



Internship Placement Officer
Ssenyondwa Allan

.....

Date.....

Internship Training Officer
Kiyuba Sulaiman Nkuutu

.....

Date.....

Training Manager
Kyalimpa Joseph

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Date.....

Executive Director
Sebaggala M. Kigozi

.....

Date.....



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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
Dipl.	Diploma
Fin. Mgt.	Financial Management
Info Sys Mgt.	Information Systems Management
Pol.& Gov.	Policy and Governance
Admin	Administration
Mkt. Mgt.	Marketing Management
Proc. & SCM	Procurement and Supply Chain Management

Executive Summary

Uganda Manufacturers Association (UMA) in partnership with the Ministry of Education, Science, Technology and Sports 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 students (90%) but with a provision for the Arts students (10%).

The main goal of the project is **to improve the skills of 2,000 interns from eight Benefiting Institutions** (BIs) namely; Kyambogo University (KYU), Busitema University (BU), 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 students to be placed in the respective companies should be offering Science and Technology Courses while ten percent (10%) should be Arts students. 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 Labor of Industries.

UMI was among the Universities whose students started their internship in the month of April 2016. This internship was termed as “THE PILOT STUDY INTERNSHIP” as these interns were the first group of the UMA-HEST Project interns to be placed. UMI recommended a total number of 19 interns; of these 8 were Male and 11 were Female. All the interns were placed in different companies however a total number of 10 interns only completed the internship and 2 interns were retained.

Working together with the University Coordinators, the HEST Project is targeting **18** Interns from UMI to be placed under the HEST internship training in the second year (2016-2017) of the project. We therefore request the University Coordinators to recommend **41** students to the HEST project through the agreed procedur

1 Introduction

The Government of Uganda (GoU) has in the recent past recognized that one of the prevailing problems of 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 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 six (6) Government Universities and two (2) Degree awarding Institutions.

From the preferred University procedures, interns were recommended and trained at UMA for 3 days in life and work place based skills in the month of March 2016. From April to July 2015, students were supported to do hands on internship training in companies for 2 – 3 months. The students were placed under company based technical supervisors with whom clear skills acquisition programs were agreed on. While at the companies, UMA-HEST Team made support supervision visits to ensure that skills acquisition was ongoing to the satisfaction of the company based technical supervisors.

UMA has a total number of over 700 companies which lie in different sectors of the economy in all the four regions of the country (Central, Northern, Western and Eastern Region). Given this fact, UMA was the perfect executing agency when it comes to placement of students in both Arts (Management studies) and Sciences. UMI offers different management courses at different levels and so, it was included in the 10% of the Arts students that are supposed to benefit from the project.

From the preferred University procedures, UMI recommended a total number of 19 interns. These interns were trained at UMA for 3 days in life and work place based skills in the month of March 2016. Interns were later on posted to different companies and officially started their internship on 1st April 2015.

At the end of the three months of training, UMA only received 10 monthly reports meaning that only 10 interns were able to complete their internship with the different companies where they were placed. Out of the 10 interns that completed their training, 2 interns were retained of which 1 was male and the other female.

According to a survey conducted by the UMA-HEST team, it was discovered that the biggest challenge was most of these interns found the stipend provided too little (seven hundred thousand shillings (Ugx 700,000/=) to sustain them and their families. These interns wanted real jobs that could provide them with enough salary to enable them take care of their families and also support them at the University. This is the main reason why most of the UMI interns left their internship places before the scheduled period. The UMA-HEST Team in conjunction with UMI are planning to develop a better screening method to ensure that only those who can adjust to the project's parameters are considered.

The chapters ahead will detail the general information and proceed with placements of interns, course distribution, gender distribution, interns per company, retained interns, challenges and mitigations, interns not yet placed and finally end with skills attained.

2 Overview

All applicants from UMI were students in their final year (semester) at the Institute with a background in “Management” selected from the preferred courses. The selected students were then forwarded to the UMA-HEST Project Team for training and placement.

All the applicants forwarded by UMI for the HEST orientation and placement were required to present Nomination forms signed and stamped by the Institute, this was the basic requirement for placement since it proved that a particular intern was actually from UMI.

UMI recommended interns from mainly 7 courses. These were distributed as follows;

Table 1: Interns per course from UMI

COURSES	INTERNS RECOMMENDED	% COMPOSITION
Diploma In Finance Mgt.	2	10.53%
Diploma Marketing Mgt.	5	26.32%
Diploma Information Systems Mgt.	7	36.84%
Diploma Information Mgt. & Administration	2	10.53%
Diploma Procurement & SCM	1	5.26%
Master Business Administration	1	5.26%
Diploma Public Policy & Governance	1	5.26%
Grand Total	19	100.00%

3 Placement of Interns

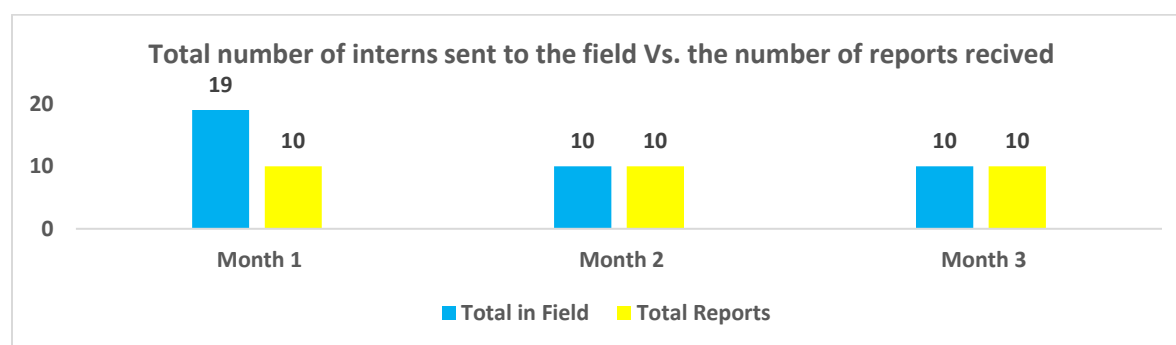
Uganda Management Institute (UMI) sent a total number of 19 interns (11 female and 8 Male). These interns were in their final year of study at the Institute. All of these interns were inducted and placed at once. These interns were facilitated at the beginning of the internship; this was to help them manage their travels to-and-fro the companies where they were placed. The interns were advised to use the finances sparingly as they could only get the next facilitation after submitting in the reports of the first month.

The Table below shows the total number of interns placed and the total number of interns that sent their end of month report over the period of the 3 months.

Table 2: Placed Interns in the field vs. Reports received at the End of the month

Month	Total in Field	Total Reports
Month 1 (April)	19	10
Month 2 (May)	10	10
Month 3 (July)	10	10

Figure 1: Total number of interns per month and the total reports sent per month



The names to support the information provided above is attached as *Annex 1*.

It is observed that the total number of people placed in the first month were 19 but the total number of reports that were received at the end of the first month were only 10.

Some of the reasons interns gave for leaving before the end of the internship included among others;

- The stipend amount offered didn't match their expectations.

- The internship positions didn't not suit the levels of their education.

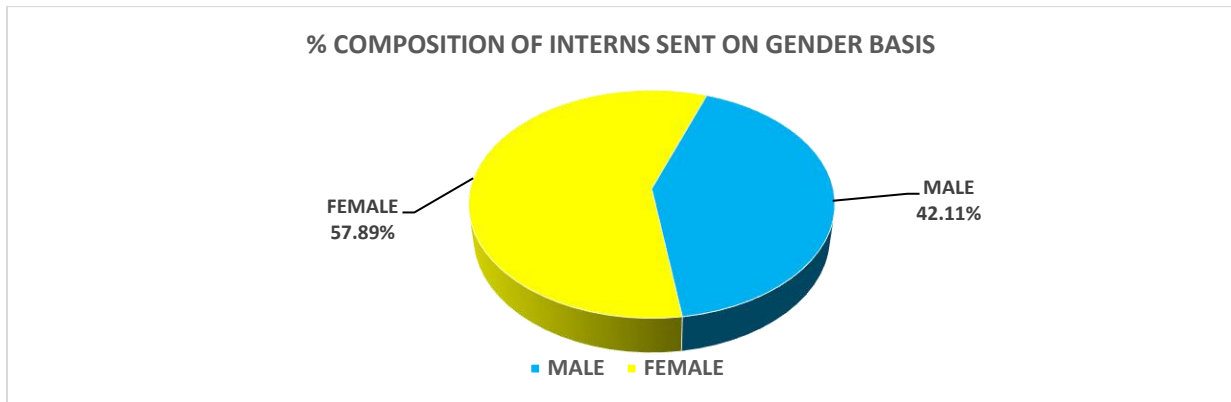
3.1 Gender of the Placed Interns

From the 19 interns that were recommended by the Institute, 11 were female and 8 male interns. Meaning, 58% of the total number of interns recommended to UMA-HEST were female and only 42% of these were male.

Table 3: The gender of the interns recommended by the University.

GENDER	INTERNS PLACED	% COMPOSITION
MALE	8	42.11%
FEMALE	11	57.89%
Grand Total	19	100.00%

Figure 2: Total number of interns sent by the University as regards the Gender



From the pie chart, it is represented that more female students were recommended for the project (58%) compared to male students (42%).

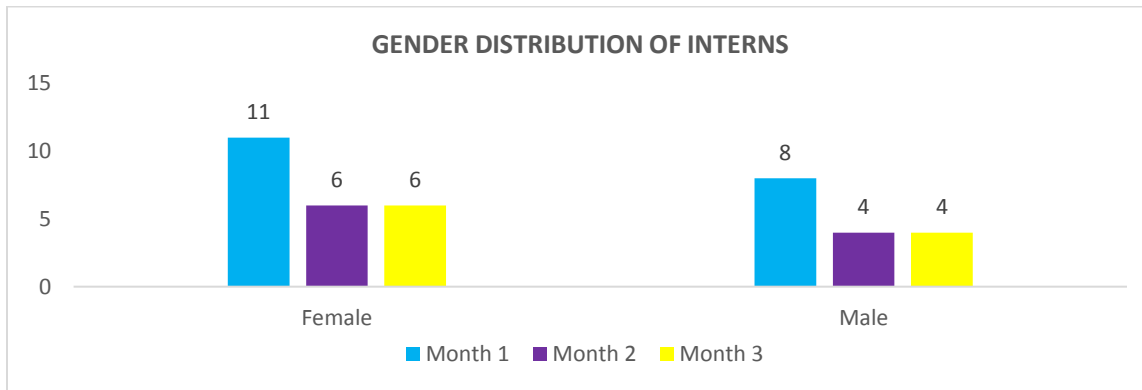
As stated earlier, some of the interns dropped out of the project without informing the UMA-HEST Team and this reduced the total number of interns to only 10 interns as per reports received at the end of the first month of training. This was only discovered after contacting the respective companies and receiving reports for the first month.

Below is the gender distribution of the 10 interns who managed to complete their internship in different companies where they were placed.

Table 4: Gender distribution of the interns as per the reports sent at the end of the month.

Month	Female	Male	Total
Month 1 (April)	11	8	19
Month 2 (May)	6	4	10
Month 3 (July)	6	4	10

Figure 3: Gender distribution of the interns as per the reports sent



3.2 Courses taken on by the Employers

Companies used to ask for different interns from different courses provided as per the need of the company. Some courses however, were on slightly higher demand than others. Some of the courses which had a high number of interns taken on by the companies include; Diploma Information Systems Management and Diploma Marketing Management

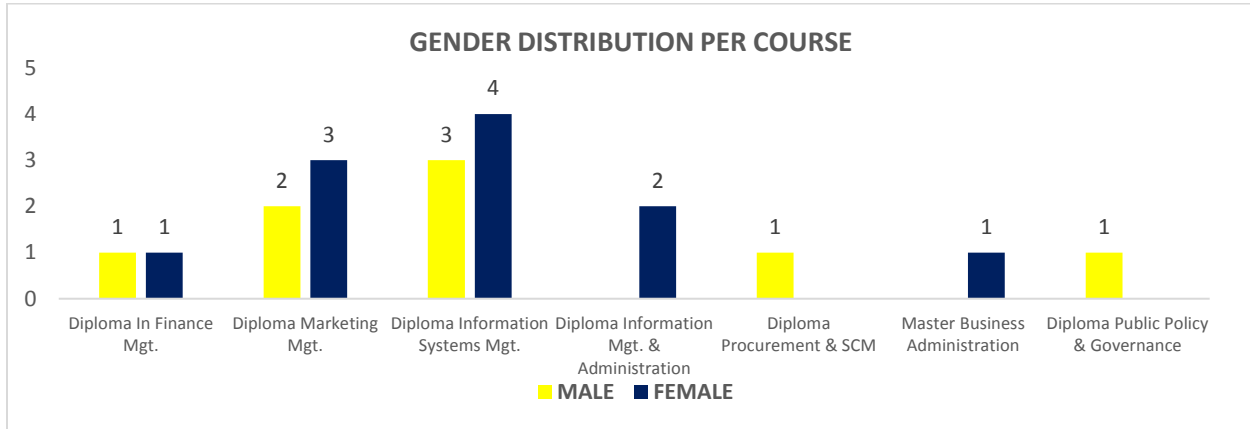
The information about the total number of interns placed per course as sent from the university are portrayed in the table below.

Table 5: Number of interns per course

No	COURSES	MALE	FEMALE	Grand Total
1	Diploma In Finance Mgt.	1	1	2
2	Diploma Marketing Mgt.	2	3	5
3	Diploma Information Systems Mgt.	3	4	7
4	Diploma Information Mgt. & Administration		2	2
5	Diploma Procurement & SCM	1		1
6	Master Business Administration		1	1
7	Diploma Public Policy & Governance	1		1
	Grand Total	8	11	19

The graph below represents the total number of interns in relation to gender as sent by the University.

Figure 4: Gender distribution per course



On average, there was a fair gender distribution in the interns that were sent from the University. This specifically means that there is promotion of gender equality in both the project and the University which is an impressive idea (promoting skills development in both male and female interns in the project).

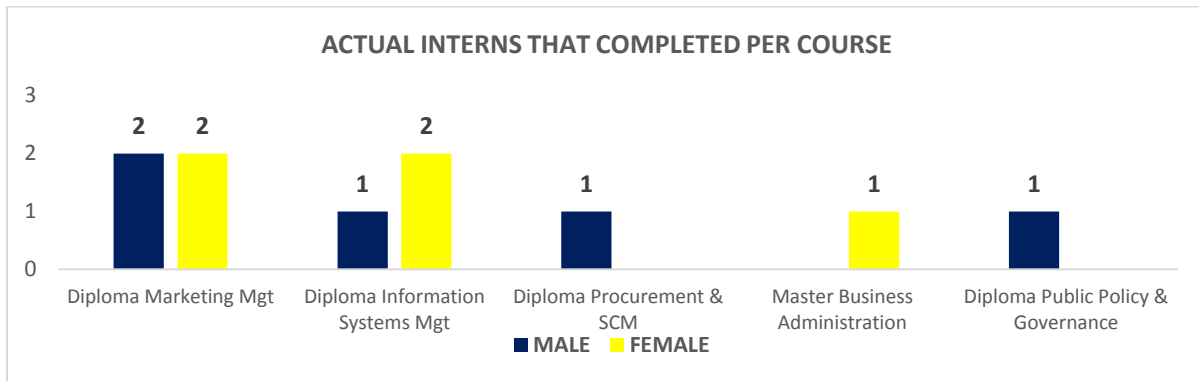
3.3 Interns that Completed the Internship per Course

As noted earlier, not all the interns were able to complete their internship with different companies where they were posted. Some of these interns dropped out citing different reasons as mentioned earlier.

Below is a distribution of the interns per course who were able to complete their internship at companies where they were posted to train from.

Table 6: Actual number of interns that completed their internship per course

No	COURSES	MALE	FEMALE	Grand Total
1	Diploma Marketing Mgt.	2	2	4
2	Diploma Information Systems Mgt.	1	2	3
3	Diploma Procurement & SCM	1		1
4	Master Business Administration		1	1
5	Diploma Public Policy & Governance	1		1
	Grand Total	5	5	10

Figure 5: Actual number of interns that completed their Internship per course

Much as all interns recommended to UMA were placed, from two courses namely: Diploma in Financial Management and Diploma in Information Management and Administration, no single intern was able to complete their internship period at the companies where they were placed.

3.4 Interns Taken on per Company

Various companies opted for specific interns because of the skills they could train them and how companies could benefit from these interns. Different companies in different parts of the country requested for interns; some in big numbers and others in small numbers as reflected in the table below.

Table 7: Total number of Interns Requested by companies and their Gender

No	COURSES	MALE	FEMALE	Grand Total
1	Brazafric Enterprise Ltd		1	1
2	Conte Designers & Artists Ltd		1	1
3	Equata Tobacco	2		2
4	Intelligent Solutions Ltd	1	1	2
5	Runis Media	1	5	6
6	Soana Investments Ltd		1	1
7	Steel & Tube Industries Ltd	1	1	2
8	Top Security Securities Ltd	1	1	2
9	UMA	2		2
	Grand Total	8	11	19

Since not all the 19 interns were able to complete their training in different companies where they were placed to train, below is a table that indicates the total actual number of interns that were able to complete their training with different companies where they were posted for training.

Table 8: Actual number of Interns per course that completed their training and their gender.

No	COURSES	MALE	FEMALE	Grand Total
1	Conte Designers & Artists Ltd		1	1
2	Equata Tobacco	2		2
3	Intelligent Solutions Ltd	1	1	2
4	Runis Media		1	1
5	Soana Investments Ltd		1	1
6	Steel & Tube Industries Ltd	1		1
7	Top Security Securities Ltd		1	1
8	UMA	1		1
	Grand Total	5	5	10

The information provided below is for those interns that were posted to different companies but did not train with such companies for the period of the three months as agreed upon in the Internship offer letter.

Table 9: Interns that didn't complete their Internship training

No	COURSES	MALE	FEMALE	Grand Total
1	Brazafric Enterprise Ltd		1	1
2	Runis Media	1	4	5
3	Steel & Tube Industries Ltd		1	1
4	Top Security Securities Ltd	1		1
5	UMA	1		1
	Grand Total	3	6	9

4 Retained Interns

Of the 19 interns, 10 interns (53%) completed their internship, 9 interns (47%) were not able to complete their internship. 2 interns (20%) of the 10 interns were able to complete their internship and retained at the companies where they were placed.

Table 10: Interns Retained

	MALE	FEMALE	Grand Total
INTERNS RETAINED	1	1	2
% COMPOSITION	50%	50%	100%

Njogu Regina Njeri is a female intern who was retained at Conte Designers & Artists Ltd. The intern is a Kenyan by Nationality. Because of unforeseen circumstances, she was called upon by her relatives to sort out certain issues but did not manage to return on duty.

Kiwuso Fred Mukasa is a male intern who was retained on a part time basis at Equata Tobacco. The intern is satisfied with the terms and conditions at the place of work.

4.1 Skills Gained

Many of the interns that were placed and completed their training in different companies cited that the project was an opportunity that opened up many more opportunities in their lives. They claim that they have been able to put what they have learnt into practice. Some of the skills that these interns gained include;

The professional skills include;

- i. Networking skills
- ii. Occupational Health & Safety
- iii. Web design skills
- iv. Equipment handling skills
- v. Report writing skills
- vi. Bank reconciliation

- vii. Record keeping
- viii. Use of software applications
- ix. Professional marketing skills
- x. Appropriate use of computer software packages namely, MS-Excel, Service Information System (SIS) among others.
- xi. Industrial business documentation

The soft skills include;

- i. Interpersonal & attitude change skills
- ii. Time management skills
- iii. Communication skills
- iv. Team work skills
- v. Entrepreneurship
- vi. Grievance handling skills
- vii. Personal Development
- viii. Work place dress code
- ix. Flexibility at work
- x. Negotiation skills
- xi. Problem solving

In conclusion, the interns learnt a lot in the different fields where they were placed. This is in support of the project's major Goal of skilling Ugandans. A copy of the reports from some of the interns is attached **on this report**.

5 Challenges and Mitigations

5.1 Challenges faced by the UMA-HEST Team in placement of Interns

The UMA-HEST Team faced some challenges during the placements of the interns from UMI.

Some of these challenges include;

CHALLENGE	MITIGATION
1. Unenthusiastic interns: Some of the interns were not willing to go to certain companies. They lacked the urge and enthusiasm to work. Most of these interns thought that in addition to the stipend paid to them, they were bound to receive a salary from the companies where they were placed which was not the case.	The team is planning on getting motivational speakers to encourage and motivate these interns to work in any company because it is all about getting the skills first. UMA companies are also encouraged to provide some form of motivation to the interns.
2. Distant companies: Most of these interns were no longer supported by their parents and so found it difficult to access some companies given that they live in and around the city.	These interns are advised to shift to those companies where the company is located because there is a chance of getting employed at the end of the training.
3. Upcountry companies: The interns were also hesitant to go to companies that were not in the city. Most of these interns lived within Kampala city and had family attachments, this made them claim that they cannot go to companies in other regions of the country given the opportunity.	UMA-HEST has started providing an up country fee in order to facilitate and motivate interns to go and work upcountry.
4. Inadequate practical skills: Given the fact that these interns were already majoring in their fields of study different fields, they still lacked the practical skills. Because of this, some were rejected in the companies where they were placed.	UMA-HEST Team worked hand in hand with the companies and these interns were finally placed in other companies.
5. Failure to communicate inability to train: Most of these interns did not actually go to the companies where they were placed even after collecting the first facilitation. These interns did not communicate to the team at UMA, not even to the companies where they were placed.	UMA has created a better monitoring tool and also changed the payment system to one where interns only receive facilitation after sending their reports.

6. Interns not honouring their promises: The UMA-HEST Project Team had a problem with taking time to discover training opportunities with the different companies where the interns were placed but did not go to train. This tarnished the image of the project in such companies as they are now hesitant when it comes to taking on more interns.

More clauses are being added into the offer and introductory letters with more strings to limit the problem.

5.2 Challenges Faced by Interns

Some interns also reported challenges that they faced at the places of work where they were placed.

These included the following;

Failure to be facilitated at work

Most of the interns claimed that they were not facilitated at their places of work. Especially those ones who were always sent to market company products to different areas. The UMA-HEST Team is considering visiting different companies to discuss and see to it that these interns are facilitated.

6 Way forward

A lot has been learnt from the first year of the project. Many new procedures and policies have been put forward to ensure that the project is more of a benefit to all stakeholders. The UMA-HEST Project is looking forward to a lasting relationship with UMI.

Working together with the University Coordinators, the HEST Project is targeting **18** Interns from UMI to be placed under the HEST internship training in the second year (2016-2017) of the project. We therefore request the University Coordinators to recommend **41** students to the HEST project through the agreed procedures.

7 Conclusion

UMI recommended 19 interns (11 male and 8 female) of whom 10 (53%) interns (5 male and 5 female) completed their internship and 2 were retained. With such results in the first year of the project, more interns are likely to benefit from the project. UMI is one of the BIs whose interns are likely to get more experiences and jobs. UMA-HEST Project is looking forward to a sustainable and remarkable relationship between UMI and UMA as a whole.

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.

Appendices

Annex 1: Some of the students during the training at UMA Conference Hall



Annex 2: List of details of students recommended by UMI

S/N	SURNAME	FIRST NAME	F/M	COURSE	MONTH	CONTACT	EMAIL	IP ADDRESS	COMPANY	STATUS
1	Njogu	Regina Njeri	F	Dipl.Mkt Mgt	Apr	(0758)-677705	mtali83@gmail.com	IP15UM I01/012	Conte Designers & Artists Ltd	Completed
2	Arinetwe	Denis Kakwenza	M	Dipl.Mkt Mgt	Apr	(0774)-10702-260380	denis.kahungu@gmail.com	IP15UM I01/002	Equata Tobacco	Completed
3	Kiwuso	Fred Mukasa	M	Dipl.Mkt Mgt	Apr	(0772)-720397	fredkiwuso@gmail.com	IP15UM I01/005	Equata Tobacco	Completed
4	Kiyengo	Musa	M	Dipl. Info Sys Mgt	Apr	(0790)-790588/(0791)-588000	musa.kyng@gmail.com	IP15UM I01/006	Intelligent Solutions Ltd	Completed
5	Businge	Elizabeth	F	Dipl.Mkt Mgt	Apr	(0704)-448203	elizabethbusinge7@gmail.com	IP15UM I01/003	Intelligent Solutions Ltd	Completed
6	Sanyu	Margaret	F	Dipl. Info Sys Mgt	Apr	(0772)-607460	sanyunamutale@yahoo.com	IP15UM I01/018	Runis Media	Completed
7	Ninsiima	Naome	F	Dipl. Info Sys Mgt	Apr	(0701)-371381/(0772)-371381	naomeninsiima@gmail.com	IP15UM I01/011	Soana Investments Ltd	Completed
8	Ongaria	Ezra	M	Dipl.Proc & SCM	Apr	(0772)-195881/(0704)-637430	ongaeza@yahoo.com	IP15UM I01/015	Steel And Tube Industries Ltd	Completed
9	Kokwenda	Judith	F	Master Bus Admin	Apr	(0712)-803325/(070)-2993665	jkokwenda@yahoo.com	IP15UM I01/007	Top Security Securities Ltd	Completed
10	Opolot	Charles	M	Dipl. Public Pol. & Gov	Apr	(0776)-411566 / (0705)-114900	opolotc@gmail.com	IP15UM I01/017	Uma-Hest	Completed
11	Arach	Anne Constance	F	Dip. Fin.Mgt	Apr	(0773)-000080/(0755)-000080	arachanneconstance@gmail.com	IP15UM I01/001	Brazafric Enterprise Ltd	Did not Complete
12	Nambuusi	Tina	F	Dipl. Info Sys Mgt	Apr	(0782)-187169	tnambuusi@gmail.com	IP15UM I01/009	Runis Media	Did not Complete
13	Ninsiima	Agaba Daphine	F	Dipl. Info Sys Mgt	Apr	(0774)-414219/(0751)-998712	daphine85agaba@gmail.com	IP15UM I01/004	Runis Media	Did not Complete
14	Were	Peter	M	Dipl. Info Sys Mgt	Apr	(0702)-013645/(0772)-406588	petawere@yahoo.co.uk	IP15UM I01/019	Runis Media	Did not Complete
15	Naluwagga	Irene	F	Dipl.Info Mgt & Admn	Apr	(0776)-432706	inaluwagga@gmail.com	IP15UM I01/008	Runis Media	Did not Complete
16	Namuddu	Sharifah	F	Dipl.Info Mgt & Admn	Apr	(0702)-743787	sharifahnammuddu@yahoo.com	IP15UM I01/010	Runis Media	Did not Complete
17	Odinda	Namuye Lydia	F	Dipl.Mkt Mgt	Apr	(0750)-550602	odindalydia@gmail.com	IP15UM I01/013	Steel And Tube Industries Ltd	Did not Complete
18	Okello	Obs Karax Richards	M	Dip.Fin.Mgt	Apr	(0752)-590141/(0714)-590141	karaxrichards2007@gmail.com	IP15UM I01/014	Top Security Securities Ltd	Did not Complete
19	Ongima	Patrick	M	Dipl. Info Sys Mgt	Apr	(0701)-654870/(0782)-654870	ngimbospat@yahoo.co.uk	IP15UM I01/016	Uma-Hest	Did not Complete



HEST INTERNSHIP LOG BOOK



Student Name:

HEST No: University No:

Organization:

Department:

Unit:

Supervisor: Contacts:

Date:	Targets	Achievements	Challenges	Lessons Learnt
Week 1	Call card Management.	Printing, and distributing call cards to be used by the DRs and ensuring they are used and submitted at end of day.	The sales team is still reluctant to consistently use call cards.	Call cards need persistence and consistence by the DRs. It becomes a simple process when one gets used to it.
Week 2	Using the Performance tracker	Summarized information from call cards was filled in this document	Incomplete data on call cards	Organizing information is important as it gives data to be used for planning and decision making.
Week 3	Introduction to the use of quick books	How sales data is entered into the system for all the DRs	Non-corresponding data figures.	Quick books will give you a summary of all the daily sales of all the DRs and the current stock position.
Week 4	Trade Visits	Making calls, understanding customers, loading and balancing, pricing, interaction with new customers.	Customers are inquisitive to know the whether there will be price increase, when and by how much.	Customer buying trends are highly dependent on speculation of price increases as stated in the last budget.

Supervisor's comments:

As stated above Fred has gone through all the stated procedures and has shown interest whereby if he does not stop at appreciating our business operations, he is future and potential business Manager.

In a nut shell he has shown responsibility the time we have been with him.

Signature:

EQUATA TOBACCO SALES SUPERVISOR.
0754223170.

Email document to hestreport@uma.or.ug

Page 1



HEST INTERNSHIP LOG BOOK

Student Name:

HEST No: University No:

Organization:

Department:

Unit:

Supervisor:

Contacts:

MONTH	Targets	Achievements	Challenges	Lessons Learnt
APRIL	INDUCTION	LEARNT COMPANY PROFILE -MISSION ,VISION,STRATEGIES AND COMPANY POLICIES	MARKETING DEPARTMENT IS NOT ACTIVE	TEAM WORK ,COOPERATION,PROCEDURE OF DEBT COLLECTION,
MAY	CARRY OUT QUALITATIVE RESEARCH ON SOME COMPETING SECURITY COMPANIES IN NAKAWA DIVISION (INDEPTH INTERVIEWS)	.CARRIED OUT RESEARCH ON ASAMPLE OF SECURITY COMPANIES -ANALYSED AND DISCUSSED FINDING WITH RELEVANT MANAGERS	-FAILURE TO GET RESPONSES -BIAS -TRANSPORT WAS NOT PROVIDED FOR.	-EMPLOYEES NEED TO BE MOTIVATED IN ORDER TO RETAIN THEM

HEST INTERNSHIP LOG BOOK

NE	CARRY OUT QUANTITATIVE RESEARCH ON TOP SECURITY- -DESIGN A QUESTIONNAIRE -COLLECTION OF DATA -DATA ENTRY -EDITING -DATA ANALYSIS PRESENT FINDINGS	DATA WAS SUCESSIVELYRECEIVED SOME PROBLEMS WERE ADDRESSED BY MANAGEMENT i.e INCREASE OF SALARIES OF EMPLOYEES.	LANGUAGE BARRIER -BIAS OF INFORMATION -NON-RESPONSE FROM RESPONDENTS	BOTH MONETARY AND NON- MONETARY REWARDS MOTIVATES EMPLOYEES, LEADS TO JOB SSATSFACTION AND HENCE EMPLOYEE PERFORMANCE AND RETENTION.
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Supervisor's comments:

JUDITH KOKUTUSA is cooperative, ambitious, innovative, hardworking and self driven. She carried out research for the Company Top Security Services and findings are leading to success of the Company.

Signature:

[Signature]
 Ebin Thomas

[Signature]
 Allen Gengmbwa
 IPO - UMA HEST
 30.07.15



HEST INTERNSHIP LOG BOOK



Student Name:

HEST No: University No:

Organization:

Department:

Unit:

Supervisor: Contacts:

Date:	Targets	Achievements	Challenges	Lessons Learnt
Week 1				
Week 2				
Week 3				
Week 4				

Supervisor's comments:

Signature:

Email document to hsupport@uma.or.id

Page 1



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

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 fromuntil 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

The installments shall be as follows:

Date	Item	Amount
1 st February 2016	Insurance premium to be deducted	36,000/=
30 th February 2016	1 st Financial Disbursement	180,000/=
30 th March 2016	2 nd Financial Disbursement	170,000/=
30 th April 2016	3 rd Financial Disbursement	160,000/=
30 th May 2016	4 th Financial Disbursement	154,000/=
	Total	700,000/=

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

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)



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Fax: +256 414 220 285 E-mail administration@uma.or.ug Website: www.uma.or.ug

Our Ref:

Your Ref:

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.....
.....

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)

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

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