



**Message from the General Manager;
By: Milly Nabankema**

Greetings from UGAPRIVI National Secretariat,

Dear members, we congratulate you for having endeavoured to join us in Kampala on the 29th of July 2016 for the National AGM. Thank you for all your support towards the success of the National AGM. It was a MUST attend activity. The Returning Officer, Mr. Kikomeko Joseph from the Directorate of Industrial Training (DIT) declared the results and for the posts of Chairmanship and General Secretary we had ties!!! Mr Ndemere Adrian and Mr.Semanda Christopher tied at 55 votes for the position of National Chairman while Mr Keneth Ayuk and Ms Flavia Mukibi also tied at 47 votes for the position of General Secretary. The implication was that Elections were not complete for these two (s) Positions. It was only the post of National Treasurer that had no questions where Mr. Masaba Dwale Isaiah emerged the winner. He has been the Regional Director of Eastern Region-Mbale. Congratulations to this National post.

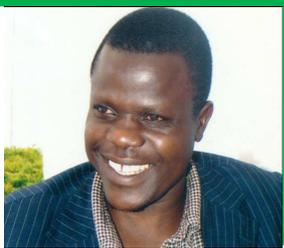
On 31st of August 2016 the Board members both new and old were invited for a special Board meeting and it was resolved that the Association will prepare fresh elections for the two posts i.e Chairmanship and General Secretary. Members also agreed that Mr. Bampigga K. Emmanuel who has been the National Chairman continue to serve until when elections are held, a date for the same not yet agreed on.

We presented a draft Memorandum of Understanding to the Uganda Business and Technical Examinations Board (UBTEB) and it is under review after well-built discussions. I shared it with the National Chairman of UGAPRIVI. We are waiting for an invitation for final discussions and sharing with the stakeholders. This has been the long waiting approach to all the bodies that have stake in BTJET.

We were invited to a one day workshop at UBTEB Secretariat, where the changes in the new BTJET curriculum were discussed and how well the Industrial placement was to be handled by the training institutions plus changes in the naming and coding of some occupations.

We had a chance to meet the Executive Secretary of Private Sector Foundation Uganda (PSFU) Mr. Badagawa Gideon, and shared a lot in regard of Skills Development Fund and how UGAPRIVI could be involved. Therefore I call upon all regions to send us the possible lists of Jua khali settings, Micro Enterprises, in different occupations for example Tailoring, Welding, and Wood work/Carpentry and Joinery. These are basically arrangements that do offer non-formal skills trainings and have some training gaps.

We extend our sincere thanks to the staff at National Secretariat with whom we steer the Association at National Level plus all Regional Administrators.



Message from the Administrative Officer

***By Mwanja George, Administrative Officer
UGAPRIVI National Secretariat.***

UGAPRIVI Continues to Promote Good Governance.

Dear honorable Members, UGAPRIVI as a National and Valuable Organization is sanctified with a physically powerful and well thought-out line of corporate governance from the grass root level to the Apex. I have no doubt on this matter. Owing to the importance of this subject, I have the desire to use this platform to jog the memory of our members and stakeholders about benefits we are reaping from the continued promotion of good Governance at UGAPRIVI.

Service delivery

In the midst of our committed staff at the National Secretariat and the eight (8) regions in Uganda, our members are in position to access services in time and economically. For example a member in Hoima can get our services at our West- A Regional Office in Hoima relieving him/her the burden and cost of travelling to National Secretariat at Kampala. For Members somewhere else you can access our services at Mbale for Eastern Region, Masaka for South, Kabale for South-West, Mengo Kampala for Central, Fort Portal for West B , Arua for West-Nile and Lira for Northern Region. The Central region has gone a step further by piloting Chapters at District levels a move being proposed for inclusion in the new Constitution. Wakiso, Kampala, Mukono and Luwero districts have so far created these Chapters and member institutions have reportedly realized several benefits such as access to information, management skills and new ideas learnt from one another through workshops and meetings.

Team work and staff cooperation

Authors have put it rightly, "unity is strength, divided we fall". UGAPRIVI Administrative structure being in place has encouraged our staff to become responsible and cooperative. Our team has shared available information and skills. Tasks have also been executed as a team. We have timely responded to information demands coming from all Regions without isolation. To this effect we have not realized any backlogs. I want to appeal to all staff at regional level and at National secretariat to maintain this strength of mind so that we move UGAPRIVI together to higher levels.

About Strategy, Bruce wrote in 1981 that: "Strategy depends upon the ability to foresee future consequences of present initiatives." He wrote that the basic requirements for strategy development include, among other factors:

- 1) Extensive knowledge about the environment, market and competitors;
- 2) Ability to examine this knowledge as an interactive dynamic system; and 3) the imagination and logic to choose between specific alternatives. Henderson wrote that strategy

was valuable because of: "finite resources, uncertainty about an adversary's capability and intentions; the irreversible commitment of resources; necessity of coordinating action over time and distance; uncertainty about control of the initiative; and the nature of adversaries' mutual perceptions of each other.

I think your perception here is that I am being too academic. But this back ground was meant to push you to a level of thoughts that an "organization's eye" to see the far is the strategy. For all the years, UGAPRIVI has had good strategies developed and executed by our staff under the supervision of Board of Directors. Now that new regional leaders have been ushered into Office, the Association is extremely ready to develop and execute future strategies using tools such as the Balanced Scorecard-SWOT analysis (BSC-SWOT). Since UGAPRIVI has a big stake in the Government's Programme of Skilling Uganda and the Uganda's Vision 2040, moving with a strategy is a must. We are calling upon all members to send their views as we plan to have our strategic planning workshop.

Conclusion

With your support and cooperation, UGAPRIVI will be able to get where it wants to be and vocational training will become a priority for our entire nation.

"Together, we can"!



**Message from the Office Assistant;
By: Nawaggi Desire Esther**

Ethics at the workplace:

Greetings from UGAPRIVI National Secretariat, Dear members, we congratulate you for observing ethics wherever you are. Since time in memory, society in which we live has been observing ethics. *Ethics* is the branch of philosophy that examines right and wrong moral behavior, moral concepts and moral language. The term encompasses business ethics and professional ethics also known as work ethics.

I feel delighted to use this platform to explore on work ethics. **Work Ethics** are beliefs in the moral benefit and importance of work and its inherent ability to strengthen character. We can use the term work ethics interchangeably to mean Professional *ethics* i.e Educationist ethics, Accountants' ethics, Engineers ethics, lawyers' ethics and medical ethics. Ideally, every workplace has acceptable behaviors. Professional *ethics* encompass the personal, organizational, and corporate standards of behavior expected of professionals.

Ethical codes are adopted by organizations to assist members in understanding the difference between 'right' and 'wrong' and in applying that understanding to their decisions.

An ethical code generally implies documents at three levels: codes of business ethics, codes of conduct for employees, and codes of professional practice.

Many companies use the phrases 'ethical code' and 'code of conduct' interchangeably but it may be useful to make a distinction. A code of ethics will start by setting out the values that underpin the code and will describe a company's obligation to its stakeholders. The code is publicly available and addressed to anyone with an interest in the company's activities and the way it does business. It will include details of how the company plans to implement its values and vision, as well as guidance to staff on ethical standards and how to achieve them.

However, a code of conduct is generally addressed to and intended for employees alone. It usually sets out restrictions on behavior, and will be far more compliance or rules focused than value or principle focused. This code is also good for **Non Governmental Organizations**.

Therefore, we can see that Work ethics include not only how one feels about their job, career or vocation, but also how one does his/her job or responsibilities. This involves attitude, behavior, respect, communication, and interaction; how one gets along with others. Work ethics involve such characteristics as honesty and accountability. Essentially, work ethics break down to what one does or would do in a particular situation. The imploring question in a situation involves what is right and acceptable, and above board versus what is wrong, underhanded, and under the table.

Throughout the last few years, there have been companies whose work ethic - honesty, integrity and accountability have been rather shady and have a rather negative impact on other people. This has involved people looking the other way when people have done something questionable, or thinking it would not matter.

Work ethics are intrinsic; they come from within. Ethics or morals are beyond the law or what is legally right. Whether you have been seen or not do what is right. A question may involve where they come from, if they come from within. Philosophically, this may lead to various perspectives; however, the truth about work ethics, and where they come from are answered from a Christian or rather religious view. Work ethics come from God the creator and *all religions tend to promote this view*. God made humans in His image, and His word proclaims these various work ethics; honesty, integrity, doing a job well, keeping things above board, and accountability factors.

The Christian or religious view holds fundamentally two central work ethics; humility and the treatment of others. Humility is being humble, no task is too demeaning. Humility involves servitude, which emphasizes placing other peoples need before one's own. Treating others with decency and respect equate to the *golden rule*. The treatment of others involves loving your neighbor, loving your enemy, doing good to those who dislike you. It involves valuing others, and knowing they have worth.



Message from the Finance Officer

***By Ssonko Oscar, Finance Officer
UGAPRIVI National Secretariat.***

NEW MEMBERS JOIN UGAPRIVI

I salute all our members for playing their part in promoting vocational Training in Uganda. We received thirty three (33) new Members who joined us from January 2016 to date .The New members are welcome to UGAPRIVI.We also remind all our members to pay the annual subscriptions promptly as agreed for the betterment of UGAPRIVI.

Central Region

- 1 Esom school of Music
- 2 Faith School of Beauty
- 3 Hostalite Cyber Academy
- 4 Kampala International Technical College
- 5 Uganda Youth Development Link
- 6 Good feeding's Social Transforming Institute of Technology
- 7 Ebenezer VTC
- 8 The English Centre Uganda
- 9 Kampala institute of VT & Business
- 10 Kyengera Vocational & Technical Institute
- 11 Get Wise Vocational Institute
- 12 Kampala International Technical Training College
- 13 Matona Steps Training Centre
- 15 Royal Foods
- 16 AFK9 African K9 Academy & Detection Services
- 17 Fredafrica VTI Busaana
- 18 Skills Development centre
- 19 Central School of Beauty
- 20 Da Duet Academy Journalism Institute
- 21 Katosi Vocational Training Centre
- 22 MCAU Industrial Training Centre
- 23 Brain Broadcasting Academy
- 24 Kyadondo Vocational Training Institution
- 25 KOWDO Comprehensive Skills Development Centre

Northern Region

- 1 Amolatar Technical Institute
- 2 Future Hope Vocational & Technical Institute

Eastern Region

- 1 Bujagali Technical Institute

- 2 IME Beauty Skills Centre
- 3 Uganda Muslim American Skill Friendship Training Centre
- 4 The SUUBI Centre -Uganda

West A

- 1 Panyadol Vocational Secondary School
- 2 Goldmine Centre of Professional Development Ltd
- 3 Professional College of Social work and community Development



MESSAGE FROM UGAPRIVI ACADEMY *Charles Aba- Outgoing Programme Facilitator*

Let me take this opportunity to report that Uganda Association of Private Vocational Institutions (UGAPRIVI), being one of key stakeholders in spearheading government reforms of Skilling Uganda through Private Business, Technical, Vocational, Education, and Training (BTJET), its membership has grown to 800 member institutions and it continues to attract more institutions.

During my tenure of office, as Programme Assistant in charge of UGAPRIVI Academy/ Programme Facilitator, I wish to appreciate significant financial and technical contribution provided by previous development partners, Particularly Government of Uganda that has played a key role in providing funds to support Vocational training through Post Primary Education and Training (UPPET), where sixteen Institution benefited through this initiative both financial and material support.

Contributions of Partner Organizations to UGAPRIVI Capacity building through Project funded Programme

- Directorate of Industrial Training which played a key role in assisting the founding members to form and ensure UGAPRIVI is formed in 1998.
- Cooperation of Germany Technical Cooperation to UGAPRIVI for the 11 years (2000-2011), where Germany Technical Cooperation Identified experienced team of technical experts who worked together towards building capacities of UGAPRIVI staff both at National and Regional level.
- African Development Bank extending financial support to UGAPRIVI in partnership with Minister of Sports and Education to train Vocational Instructors/teachers from Institutions who are members of the Association through Certificate for Technical teachers Education and Training project (CTTE).
- Germany Development Bank (KfW) through promotion of private Training providers in three pilot phases that provided and renovated existed Infrastructures, constructed new additional facilities and management training of staff of 79 BTJET institutions across the Country.
- Government of Federal Republic of Germany through GTZ/current GIZ for extending financial resource support to the Government of Uganda to promote BTJET.

- Employment Oriented Skills Development Networks, EU funded project implemented in northern Uganda that supported 10,000 beneficiaries in 6 districts.
- Restless Development Uganda, Sustainable Livelihood Programme for Karamoja Youth ,2 Curriculum modules developed, (Phone/Radio & Tree Nursery operators) 20 Instructors trained in interpretation of curriculum usage, 60 youth Trained in 2 trades, and attached for apprenticeship training under my leadership which has left huge contribution in terms of Skills transfer to youth.

Despite of tremendous growth in number of Institutions joining Association, their contribution towards registration and subscription fee only is not enough, other areas of intervention may include engaging development partners like Belgian Technical Cooperation, Government Structures like Ministry of Gender, Labour and Social Development, Private Sector foundation Uganda (PSFU) to access (Skills Development Facility opportunity) Directorate of Industrial Training, Save the Children, Restless Development, Swiss Contact Uganda. This will reinstate the UGAPRIVI Academy to conduct different trainings to its members.

I thank National Secretariat, Regional staff and Board of Directors for having given me chance to serve the Association. I have served since the inception of Association into a fully functional Autonomous Umbrella Organization of all Private Vocational Institutions in Uganda since 2005. I have learnt a lot from the Association especially the top leadership team for their mentorship support, selfless dedication, hard work and professionalism towards giving firm foundation.

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