



Internship Placement Officer
Ssenyondwa Allan

.....

Date.....

Internship Training Officer
Kiyuba Sulaiman Nkuutu

.....

Date.....

Training Manager
Kyalimpa Joseph

.....

Date.....

Executive Director
Sebaggala M. Kigozi

.....

Date.....

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List of Acronyms

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



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Executive Summary

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

The main goal of the project is **to improve the skills of 2000 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.

The UMA-HEST Internship project placement started in April 2015 with the Arts students who were from UMI and MUBS campuses, these were later joined by Science and Technology universities in July 2015 and it will be running until 2017.

Makerere University Business School (MUBS) recommended 141 interns in total of which 38 (26.95%) were recommended in the pilot while 103 (73.05%) were in the main cohort. 93 interns (65.96%) were female and 48 interns (34.04%) were male. 2 interns (1.42%) had disabilities.

In the Pilot cohort, UMA had a target of placing 31 interns from MUBS to different companies in the month of April 2015. Of the 38 interns recommended by MUBS, the UMA-HEST Project team surpassed the target by placing 35 (112.90%) students to different companies. 32 students were able to complete their internship training which commenced in April and lasted until July 2015. The 3 students who were not placed in the pilot project were taken on in the main cohort.

In the subsequent months, MUBS recommended 103 students for internship making the total in the main cohort 106. The UMA-HEST Team placed 83 interns in response to the demand of different companies, 64 interns finished their internship successfully, and 9 students were not

placed since they were already working. For the remaining 14 interns, placement will go on in 2016 until the new cohort of 2016/2017 from MUBS is trained.

118 students (83.69%) were placed for internship from MUBS, surpassing the target of 31 interns by **380.65%**. the reason for the high uptake of these interns was due to the high demand of humanities courses as a support for the Science & Technology (S&T) based interns. Of these, 96 (81.36%) completed their internship successfully. 14 interns (11.86%) were retained in their respective companies

Working together with the university coordinators, the project is requesting 137 interns from MUBS (although the target is 62 interns) to be trained under the HEST Internship training in 2016/2017. This is to enable the HEST team plan appropriately and also cater for the demands of employers in the course of the year. The project therefore requests the university coordinators to recommend the students to UMA-HEST through the standard University procedures.

1 Introduction

From the preferred University procedures, interns were recommended and trained at UMA for 3 and 2 days in life and work place based skills in the months of March and June 2015 respectively. From April to December 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.

Some companies requested to interview students from their premises and this was granted to them. Unfortunately, some students failed to impress the employers, thus they were not accepted to train at these companies. Due to high transport costs, unfavorable working conditions and lack of interest in the internship, some students left different companies before the end of their internship period. Consequently, this reduced the number of interns who completed their internship training to 96 interns.

With 27 and 26 interns respectively, the degree of Business Administration and Science in Marketing were the most taken on courses by the thirty five (35) employers. Fourteen (14) interns were retained in 9 companies where they had their training from i.e. Uganda Manufacturers Association (UMA) retained the highest number of interns (5 interns). Placement of the remaining 14 interns who have not yet been placed is ongoing until the new cohort comes in from the university.

Cognizant of the afore written statistical data, three (3) interns were able to attain employment in different companies and one (1) intern has managed to start up his own business using the practical skills he attained from the company where he was placed.

This report will continue with 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 General Information

The university sent 38 students to participate in the UMA-HEST Pilot Project in April 2015, 35 were placed and 32 students completed their internship period successfully. In June, 103 were received and 83 interns were placed in the subsequent months through the same procedure as that of the pilot project.

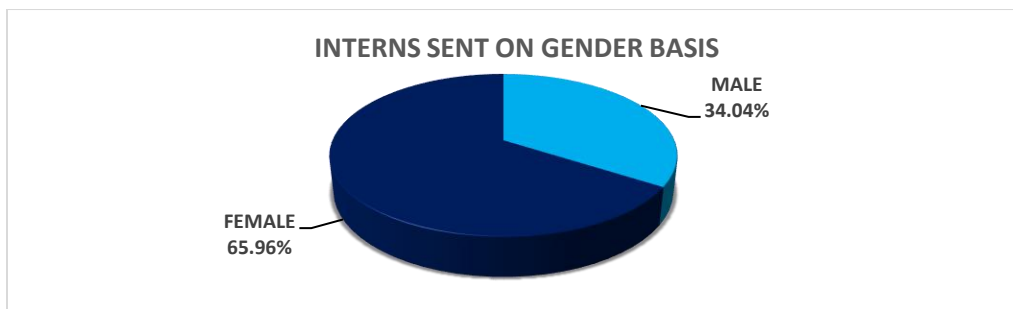
In total, 141 student's application forms were received by the UMA-HEST Project team (93 Female and 48 Male) and these were as follows; Bachelor of Business Administration (35 interns), Science in Marketing (27 interns), Human Resource Management (25 interns) and International Business (21 interns) are the courses from which most interns were placed to different companies. 2 interns (1.42%) had disabilities.

These recommended students were taken through a 3/2 day induction training to equip them on what is expected of them in the training field at the UMA-HEST premises.

Table 1: Total Composition of Interns Recommended On Gender Basis

GENDER	INTERNS RECOMMENDED	% COMPOSITION
MALE	48	34.04%
FEMALE	93	65.96%
Grand Total	141	100.00%

Figure 1: Interns Recommended By MUBS on Gender Basis



The different courses for the students recommended by MUBS were 15 as listed below.

Table 2: List of Courses Recommended By the University

No	COURSES	INTERNS RECOMMENDED	% COMPOSITON
1	Bachelor of Arts In Economics	1	0.71%
2	Bachelor of Business Administration	35	24.82%
3	Bachelor of Business Computing	9	6.38%
4	Bachelor of Commerce	2	1.42%
5	Bachelor of Entrepreneurship & Small Business Mgt.	2	1.42%
6	Bachelor of Human Resource Management	25	17.73%
7	Bachelor of International Business	21	14.89%
8	Bachelor of Leadership and Governance	1	0.71%
9	Bachelor of Office & Information Management	7	4.96%
10	Bachelor of Procurement & Supply Chain Mgt.	1	0.71%
11	Bachelor of Science In Accounting	4	2.84%
12	Bachelor of Science In Finance	3	2.13%
13	Bachelor of Science In Marketing	27	19.15%
14	Bachelor of Statistics	1	0.71%
15	Bachelor of Transport And Logistics Mgt.	2	1.42%
	Grand Total	141	100.00%



Figure 2: Some of the MUBS Students during the training at UMA in June 2015.

3 Placement of Interns

3.1 Total Placements

MUBS had a database of 141 interns (93 Female and 48 Male), 35 interns were placed in April and 3 left work, hence reducing the number to 32 interns in the Pilot project. 83 interns were placed in different companies in the rest of the 5 months until December 2015, placing of the remaining students is still ongoing until the new cohort comes in from MUBS in June 2016. 35 interns were placed in April, 30 interns in July, 16 interns in August, 6 interns in September, 5 interns in October, 14 interns in November and 12 interns in December. 96 out of the 118 interns managed to complete their internship. The table below shows the placement status of interns in different months.

Table 3: General Placement of Interns on Monthly Basis

MONTHS	MALE	FEMALE	Grand Total
APRIL	13	22	35
JULY	8	22	30
AUGUST	6	10	16
SEPTEMBER	3	3	6
OCTOBER	2	3	5
NOVEMBER	7	7	14
DECEMBER	4	8	12
Grand Total	43	75	118

Figure 3: Graphical Representation of Total Interns Placed

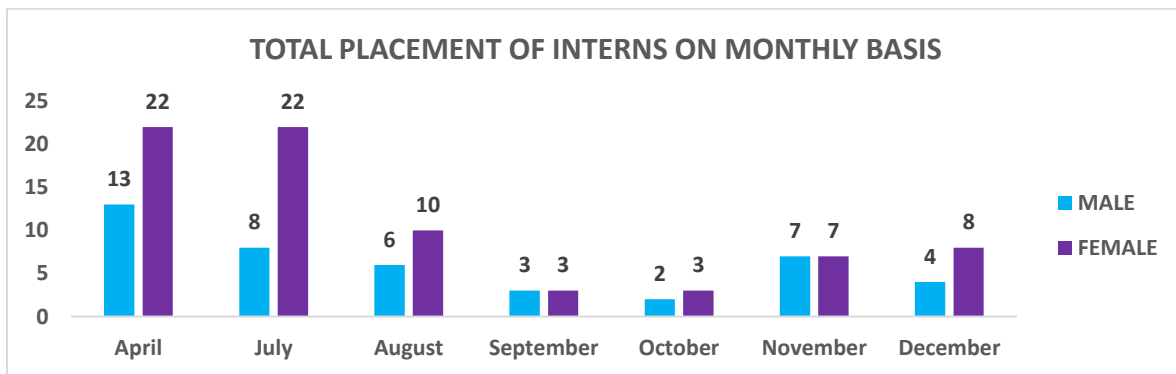
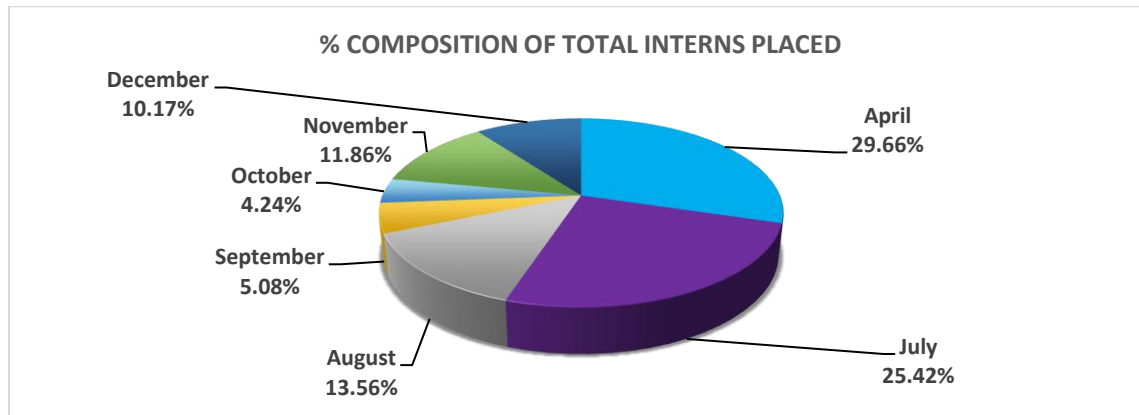


Figure 4: Percentage Composition of Total Interns Placed



Highest number of interns placed (29.66%) was recorded in the month of April (35 interns), followed by July (30 interns, 25.42%), August (16 interns, 13.56%), November (14 interns, 11.86%), December (12 interns, 10.17%), September (6 interns, 5.08%) and finally October (5 interns, 4.24%).

The average number of total interns placed per month was 17, i.e. (Female (11), Male (6))

3.2 Interns who completed their Training

For actual placements, 118 interns were placed, 96 interns (81.35%) of those placed actually completed their training and the remaining 22 (18.64%) interns were not able to complete their training with the different companies where they were placed.

Table 4: Actual Placement of Interns who completed their Training.

MONTHS	MALE	FEMALE	Grand Total
APRIL	13	19	32
JULY	8	17	25
AUGUST	4	5	9
SEPTEMBER	3	3	6
OCTOBER	1	1	2
NOVEMBER	7	5	12
DECEMBER	2	8	10
Grand Total	38	58	96

Figure 5: Graphical Representation of Actual Interns Placed

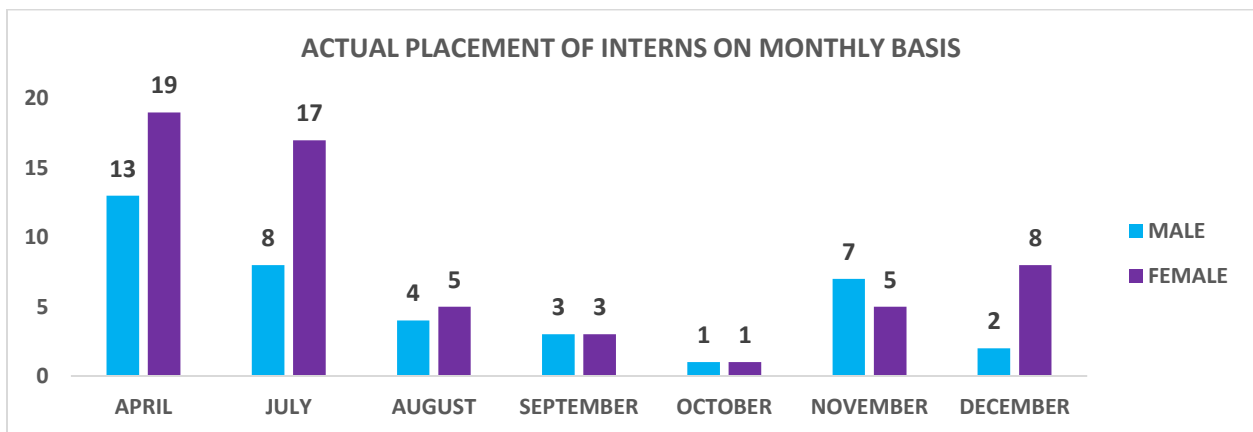
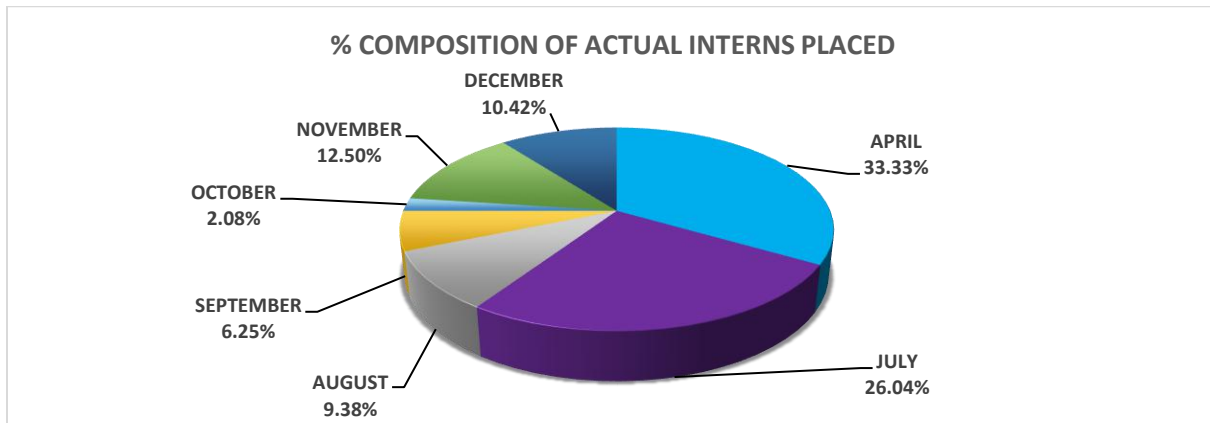


Figure 6: Percentage Composition of Actual Interns Placed



For the Actual Interns, highest number of interns placed was recorded in the month of April (32 Interns, 33.33 %), followed by July (25 interns, 26.04%), then November (12 interns, 12.50%), December (10 interns, 10.42%), August (9 interns, 9.38%), September (6 interns, 6.25%) and finally 2 interns (2.08%) in October.

The average number of actual interns placed per month was 12, i.e. average number of total Female students placed per month was 7 and Male students was 5.

August recorded the highest number of Interns (9) who Left Work followed by November (6).

4 Course Distribution

4.1 Intern per course

The Interns sent by the University were from 15 different courses. Bachelor of Business Administration, Bachelor of Science in Marketing and Bachelor of Human Resource Management were the majority of the Interns sent i.e. 24.82%, 19.15% and 17.73% respectively.

Table 5: Course Distribution of Interns Recommended by BI.

No	COURSES	INTERNS RECOMMENDED	% COMPOSITION
1	Bachelor of Arts In Economics	1	0.71%
2	Bachelor of Business Administration	35	24.82%
3	Bachelor of Business Computing	9	6.38%
4	Bachelor of Commerce	2	1.42%
5	Bachelor of Entrepreneurship & Small Business Mgt.	2	1.42%
6	Bachelor of Human Resource Management	25	17.73%
7	Bachelor of International Business	21	14.89%
8	Bachelor of Leadership and Governance	1	0.71%
9	Bachelor of Office & Information Management	7	4.96%
10	Bachelor of Procurement & Supply Chain Mgt.	1	0.71%
11	Bachelor of Science In Accounting	4	2.84%
12	Bachelor of Science In Finance	3	2.13%
13	Bachelor of Science In Marketing	27	19.15%
14	Bachelor of Statistics	1	0.71%
15	Bachelor of Transport And Logistics Mgt.	2	1.42%
	Grand Total	141	100.00%

4.2 Total Placement per course

Majority of the students placed offered a Bachelors Degree in Business Administration 27 interns (18 Female and 9 Male) and Science in Marketing 26 (15 Female and 11 Male).



Figure 7: Some of the Students placed in Steel and Tube Industries Ltd (Nakawa)

Left, a MUBS student in discussion with a Senior Accountant. Right is Nabulya Sylvia who offered a Bachelors in Business Administration, and the IPO signing the visitor's book.



Figure 8: Support supervision at BM Steel, Mbarara.

Left is Mutungi Joseph a Student of Bachelor of Human Resource Management who was placed at BM Steel in Mbarara and on the right, the HEST officers with his work place supervisors at BM Steel.

Table 6: Internship Placement per Course

No	COURSES	INTERNS PLACED	% COMPOSITION
1	Bachelor of Arts In Economics	1	0.85%
2	Bachelor of Business Administration	27	22.88%
3	Bachelor of Business Computing	8	6.78%
4	Bachelor of Commerce	2	1.69%
5	Bachelor of Entrepreneurship & Small Business Mgt.	2	1.69%
6	Bachelor of Human Resource Management	19	16.10%
7	Bachelor of International Business	16	13.56%
8	Bachelor of Leadership and Governance	1	0.85%
9	Bachelor of Office & Information Management	7	5.93%
10	Bachelor of Procurement & Supply Chain Mgt.	1	0.85%
11	Bachelor of Science In Accounting	3	2.54%
12	Bachelor of Science In Finance	2	1.69%
13	Bachelor of Science In Marketing	26	22.03%
14	Bachelor of Statistics	1	0.85%
15	Bachelor of Transport And Logistics Mgt.	2	1.69%
	Grand Total	118	100.00%

4.3 Interns who completed their Internship per course

Of the 118 Interns that were placed, 22 Interns left the companies before the end of their internship period hence reducing the total number placed to 96 (36 and 50 interns). The monthly average number of actual interns placed is 12 (7 Female and 5 Male). The actual number of Interns per course is shown below.

Table 7: Actual Internship Placement per Course

No	COURSES	INTERNS PLACED	% COMPOSITION
1	Bachelor of Arts In Economics	1	1.04%
2	Bachelor of Business Administration	21	21.88%
3	Bachelor of Business Computing	7	7.29%
4	Bachelor of Commerce	2	2.08%
5	Bachelor of Entrepreneurship & Small Business Mgt.	2	2.08%
6	Bachelor of Human Resource Management	13	13.54%
7	Bachelor of International Business	15	15.63%
8	Bachelor of Leadership and Governance	1	1.04%
9	Bachelor of Office & Information Management	5	5.21%
10	Bachelor of Procurement & Supply Chain Mgt.	1	1.04%
11	Bachelor of Science In Accounting	3	3.13%
12	Bachelor of Science In Finance	2	2.08%
13	Bachelor of Science In Marketing	20	20.83%
14	Bachelor of Statistics	1	1.04%
15	Bachelor of Transport And Logistics Mgt.	2	2.08%
	Grand Total	96	100.00%

5 Gender Distribution

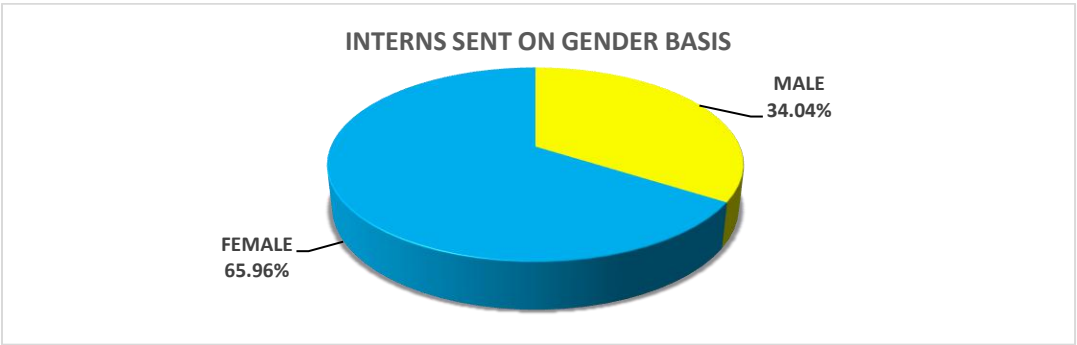
5.1 Overall gender distribution

In the pilot project, 38 interns were recommended (25 Female and 13 Male). 103 interns (68 Female and 35 Male) were recommended in the subsequent months by MUBS.

Table 8: Gender of Interns Recommended

GENDER	INTERNS RECOMMENDED	% COMPOSITION
MALE	48	34.04%
FEMALE	93	65.96%
Grand Total	141	100.00%

Figure 9: Interns Recommended on Gender Basis



5.2 Gender per course

Of the 141 recommended interns, 35 (23 female, 12 male) offered Bachelor of Business Administration, well as 27 (16 female & 11 male) offered Bachelor of Science in Marketing. No female interns were recommended from the some Bachelor Degrees such as; Economics, Leadership & Governance and Statistics. On the other hand, no male interns were recommended from the following Bachelor Degrees: Office and Information Management, Procurement & Supply-chain Management, Finance and Transport & Logistics Management. Majority of the courses were dominated by the female interns. Below is a table highlighting the above in details.

Table 9: Gender Composition of Total Interns Recommended per Course

No	COURSE	MALE	% COMPOSITION	FEMALE	% COMPOSITION	Grand Total
1	Bachelor of Business Administration	12	34.29%	23	65.71%	35
2	Bachelor of Science In Marketing	11	40.74%	16	59.26%	27
3	Bachelor of Human Resource Management	8	32.00%	17	68.00%	25
4	Bachelor of International Business	6	28.57%	15	71.43%	21
5	Bachelor of Business Computing	3	33.33%	6	66.67%	9
6	Bachelor of Commerce	2	100.00%		0.00%	2
7	Bachelor of Science In Accounting	2	50.00%	2	50.00%	4
8	Bachelor of Arts In Economics	1	100.00%		0.00%	1
9	Bachelor of Leadership and Governance	1	100.00%		0.00%	1
10	Bachelor of Statistics	1	100.00%		0.00%	1
11	Bachelor of Entrepreneurship & Small Business Mgt.	1	50.00%	1	50.00%	2
12	Bachelor of Office & Information Management		0.00%	7	100.00%	7
13	Bachelor of Procurement & Supply Chain Mgt.		0.00%	1	100.00%	1
14	Bachelor of Science In Finance		0.00%	3	100.00%	3
15	Bachelor of Transport And Logistics Mgt.		0.00%	2	100.00%	2
	Grand Total	48		93		141

5.3 Distribution of Placements per Gender per month

April and July are the months in which the highest number of students were placed i.e. 35 and 30 interns respectively. The female students dominate all the placements in different months, with April and July having the highest number yet September and October having the least numbers. The male gender uptake was highest in April (13) and lowest in December (4).

Table 10: Gender Composition of Total Interns Placed on Monthly Basis

GENDER	MALE	FEMALE	Grand Total
APRIL	13	22	35
JULY	8	22	30
AUGUST	6	10	16
SEPTEMBER	3	3	6
OCTOBER	2	3	5
NOVEMBER	7	7	14
DECEMBER	4	8	12
Grand Total	43	75	118

5.4 Interns per Company

Thirty five (35) companies offered Interns training opportunities depending on their fields of study. Feedback from the supervisors was that the Interns were excellent when it came to executing tasks and exhibited problem solving skills. When it came to acquiring knowledge and skills in their fields of study, some of the companies were ready to offer other interns more training opportunities and interns were grateful for the HEST Internship opportunity that paved a way for them to succeed.

Mafarini Energy Co. Ltd trained the highest number of interns (15) followed by Steel and Tube Industries (11) and then Rena Beverages Ltd (9). Below are the placements in details;

Table 11: Interns Placed per Company on Gender Basis

No	COMPANY	MALE	FEMALE	Grand Total
1	Adventcity		2	2
2	Arameex		1	1
3	Avis Company Ltd	2	4	6
4	Bank of Africa		1	1
5	BM Steel	1		1
6	Boss Beverages	1		1
7	BRAZAFRIC Ltd	1		1
8	Conte Designers & Artists Ltd	1	4	5
9	Federation of Ugandan Employers		2	2
10	Future Link Technologies		1	1
11	Great Lakes Agricultural Development LTD		1	1
12	Intelligent Solutions Ltd	4	1	5
13	Jemtop	1		1
14	JK Interiors Ltd		1	1
15	Ken Paper	1	3	4
16	Kiluse & Co. Incorporated Accountants		1	1
17	Mafarin Energy Co. Ltd	3	12	15
18	Makepasi Match Ltd	2		2
19	Mbalimbali Ltd	1	1	2
20	Newk Tea	1	2	3
21	Private Sector Foundation Uganda (PSFU)	1		1
22	Quality Chemicals Ltd	1		1
23	Ramco Gas		5	5
24	Rena Beverages Ltd	3	6	9
25	Runis Media	1	7	8
26	SESACO	2	3	5
27	Stanbic Bank	1		1
28	Steel &Tube Industries Ltd	4	7	11
29	Success Africa	1	1	2
30	TASO		1	1
31	TENTS4U	1		1
32	Top Security	1		1
33	Ubuntu Capital	4	4	8
34	UMA	4	3	7
35	Isearch Internet Advertising Solutions		1	1
	Grand Total	43	75	118

6 Retained Interns

As at 31st December 2015, 14 interns (14.56% of the actual Interns placed and 11.86% of the overall placement) have been retained by the different companies. Uganda Manufacturers Association (UMA – HEST Project) retained most of the interns (5).

Three (3) interns were also able to attain employment in different companies after the HEST internship period, one (1) intern started up his own business and 3 students had started working before being placed to different companies.

Out of 14 students that were retained, 5 were female and 9 were male interns.

Table 12: Interns Retained on Gender Basis

	MALE	FEMALE	Grand Total
INTERNS RETAINED	9	5	14
% COMPOSITION	64.29%	35.71%	100.00%

6.1 Interns Retained per Month

In all the six months between April and December 2015, varying numbers of interns were retained most of whom were retained in April (6) as shown in the table below;

Table 13: Interns Retained on Monthly Basis

MONTHS	MALE	FEMALE	Grand Total
APRIL	3	3	6
JULY	1		1
AUGUST	1		1
SEPTEMBER	1	1	2
NOVEMBER	1		1
DECEMBER	2	1	3
Grand Total	9	5	14

6.2 Interns Retained per course

As at 31st December 2015, Bachelor of Business Administration with four (4) interns had the highest interns retained, followed by Bachelor of Office and Information Management, Bachelor of Commerce and Bachelor of Science in Marketing with 2 interns retained in the placement period respectively.

Table 14: Interns Retained on Basis of Courses

No	COURSES	MALE	FEMALE	Grand Total
1	Bachelor of Arts In Economics	1		1
2	Bachelor of Business Administration	2	2	4
3	Bachelor of Commerce	2		2
4	Bachelor of Entrepreneurship & Small Business Mgt.	1		1
5	Bachelor of International Business		1	1
6	Bachelor of Office & Information Management		2	2
7	Bachelor of Science In Marketing	2		2
8	Bachelor of Statistics	1		1
	Grand Total	9	5	14

6.3 Interns Retained per company

On the basis of the companies, 9 companies retained the 14 interns altogether with UMA and Ken paper retaining most of the interns i.e. 5 and 2 interns respectively.

Table 15: Companies that Retained Interns

No	MONTHS	MALE	FEMALE	Grand Total
1	Arameex		1	1
2	Avis Company Ltd	1		1
3	Brazafric Enterprise Ltd	1		1
4	Ken Paper	1	1	2
5	Private Sector Foundation Uganda (PSFU)	1		1
6	Quality Chemical (U) Ltd	1		1
7	Steel & Tube Industries Ltd		1	1
8	Ubuntu Capital	1		1
9	UMA	3	2	5
	Grand Total	9	5	14

7 Challenges and Mitigations

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.
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 invented 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 invented a better monitoring tool and also changed the payment system to one where interns only receive facilitation after sending their reports. These will help in eliminating the threat.
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	More courses are being added into the offer and introductory letters with more strings to limit the problem.

hesitant when it comes to taking on more interns.

8 Interns Not Yet Placed

There is a total 14 interns that have not yet been placed. Majority of the 14 interns are female interns who offered Bachelor of Business Administration (7 interns) and Bachelor of Human Resource Management (3 interns), the male interns not yet placed were 3. Placing of interns is still on going until the next group of students from MUBS is sent in July 2016.

Table 16: Courses of Interns Not Yet Placed

No	MONTHS	MALE	FEMALE	Grand Total
1	Bachelor of Business Administration	2	5	7
2	Bachelor of Human Resource Management	1	2	3
3	Bachelor of International Business		2	2
4	Bachelor of Science In Accounting		1	1
5	Bachelor of Science In Finance		1	1
	Grand Total	3	11	14

9 Skills Attained

During the three months of training, the students were able to learn and be equipped with different skills. Some of the skills attained were;

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

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. Customer care
- x. Negotiation skills
- xi. Problem solving

10 Conclusion

In conclusion, placement of Interns in the first year of the HEST Project was greatly achieved. Instead of 31 targeted interns from MUBS, the UMA-HEST Project placed 118 interns (380.65%) due to the high demand of humanities courses from employers. From the 141 interns recommended, 118 Interns were placed which constitutes 83.69% of the total interns in the database. The target number of interns who were to be placed in April was 31 and it was surpassed by placing 35 interns (112.90%) out of the 38 interns recommended by MUBS. 32 interns (91.43% of placed interns, or 103.23% of targeted interns) successfully completed their internship, while 3 interns were not willing to attend internship. Many Interns have acquired knowledge and practical skills in their fields of study and 14 interns (11.86% of placed) have been retained.

Through UMA-HEST Project team, UMA would like to thank the Government of Uganda (GOU), African Development Bank, University Coordinators, Employers, Interns and other stakeholders at large who have played a tremendous role in the implementation of the HEST Project.

We therefore look forward to placing 62 Interns from MUBS in the second year of the Project and therefore request for 137 students.

We are grateful for the unending cooperation in ensuring the continuity of the project for a better Uganda.

ANNEX

Annex 1: Lists of Interns placed from 1st April to 31st December 2015

APRIL

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Ainomugisha	Hellen	F	Bachelor of Business Computing	Conte Designers & Artists Ltd	Left Work
2	Apio	Miria Sarah	F	Bachelor of Human Resource Management	Runis Media	Not Retained
3	Atukunda	Christine	F	Bachelor of Office & Information Management	Runis Media	Left Work
4	Ayebare	Joan	F	Bachelor of Business Computing	Conte Designers & Artists Ltd	Left Work
5	Beihinda	Vivian	F	Bachelor of Business Administration	Ramco Gas	Left Work
6	Buyeera	Jude	M	Bachelor of Business Administration	Steel & Tube Industries Ltd	Not Retained
7	Kakaire	Umaru	M	Bachelor of International Business	Top Security	Self Employed
8	Kakule	Steven	M	Bachelor of Science In Marketing	Intelligent Solutions Ltd	Employed
9	Karumba	Tadeo	M	Bachelor of Human Resource Management	Rena Beverages Ltd	Not Retained
10	Kazibwe	Musa	M	Bachelor of Science In Marketing	UMA	Retained
11	Kibekityo	Gilbert	M	Bachelor of Arts In Economics	UMA	Retained
12	Kyokusiima	Rockie	F	Bachelor of Business Computing	Runis Media	Not Retained
13	Lakot	Brenda	F	Bachelor of Business Administration	Conte Designers & Artists Ltd	Not Retained
14	Mpalikamanya	Margaret	F	Bachelor of Business Computing	Conte Designers & Artists Ltd	Not Retained
15	Mugoya	Nicholas	M	Bachelor of Science In Marketing	Intelligent Solutions Ltd	Not Retained
16	Mukasa	Hamis	M	Bachelor of Business Administration	Conte Designers & Artists Ltd	Not Retained
17	Mutebi	Bashir	M	Bachelor of Business Computing	Runis Media	Not Retained
18	Nabulya	Sylvia	F	Bachelor of Business Administration	Steel & Tube Industries Ltd	Retained
19	Nabutiti	Victoria	F	Bachelor of Procurement & Supply Chain Mgt	Rena Beverages Ltd	Not Retained
20	Nakato	Rebecca	F	Bachelor of Business Administration	Ramco Gas	Not Retained

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
21	Nakitto	Flavia	F	Bachelor of Office & Information Management	Runis Media	Not Retained
22	Nakitto	Hanifah	F	Bachelor of Business Administration	UMA	Employed
23	Nalubega	Annet	F	Bachelor of Science In Accounting	Ramco Gas	Not Retained
24	Nalwoga	Saidat	M	Bachelor of Business Administration	Steel &Tube Industries Ltd	Not Retained
25	Namigadde	Zaituni	F	Bachelor of Business Administration	Ramco Gas	Not Retained
26	Namitala	Tinah	F	Bachelor of International Business	Runis Media	Not Retained
27	Namubiru	Hanifah	F	Bachelor of Office & Information Management	UMA	Retained
28	Namufuta	Zaharah	F	Bachelor of Human Resource Management	Runis Media	Not Retained
29	Namulondo	Aidah	F	Bachelor of Office & Information Management	Ramco Gas	Left Work
30	Nanyange	Janepher	M	Bachelor of Business Administration	BRAZAFRIC Ltd	Retained
31	Odeke	Lawrence	M	Bachelor of Business Administration	UMA	Not Retained
32	Rukundo	Emmanuel	M	Bachelor of Business Administration	Steel &Tube Industries Ltd	Not Retained
33	Siyomba	Hadijah	F	Bachelor of Business Computing	Runis Media	Not Retained
34	Tusiime	Lydia	F	Bachelor of Office & Information Management	UMA	Retained
35	Zalwango	Ruth	F	Bachelor of Business Administration	Steel &Tube Industries Ltd	Not Retained

JULY

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Adikini	Hope	F	Bachelor of Science In Marketing	JK Interiors Ltd	Not Retained
2	Ainembabazi	Acklean	F	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained
3	Akello	Ketty	F	Bachelor of Human Resource Management	Isearch Internet Advertising Solutions	Not Retained
4	Alinda	Patience Ritah	F	Bachelor of Science In Marketing	Future Link Technologies	Left Work
5	Ampereza	Miria	F	Bachelor of Business Administration	Mbalimbali Ltd	Not Retained
6	Asiimwe	Samuel Rushangaza	M	Bachelor of International Business	Mbalimbali Ltd	Not Retained
7	Atieno	Joan	F	Bachelor of Science In Marketing	Rena Beverages Ltd	Left Work
8	Barungi	Evelyne	F	Bachelor of Science In Marketing	Rena Beverages Ltd	Not Retained
9	Bwire	Bernard	M	Bachelor of Human Resource Management	Intelligent Solutions Ltd	Left Work
10	Kiirya	Lenus	M	Bachelor of Science In Marketing	Rena Beverages Ltd	Not Retained
11	Kusiima	Kephas	F	Bachelor of Science In Marketing	Rena Beverages Ltd	Not Retained
12	Kyoshabire	Meresi	M	Bachelor of International Business	Rena Beverages Ltd	Not Retained
13	Maswere Biira	Eva	F	Bachelor of International Business	Rena Beverages Ltd	Not Retained
14	Mbabazi	Hillary	M	Bachelor of Commerce	UMA	Retained
15	Mbabazi	Angel	F	Bachelor of International Business	Rena Beverages Ltd	Not Retained
16	Musisi	Andrew	M	Bachelor of Science In Marketing	Mafarin Energy Co. Ltd	Not Retained
17	Nakamate	Sarah Hussein	F	Bachelor of Science In Marketing	Mafarin Energy Co. Ltd	Left Work
18	Nakimera	Peninah	F	Bachelor of Human Resource Management	Mafarin Energy Co. Ltd	Not Retained
19	Namasoga	Miria	F	Bachelor of Human Resource Management	Mafarin Energy Co. Ltd	Not Retained
20	Namigadde	Sybella Becky	F	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained
21	Namirembe	Mariam	F	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
22	Namugenyi	Sanyu	F	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained
23	Namwanje	Juliet	F	Bachelor of Business Administration	Mafarin Energy Co. Ltd	Not Retained
24	Night	Lydia	F	Bachelor of Science In Marketing	Mafarin Energy Co. Ltd	Not Retained
25	Onyango	Ronald	M	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained
26	Rukundo	Lauryn	F	Bachelor of Business Administration	Mafarin Energy Co. Ltd	Not Retained
27	Ssenkooto	Hood	M	Bachelor of International Business	Mafarin Energy Co. Ltd	Not Retained
28	Tibaitwa	Florence	F	Bachelor of Business Administration	Mafarin Energy Co. Ltd	Not Retained
29	Watsemwa	Constance	F	Bachelor of Science In Marketing	Mafarin Energy Co. Ltd	Not Retained
30	Zijjana	Maria	F	Bachelor of Science In Marketing	Intelligent Solutions Ltd	Left Work

AUGUST

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Adeke	Doreen	F	Bachelor of Business Administration	Steel &Tube Industries Ltd	Left Work
2	Akiru	Sandra	F	Bachelor of Transport And Logistics Mgt	Steel &Tube Industries Ltd	Not Retained
3	Akola	Regiina	F	Bachelor of Business Administration	Newk Tea	Not Retained
4	Atuhairwe	Asenansi	F	Bachelor of Business Administration	Steel &Tube Industries Ltd	Left Work
5	Bunjo	Locus	M	Bachelor of Science In Accounting	Newk Tea	Not Retained
6	Busingye	Patricia	F	Bachelor of Human Resource Management	Avis Company Ltd	Left Work
7	Kooga	Tonny	M	Bachelor of Business Administration	TENTS4U	Left Work
8	Kushemera	Mercy	F	Bachelor of International Business	Steel &Tube Industries Ltd	Left Work
9	Mangeni	Dennis	M	Bachelor of Human Resource Management	Avis Company Ltd	Left Work
10	Matende	Geofrey	M	Bachelor of Entrepreneurship & Small Business Mgt	Avis Company Ltd	Retained
11	Mugisa	Joseph	M	Bachelor of Business Administration	Steel &Tube Industries Ltd	Not Retained
12	Nalugo	Scovia	F	Bachelor of Business Administration	Avis Company Ltd	Left Work

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
13	Namaganda	Hedrick	F	Bachelor of Transport And Logistics Mgt	Steel &Tube Industries Ltd	Not Retained
14	Nantume	Rebecca	F	Bachelor of Science In Marketing	Avis Company Ltd	Left Work
15	Tumuhaise	Noeline	F	Bachelor of Business Administration	Newk Tea	Left Work
16	Were	Patrick	M	Bachelor of Science In Accounting	Jemtop	Employed

SEPTEMBER

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Akinyi	Judith	F	Bachelor of Office & Information Management	Federation of Ugandan Employers	Not Retained
2	Kataike	Susan Rebecca	F	Bachelor of International Business	Arameex	Retained
3	Mugizi	Martin	M	Bachelor of Science In Marketing	Success Africa	Not Retained
4	Nangobi	Martha Nyaketcho	F	Bachelor of International Business	TASO	Not Retained
5	Sempambo	Eric	M	Bachelor of Statistics	Private Sector Foundation Uganda (PSFU)	Retained
6	Ssembatya	Emmanuel	M	Bachelor of Business Computing	Intelligent Solutions Ltd	Not Retained

OCTOBER

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Driwaru	Scovia	F	Bachelor of Science In Finance	Great Lakes Agricultural Development LTD	Not Retained
2	Mbabazi	Fred	M	Bachelor of Human Resource Management	Stanbic Bank	Left Work
3	Mutungi	Joseph	M	Bachelor of Human Resource Management	BM Steel	Not Retained
4	Namulema	Flavia	F	Bachelor of Office & Information Management	Federation of Ugandan Employers	Left Work
5	Naula	Nodreen	F	Bachelor of International Business	Success Africa	Left Work

NOVEMBER

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Ajwang	Martha	F	Bachelor of Entrepreneurship & Small Business Mgt	Bank of Africa	Left Work
2	Apili	Jacquiline	F	Bachelor of Human Resource Management	Ubuntu Capital	Left Work
3	Bamwite	Eric	M	Bachelor of Leadership and Governance	Ubuntu Capital	Not Retained
4	Gwokyalya Nakamya	Damalie	F	Bachelor of Human Resource Management	Ubuntu Capital	Not Retained
5	Kyakora	Moses	M	Bachelor of Business Computing	Ubuntu Capital	Not Retained
6	Mubiru	David	M	Bachelor of Science In Marketing	Makepasi Match Ltd	Not Retained
7	Mukankusi	Annet	F	Bachelor of Human Resource Management	Adventcity	Left Work
8	Munyala	Ibrahim	M	Bachelor of Business Administration	Ubuntu Capital	Retained
9	Najjemba	Racheal	F	Bachelor of Human Resource Management	Ubuntu Capital	Not Retained
10	Ndagire	Margret	F	Bachelor of Human Resource Management	Ubuntu Capital	Left Work
11	Niwahereza	Suzan	F	Bachelor of Human Resource Management	Adventcity	Left Work
12	Nuwamanya	Nicholas	M	Bachelor of Human Resource Management	Boss Beverages	Training
13	Tenywa	Salim	M	Bachelor of Science In Marketing	Makepasi Match Ltd	Not Retained
14	Wabala	Simon Peter	M	Bachelor of Human Resource Management	Ubuntu Capital	Left Work

DECEMBER

No	SURNAME	FIRST NAME	G(M/F)	COURSE	COMPANY	COMMENT
1	Babirye	Joanita Musota	F	Bachelor of Science In Marketing	Ken Paper	Left Work
2	Kabunga	Charles	M	Bachelor of Science In Marketing	Ken Paper	Retained
3	Logose	Betty	F	Bachelor of Science In Marketing	SESACO	Training
4	Nafuka	Fauster	F	Bachelor of Science In Marketing	SESACO	Training
5	Nakato	Erinah	F	Bachelor of Business Administration	Ken Paper	Retained
6	Nakiziyivu	Mary Kabuuka	F	Bachelor of Science In Marketing	SESACO	Training
7	Namirembe	Victoria	F	Bachelor of Science In Marketing	Ken Paper	Left Work
8	Nammondo	Justine	F	Bachelor of Science In Finance	Avis Company Ltd	Training
9	Ngabu	Walter Francis	M	Bachelor of Science In Marketing	SESACO	Left Work
10	Ngoyan	Hafsa	F	Bachelor of Business Administration	Kiluse & Co. Incorporated Accountants	Training
11	Ssebyala	Huzailu	M	Bachelor of Science In Marketing	SESACO	Left Work
12	Ssemmanda	Isaac Joash	M	Bachelor of Commerce	Quality Chemicals Ltd	Retained

Annex 2: List of Interns not yet placed from 1st July to 31st December 2015

No	SURNAME	FIRST NAME	G(M/F)	COURSE
1	Awekonimungu	Faith	F	Bachelor of Science In Finance
2	Kemigisha	Ritzy	F	Bachelor of Business Administration
3	Kirabo	Martha	F	Bachelor of International Business
4	Laker	Laker	F	Bachelor of Business Administration
5	Musiimenta	Fortunate	F	Bachelor of Business Administration
6	Mwere	Hakim	M	Bachelor of Human Resource Management
7	Nakalawa	Peninah	F	Bachelor of Human Resource Management
8	Namanda	Isabella	F	Bachelor of International Business
9	Nuwagaba	Immaculate	F	Bachelor of Business Administration
10	Otim	Ronald	M	Bachelor of Business Administration
11	Ssebunya	Douglas	M	Bachelor of Business Administration
12	Twikirize	Irene	F	Bachelor of Human Resource Management
13	Zainab	Saleh	F	Bachelor of Science In Accounting
14	Nabweteme	Slyvia	F	Bachelor of Business Administration



Annex 3: List of Interns recommended by MUBS under the HEST project but already employed from 1st July to 31st December 2015

No	SURNAME	FIRST NAME	G(M/F)	COURSE
1	Atukwase	Daphine	F	Bachelor of Business Computing
2	Mugambe	Emmanuel	M	Bachelor of International Business
3	Nambooze	Edrine	F	Bachelor of International Business
4	Nansubuga	Jane	F	Bachelor of Human Resource Management
5	Namulondo	Sylvia	F	Bachelor of Human Resource Management
6	Nakitende	Zabela	F	Bachelor of Science In Marketing
7	Mulondo	Joackim	M	Bachelor of Business Administration
8	Aturinda	Shallon	M	Bachelor of International Business
9	Anyago	Rose	F	Bachelor of Human Resource Management



scovia Driwaru

HEST No: IP15MUBS02/075

UNIVERSITY: Makerere University Business School

COMPANY: GREAT LAKES AGRICULTURAL DEVELOPMENT

Email Address: sdriwaru@gmail.com

Supervisor Name: Mr. NORMAN LUMAGO MARK

1st Month Report

Week	Target	Achievements	Challenges	Lessons Learnt
Week1	Orientation with my supervisor and the Director of GLAD Farm LTD. Office arrangement and filing of documents. Verification of the receipts with what is on the system.	Achieved computer skills like use of excel. Communication skills with other staff members.	some figures on the receipt and on the system were not tallying.	Up to date record keeping. Use of excel.
Week2	Reconciliation of expenditure accounts. purchase office requirements. Go to the field and pay off casual workers.	updated pay roll and paid casual workers. Expenditure accounts reconciliations.	Some figures on the receipt and on the system were not tallying. Some of the records of the casual workers were not appropriate making it hard to calculate how much to pay them. The long distance to the Farm and the immense traffic.	How to reconcile the expenditure accounts. Preparing payroll.

Week	Target	Achievements	Challenges	Lessons Learnt
Week3	Preparation of a work plan. Entering data/ writing report of the wage payments. Meeting with the field supervisors.	Updated report on the wage payments. Achieved communication skills like emailing a copy of my work plan to the supervisor. minute taking.	Not familiar with drafting a work plan.	Minute taking during meetings. Entering data using excel. Designing a work plan.
Week4	Making payments of pay as you earn in the bank. Designing the National Social Security Fund (NSSF) payments schedule, declaring payments electronically for NSSF registered employees and making actual payments in the bank.	Made payments of Pay As You Earn in the bank. Paid NSSF in the bank for NSSF registered employees.	For two days the systems were off hence payments were not made in the bank on time.	Learned how to design the NSSF schedule using excel and paying it as well. Paying Pay As You Earn in the bank.



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	<i>Insurance premium to be deducted</i>	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)



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:

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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



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 hestreport@uma.ac.my

Page 1