system is very theoretical and, when students come out of institutions are unable to translate what they learnt into practice. To address the issue, UMA in partnership with the Ministry of Education and Sports with support from African Development Bank is running an internship program aimed at improvement of skills under the **Higher Education Science and Technology (HEST) Project**.

The internship program will provide students with an opportunity to secure practical work experience that employers look for in addition to academic qualifications. The project mainly (90%) focuses on Science and Technology students from Makerere University, Busitema University, Gulu University, Mbarara University of Science and Technology and Muni University. There has been a consideration of 10% for students taking other courses from Uganda Management Institute and Makerere University Business School who may also apply.

Universities will select students to join the program. Before students are placed in industries, they will attend a three – day induction training at UMA in Workplace Based Skills as a way of orienting them to the program. The students shall thereafter be posted to companies for a 2-6 months internship period.

At the company, the students shall be placed under Company Based Technical Supervisors with whom they will agree on a clear skills acquisition program for the stipulated duration. During that period, UMA will work with the companies and universities to ensure that the intern acquires the programmed skills for future practical use.

Having been selected by your institution of Higher learning, we are inviting you to attend a three day induction training at UMA in Workplace Based Skills.

**Specific objectives of the Induction Seminar**

By the end of the workshop participants will be able to:

- ❖ Build confidence by improving on their Communication Skills
- ❖ Improve their Interpersonal Relationships and enhance Team work
- ❖ Increase their potential by marketing them selves better
- ❖ Manage their time more consciously by avoiding time wasters

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



## Invitation letter continued

- ❖ Appreciate the key principles of Occupational Health and Safety
- ❖ Develop key preventative skills on how to avoid HIV/AIDS at the Work Place
- ❖ Recognize different ways of becoming Entrepreneurs to create their own jobs
- ❖ Generate report writing skills by coming up with timely and accurate reports
- ❖ Identify proper steps while handling Grievance and create a Positive Attitude towards Work

### Target participants

The induction seminar has been designed for final year students offering non science subjects from MUBS and UMI who will be recommended by their universities.

### Methodology

A participatory and interactive approach will be emphasized. Participant's involvement through sharing of experiences, short presentations, group discussions, question and answer sessions, plenary presentations, case studies and group work will also feature prominently. Interaction with Company based supervisors will be part of the session.

**Program and Course Content**

Time	Day 1 18 <sup>th</sup> March 2015	Day 2 19 <sup>th</sup> March 2015	Day 3 20 <sup>th</sup> March 2015
8:30am	Arrival and Registration	<b>Review of Day 1</b>	Review for day 2
9:00am	Course Objectives and Introduction to Internship	Interpersonal Relations and Attitude Change	Introduction to entrepreneurship
9:30am	Personal Development	Grievance Handling and Team Work	Introduction to Entrepreneurship
10:30am	<b>BREAK TEA</b>	<b>BREAK TEA</b>	<b>BREAK TEA</b>
10:45am	Communication Skills	Occupational Health and Safety	Introduction to Entrepreneurship
11:45am	Communication Skills	Occupational Health and Safety	<b>The use of the UMA web portal</b>
1:00pm	<b>LUNCH</b>	<b>LUNCH</b>	<b>LUNCH</b>
2:00pm	Time Management	HIV/AIDS at the Work Place	Reporting Skills acquisition progress
3:00pm			UMA HEST Project Road Map
4:30	Closure	Closure	Evaluation and Closure

**Venue:** UMA Conference Hall Lugogo Show Grounds

**Dates:** 18<sup>th</sup> Wednesday, 19<sup>th</sup> Thursday and 20<sup>th</sup> Friday March 2013



## Annex 6: Intern's 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)

## Annex 6: continued

The installments shall be as follows:

Date	Item	Amount
1 <sup>st</sup> March 2016	<i>Insurance premium to be deducted</i>	36,000/=
30 <sup>th</sup> March 2016	1 <sup>st</sup> Financial Disbursement	180,000/=
30 <sup>th</sup> April 2016	2 <sup>nd</sup> Financial Disbursement	170,000/=
30 <sup>th</sup> May 2016	3 <sup>rd</sup> Financial Disbursement	160,000/=
30 <sup>th</sup> June 2016	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 ....., 2016.

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: 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:

The General Manager /HRM

.....  
.....

Dear Sir/Madam,

30<sup>th</sup> November, 2015

#### **RE: INTRODUCTION TO THE COMPANY**

We thank you for accepting us to work with you in the UMA-HEST Internship program. This

is to introduce to you Mr/Mrs./Miss.....

a student of UMA HEST Internship Registration number.....

UMA -HEST program will support the intern with an amount of (seven hundred thousand shillings only) 700,000/= as stipend for three months in your organization. The stipends will be payable in installments depending on your recommendations.

The intern will be attached to a Workplace Supervisor who will be identified by your Company. The Workplace Supervisor will monitor the learning process and give back feedback to UMA-HEST Program 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 setting at least 4 weekly targets and handing in the monthly reports.

Yours Sincerely,

**Uganda Manufacturers Association**

  
Sebaggala M. Kigozi  
Executive Director

Cc: Student



Annex 8: Attendance list for the Pilot Training on 18<sup>th</sup>/03/2015

**PARTICIPANTS LIST FOR UMA – HEST PROJECT STUDENTS INDUCTION WORKSHOP HELD AT THE UMA  
CONFERENCE HALL ON THE 18/03/2015**

S/no.	STUDENT	INSTITUTION	MOBILE TELEPHONE	EMAIL	SIGNATURE
1.	NAMUBU CHARIFAH	UMI	0702743781	Charifanamu@yaho.com	
2.	NALOWAGGA IRENE	UMI	0776432706	inalowaggaa@gmail.com	
3.	ODINDA NAMOTE LYDIA	UMI	0750550602	odinda.lydia@gmail.com	
4.	DENIS ARINETW. K.	UMI	0702160380	denis.kahungu@gmail.com	
5.	REGINA NTERI NJOGU	UMI	0758677705	ntali23@gmail.com	
6.	Mugambe Emmanuel	MUBS	0703009026	mkersia@yahoo.com	
7.	LAKOT BRENDA	MUBS	0777410073	lunzlaenda@gmail.com	
8.	NAMBOOZE EBRINE	MUBS	0701431447	nambozedine@gmail.com	
9.	NABULWA JYVUA	MUBS	0754449871	Sylvienabulwa@gmail.com	
10.	TUSIME LTIDIA	MUBS	0704153314	tusimealtine@gmail.com	
11.	NAMUBIRU HANIFAH	MUBS	0703897278	hanwibinibugipak@gmail.com	
12.	NAKITTO FLORENCE	MUBS	0751034702	nakittof@gmail.com	
13.	KIKUNDA CHRISTINE	MUBS	0703636351	eliottimlove@gmail.com	
14.	NAMUNJITA ZAMIRAH	MUBS	0706389479	Zainamunfets@gmail.com	
15.	APIO MIRIA SARAH	MUBS	0781427128	Sarapiomiria@gmail.com	
16.	KARUMBA TADEO	MUBS	0779549266	Karumba4tads@gmail.com	
17.	NABUTITI VICTORIA	MUBS	0706921902	vnabutiti@gmail.com	
18.	KIBEKITTO GILBERT	MUBS	0703542870	kibekitya@gmail.com	
19.	KAZIBUKI MUSA	MUBS	0773871272	Musa_Kazibukibukwa@gmail.com	
20.	OKERE LAURENCE	MUBS	0777435078	Lauwodekes@gmail.com	
21.	KAKARE UMADU	MUBS	0704108020	Kakare-umad@gmail.com	
22.	MPALIKAMANTA M.	MUBS	0702854254	Mpalikamanupmagia@gmail.com	
23.	SIYOMBA HADJAH	MUBS	0706717626	siyombahad@gmail.com	
24.	CHARLES OPOLOT	UMI	076-411566	opolotc@gmail.com	
25.	ARACH ALINE CONSTANCE	UMI	0775500080	aracheanneconstance@gmail.com	
26.	KOKWENDA JUDITH	UMI	0712803825	kokwenda@gmail.com	
27.	ANGARIA EZRA	UMI	0722195851	angariaezra@gmail.com	
28.	OKELLO DES KARAX RICHARD	UMI	0714752-59014	Karaxrichard@gmail.com	
29.	ATUKWASE DAPHINE	MUBS	0785428987	brianne@daphine@gmail.com	
30.	AYEBARE JOAN	MUBS	0704734860	ayebarejoan@gmail.com	
31.	KIKOSIIMA ROCKIE	MUBS	0701866331	rockie.kikosiima@gmail.com	
32.	MUTESI BASHIR	MUBS	070420545	mutesibashir@gmail.com	
33.	NAKITTO HANIFAH	MUBS	0704211944	HanipaliNakitto@gmail.com	
34.	NAMITALA TINAH	MUBS	0706580558	NamitalaTinah@gmail.com	
35.	NAKATO REBECCA	MUBS	0700233871	beckienakato25@gmail.com	
36.	ZALUWANGO ROTH	MUBS	0782497593	zaluwangoroth@gmail.com	
37.	KIWUSO FRED. M.	UMI	0772720397	fredkiwuso@gmail.com	
38.	NALWOGA JAIDAT	MUBS	0702376045	nalwoga22@gmail.com	
39.	BUSINGIRI ELIZABETH	UMI	0704448203	elizabethbusingiri@gmail.com	
40.	KUKUNDO EMMANUEL	MUBS	0702121184	Yukundoemmanuel4@gmail.com	
41.	MUKASA HAMISI	MUBS	0705294939	mukasa.hamisi@gmail.com	

Annex 8: Attendance list for the Pilot Training on 18<sup>th</sup>/03/2015 continued

**PARTICIPANTS LIST FOR UMA – HEST PROJECT STUDENTS INDUCTION WORKSHOP HELD AT THE UMA  
CONFERENCE HALL ON THE 18/03/2015**

S/no.	STUDENT	INSTITUTION	MOBILE PHONE	EMAIL	SIGNATURE
42.	MUSA Kigeno	UMI	0790790588	musa.kigeno@gmail.com	
43.	KERE PETER	UMI	0772406588	peterwera@yahoo.co.uk	
44.	SAMU MARGARET	UMI	0772607460	Samuamukab@yahoo.co.uk	
45.	Beihinda Vivian	MUBS	0703642098	beibagamba@gmail.com	
46.	DAGIMA ADICK	UMI	0701654870	ngimbospat@yahoo.co.uk	
47.	TINA NAMBUU	UMI	0702167169	tambukisi@gmail.com	
48.	NINILIMA-A Daphine	UMI	0774-444219	daphinessagata@gmail.com	
49.	NINKUMA NAME	UMI	0772 371381		
50.	BUYEERA JUDE	MUBS	0706457809	buyeera@hotmail.com	



Annex 9: Attendance list for the Pilot Training on 19<sup>th</sup>/03/2015

**PARTICIPANTS LIST FOR UMA – HEST STUDENTS INDUCTION WORKSHOP HELD AT THE UMA  
CONFERENCE HALL ON THE 19/03/2015**

S/no.	STUDENT	INSTITUTION	MOBILE TELEPHONE	EMAIL	SIGNATURE
1.	NABULUYA SYLVIA	MUBS	0754449871	cyronabuluyas@gmail.com	
2.	NAMUFUTA ZAHARA	MUBS	0706389479	Zarinamufuta@gmail.com	
3.	APIO MIDIA SAMI	MUBS	0751427128		
4.	KARUMBA TADEO	MUBS	0779549266	Karumba4tady@gmail.com	
5.	NABUTITI VICTORIA	MUBS	0706921902	vnabutiti@gmail.com	
6.	TUSIIME WIDIA	MUBS	0704453314	tusiimewidia@gmail.com	
7.	NAMUBIRU HANIFAH	MUBS	0703897278	namubiruhanifah@gmail.com	
8.	Afukunda Christine	MUBS	0703636351	hinaeliotlove@gmail.com	
9.	Nakitto Flavia	MUBS	0761034702	flaviarabutt@gmail.com	
10.	KIBEKITYO GILBERT	MUBS	0703842870	kibekityo90@gmail.com	
11.	KAZIBIKIE MUSA	MUBS	0773271272	Musa-kazibike@yahoo.com	
12.	ODEKE LAURENCE	MUBS	0705429235	Laalekesa@gmail.com	
13.	KAKAMBE UMAREY	MUBS	07024108520	KakambeUmarey@gmail.com	
14.	ODINDA NAMUNE WIDIA	UMI	0750550602	OdindaLydia@gmail.com	
15.	NAKUMWAGA IRENE	UMI	0776432706	inalumwaga@gmail.com	
16.	NAMUDDU CHARITAH	UMI	0702743787	Ghanifanamuudda@yahoo.com	
17.	OKELLO CBS VARAX REPHIDS	UMI	0714752-59014	Kamukichand2007@gmail.com	
18.	Namhoze. Edine.	MUBS	0701431447	namhozeedine@gmail.com	
19.	Mygamba Emmanuel	MUBS	0703009026	mkers14@yahoo.com	
20.	CHARLES OPOLAT	UMI	076-411566	opolat@gmail.com	
21.	ARACH ANNE CONGARE	UMI	0775800080	arachannecongar@gmail.com	
22.	KOKUMWAGA JUDITH	UMI	0712803325	jokokumwaga@gmail.com	
23.	ATUKWASE DAPHINE	MUBS	0785428987	briannaedaphine@gmail.com	
24.	AYEBARE JOAN	MUBS	0704734860	ayebarejoan@gmail.com	
25.	MUTERI BACHIR	MUBS	0704920545	muteribachir@gmail.com	
26.	KYOKUSIIMA ROCKIE	MUBS	0701866331	rockiekysusiima@gmail.com	
27.	NAKITTO HANIFAH	MUBS	0704211944	HanifahNakitto@gmail.com	
28.	REGINA NJERI NIOGU	UMI	0758677705	natali83@gmail.com	
29.	DENIS ARINJWEGE K.	UMI	0702260380	denis-kahungu@gmail.com	
30.	FRED KIWUSO	UMI	0772720398	fredkiwuso@gmail.com	
31.	MUKAYA HAMINI	MUBS	0705294939	mukayamuk02@yahoo.com	
32.	BUYEERA JUDE	MUBS	0706457809	buyeera@hotmail.com	
33.	RUKUNDO EMMANUEL	MUBS	0702121184	rukundoemmanuel4@gmail.com	
34.	NAMITALA TINAH	MUBS	0706580558	namitalatinah@gmail.com	
35.	ZALUWAGO ROTH	MUBS	0782497592	zaluwagoroth@gmail.com	
36.	NAKATO REBECCA	MUBS	0700233871	beckienakato25@gmail.com	
37.	LAKOT BRENDA	MUBS	0777410073	lyn2brenda@gmail.com	
38.	ONIGAKIA EZRA	UMI	0772195881	onigakiaz@gmail.com	
39.	ELISINGE ELIZABETH	UMI	0704448203	elizabethelisinge@gmail.com	
40.	NYOMBA HANIFAH	MUBS	070677626	nyombahandish2013@gmail.com	
41.	MPALIKAMASHA M.	MUBS	0702854254	mpalikamashamaggie@gmail.com	

Annex 9: Attendance list for the Pilot Training on 19<sup>th</sup>/03/2015 continued

**PARTICIPANTS LIST FOR UMA – HEST PROJECT EMPLOYERS' INDUCTION WORKSHOP HELD AT THE  
UMA CONFERENCE HALL ON THE 19/03/2015**

42.	KIMENGO MUSA	070740588	UMI	Kimengomusa@gmail.com	
43.	MALWOGA SALLY	0702376045	MUBS	malwoga22@gmail.com	
44.	BEHINDA VINIA	0703642098	MUBS	behindavinia@gmail.com	
45.	TINA NAMBUUSI	0782187169	UMI	tinanambusi@gmail.com	
46.	SANTU MARGARET	0772607260	UMI	SantuMargaret@gmail.com	
47.	ONGIMA PATRICK	0701654876	UMI	ngimbspat@yahoo.co.uk	
48.	Peter Peter	0772406588	UMI	PeterPeter@gmail.com	
49.	NINSIMA NADINE	0732371381	UMI	NinsimaNadine@gmail.com	
50.	NINSIMA AGNES	07411219	UMI	daphnessagph@gmail.com	



Annex 10: Attendance list for the Pilot Training on 20<sup>th</sup>/03/2015

**PARTICIPANTS LIST FOR UMA – HEST PROJECT STUDENTS INDUCTION WORKSHOP HELD AT THE UMA  
CONFERENCE HALL ON THE 20/03/2015**

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Annex 10: Attendance list for the Pilot Training on 20<sup>th</sup>/03/2015 continued

**PARTICIPANTS LIST FOR UMA – HEST PROJECT EMPLOYERS INDUCTION WORKSHOP HELD AT THE UMA  
CONFERENCE HALL ON THE 20/03/2015**

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