

# Public-Private Dialogue

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## Uganda / Uganda Manufacturers Association (UMA) Youth Employment Programs 2010-2019

by

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### Background and Context

The Uganda Manufacturers Association (UMA) is one of the largest private sector membership based association with a broad membership of over 850 companies representing the industrial and commercial sectors in Uganda. UMA's mission is to promote and protect the interest of Manufacturers and Industrialists in Uganda. In 2017 UMA marks 29 years of existence. UMA offers several services to its members one of them is skills development.

A study in February 2013 by Action Aid International Uganda (AAIU), Uganda National NGO Forum and Development Research and Training (DRT) in Uganda indicated the majority of the youth out of school have no regular work or income. 61.6% of the respondents in the study were not in any form of employment. Statistics from the Ministry of Gender Labor and Community Development in Uganda indicate that around 400,000 youth are annually released into the job market to compete for about 10,000 available jobs. The unemployed youth are likely to become a source of political instability if they are not planned for early enough. The unemployed youth are therefore a threat to development and democracy. The main reason for youth unemployment is lack of the necessary skills, knowledge and experience to be employed or to start their own businesses. Most students in tertiary institutions mainly receive theoretical trainings that are not readily applicable in the practical situations in the current competitive world of work.

Institutions of higher learning handle a very big number of students; they do not have enough equipment for the learners to get all the skills. They do not have the latest equipments that are available in industry. The institutions are therefore not good mentoring avenues because they lack 'the world of work' experience. Our interaction with companies showed that companies are discouraged from taking in interns because they do not have resources such as space, allowance, training time, equipment, some Personal Protective Equipment (PPE) or uniforms, insurance of interns and equipment used. UMA secretariat therefore came up with a variety of approaches to address the skills explained in this paper.

## Youth and Inclusion Dimensions

At UMA, we include youth skills development programs in the menu of our services. Youth programs include internships, practicums, entrepreneurship training, organizing networks of organizations that deal with youth unemployment and conducting various studies related to youth unemployment (such studies include employee surveys, graduate survey, status of unemployment). Our intervention is mainly through projects some of which are explained below.

### **A.GIZ Project for Skills Enhancement (2010-2012)**

UMA implemented a GIZ funded Public Private Partnership project (PPP) focused on vocational training. Under the project, skills of youth were enhanced through internship programs by various companies. The project was on a cost sharing basis. All together 170 youths were trained by 5 companies.

### **B.Internship Placement Project with Higher Education Science and Technology (HEST) Project (2015-18)**

Under this project, UMA is partnering with Higher Education Science and Technology Project (An African Development Bank -AfDB funded project of the Uganda Ministry of Education and Sports) The UMA-HEST project supports students from 9 institutions improve skills through facilitating and supervising the placement of over 3000 interns. The program mainly targets finalists offering science and technology as these students can spend more time at the companies and are more easily employable than ordinary intern.

The Project goal is to improve the skills of 3000 graduates from nine Ugandan Training Institutions namely: Kyambogo University, Busitema University, Makerere University, Gulu, Lira, Mbarara University of Science and Technology, Uganda Management Institute, Muni University and Makerere University Business school.

Specific objectives of the project are: **1:** To promote the program amongst UMA members and other private sector companies. **2:** To Improve skills of science and Technology students from 9 HEST Institutions and **3:** To reduce the cost by industries on expatriate labour.

### ***How does the project operate?***

***Promotion of the Project:*** This is through conferences, visiting and writing to companies to secure internship places. Other promotional strategies involve the use of the UMA print media, brochures and the website to promote the program.

### ***Orientation Training by UMA in Work Place Based Life Skills***

Before interns are sent out, the interns are oriented by UMA in a three-day course. Students who are nominated by universities attend the course that covers the following modules.

**Day 1:** Career development, Writing a winning curriculum vitae, attending interviews and personal development; Effective and productive communication at the work place; Report writing.

**Day 2:** Effective time management; Transforming from an intern to an employee; Occupational Health and Safety; HIV/AIDS at the Work Place.

**Day 3:** The use of the UMA Internship Portal, the reporting process and logistical Issues.

### ***Placement of Students in Industry***

After orientation, students are sent to industries. After settling in, the students submit clear monthly learning objective that are set in collaboration with the company based trainers. Learning Progress is tracked through interns submitting monthly reports to the UMA website. On submission of reports interns receive a stipend of about 73 USD. The students stay in industry for at least 3 months.

### ***Support Supervision Monitoring and Evaluation***

The UMA support supervision team visits interns in the program at least once. During the visit their learning progress is discussed to gather with their workplace supervisors.

### **C. Improving Leadership Skills for Youth and Building of Networks that Address Youth Unemployment with Centre for International Private Enterprise (CIPE) 2015-17.**

UMA and Centre for International Private (CIPE) are working on a youth project with two broad objectives:

- To improve students leadership and entrepreneurship skills;
- To promote networking and collaboration within of organizations that work with youth in the field of Youth unemployment.

The project is working with three Institutions namely: Ndejje University, Uganda Christian university and St. Joseph Technical School, Kisubi.

### ***What are the main Activities?***

***Leadership and Entrepreneurship Training:*** This is conducted through Entrepreneurship Clubs, which UMA assisted to form in the institutions. Facilitators who attend a TOT in Entrepreneurship are appointed from a team of the institutions lecturers. UMA members are also invited to train club members in particular aspects of entrepreneurship. Students undergo training in 12modules over a period of 30 hours spread between 3 to 6 months depending on the program on the school. UMA organizes study visits to different companies where club Formation of networks members meet practicing entrepreneurs to discuss their ideas. One of the students' training deliverable is a business plan.

***Participating in Practicums:*** In the practicums groups of students are connected by UMA to work with companies to solve work-based problems under the guidance of consultants/ mentors. The mentor may be employees of the company or may be an external consultant. Two companies have partnered with us namely:

- Electrical Control and Switchgear Ltd where seven student from Ndejje University were trained for one month in Energy Auditing five of the students were retained.
- Smart Foods Limited where 8 students were trained in marketing and making Tofu a soya meat product.

***Building A Network to Address Youth Unemployment:*** UMA is working with CIPE to build a network of private sector players, universities, vocational schools, government ministries development partners and youth leaders to work together in solving the unemployment challenges in Uganda. UMA conducts several studies (Graduate Survey, Employee Skills Gap Analysis and

Youth Unemployment Status) that the network discusses. The network also meets regularly to discuss several issues regarding youth unemployment.

## **Partnerships, Structures and Processes**

To implement youth projects, UMA has created partnerships with several organizations and officers. Government officials from several ministries are part of our skills network. We meet in several for a to discuss youth skills development and unemployment issues. We also partner with several development partners such as GIZ, BTC, CIPE, HEST, HWK to design and implement several projects. Our beneficiaries are mainly universities and training institutions. We have there for partnered with 10 universities, 1 management institute and 2 technical institutions. While implementing we partner with our member companies. We have implemented the youth projects with over 250 UMA member companies. We have a network of other 15 organizations that work with youth.

Before any youth program is implemented there is buying in by the Board Members of UMA which delegates the UMA education and skills subcommittee to oversee the project. The implementation unit at UMA secretariat is the Training Department. The training department first carries out needs identification exercises or a baseline surveys aimed at establishment of needs and demands for a given service. UMA assesses if the need relates to its vision and mission and to the national development strategy. Thereafter UMA identifies potential resources and where necessary writes proposals that are relevant to the identified needs and submits them to appropriate development partners.

Creating ownership of the youth program to the relevant stakeholders mainly the beneficiaries is key. This is done by involving them in the needs assessment and project design. At the design level sustainability issues must be put under consideration. During implementation care is taken to harness synergies of partners i.e. youth organizations, development partners, government and private sector companies.

M & E are important components of any project so as to keep the project on track. So knowledge management and constant reporting to all stakeholders is key.

## **Results**

The results of the two ongoing youth projects are discussed below.

### **HEST Project (2015-18)**

So far we have inducted 2900 interns and placed 1833 students of which 1629 completed. We conducted a tracer survey in March 2017 and 42% of the 1833 who completed internship from 2015 and 2016 were employed.

**Table showing HEST Results**

Placed	Completed	Retained	Internship Extended	Recommended and Employed	Found employment on their own	Self employed	Total
1833	1629	252	129	75	207	15	678
		15%	8%	5%	13%	1%	42%

Ministry of Education is happy with the success of the HEST project, so we are lobbying for an extension and a policy where government can support private to have interns trained at the work place.

**CIPE Project (2015-17).**

- 200 students trained in 2015 and 2016 in entrepreneurship. We are training another 300. We are carrying out a tracer survey where we shall establish the impact of the 2015-16 trainings;
- Of the 16 students who attended the practicum in 2016, five engineers were employed by the companies where they conducted the practicum.
- The network, which we built in 2016, has resulted to two contacts where we submitted two projects proposal. To GIZ and Barclays Bank, we have submitted a proposal to support a Barclays' Ready to Work Program where we shall place and supervise 1200 interns. To Private Sector Foundation we have to submit a proposal where we shall train 500 UMA members from 80 companies on Occupational Health and Safety (OHS).

## Expected Results

**CIPE**

- Tracer survey for selected programs in Ndejje University, UCU and St. Joseph Technical Institute and the Employee survey of 850 members completed in September 2017 and this will inform further programming.
- We are training 300 students in entrepreneurship training. The training is expected to be completed in September 2018.

**HEST**

- Up to 2018 we expect to place the 3000 students 40% of which should be employed (about 1200).

## Challenges

**HEST**

- Negative attitude to work exhibited by some interns is frequently mentioned by the companies;
- Sustainability of the projects. This is a funded project and when it closes we have challenges with maintain the secretariat staff, paying stipends to the students;
- Limited budget for students stipends hamper uptake of interns by companies. Companies are increasingly showing interest in taking interns.

**CIPE**

- Limited influence on policy with limited participation from government in the networks;

- Limited budgets e.g for practicums financing: one company paid for the extra cost of the project but the second contributed to the project;
- Project Time (1 year) is too short for us to implement and to realize the impact of the project. We suggest 6 years split in 2 blocks of 3 years.

## **Biography of the Author**

### **Mr. Joseph Kyalimpa**

Training Manager at Uganda Manufacturers Association

Joseph is a professional Human Resource Manager(PGDHRM-UMI), trainer and teacher with 10 years' experience in managing workplace learning programs, organizing workshops and managing of various projects. Joseph initiated several programs at Uganda Manufacturers Association. Focus areas have been in energy, health and skills development. Among Skills development projects managed are:

- The GIZ Internship Program 2010-2012 that supported interns training in various companies;
- Higher Education Science and Technology Project (HEST) which is placing and supervising the placement of 3000 interns in 250 companies. The project benefits 9 government universities;
- A youth leadership and Entrepreneurship skills project which is being implemented at Ndejje University, Uganda Christian University (UCU) and St. Joseph Technical School Kisubi.