



# Uganda Association of Private Vocational Institutions

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**Your Partner in Skills Development**

## UGAPRIVI PROFILE

### 1.0 BACKGROUND

The Uganda Association of Private Vocational Institutions (UGAPRIVI) is an umbrella organization for Private Vocational Training Institutions in Uganda. It was established in the year 1998 and registered as a Non- Governmental Organization in the year 2000 under the NGO Statute 1989, on Registration No. **S.5914/3350**.

The Uganda Association of Private Vocational Institutions (UGAPRIVI) was formed to improve the quality and the image of private vocational institutions in Uganda, and to strengthen Business, Technical, Vocational Education and Training BTVET sector as a whole. Its main aim is to foster collaboration between private training institutions and to improve, not just the standards of the training provided, but also its relevance for the actual employment market. UGAPRIVI is a national organization with eight (8) regional offices covering all districts of the country. This ensures that poorer and structurally weaker areas are not left out of the initiative.

There are not enough appropriate opportunities for Ugandan youth to learn vocational skills in public BTVET Institutions alone. Against the background of continually increasing numbers of school leavers and the low capacity of Government owned BTVET Institutions, the private BTVET institutions deserve increased attention. The promotion of BTVET and its values is one of the major components of UGAPRIVI's tasks. The Private BTVET institutions are among the most important providers of vocational skills training. Currently the majority of the vocational skills training conducted in Uganda is provided by Private BTVET Institutions.

## 2.0 VISION

To build a strong bedrock for pedagogical concerns, cultural perspectives, sustainable development, and universal ethics for national building amongst private vocational training institutions (PVTIS).

## 3.0 MISSION

To enhance unity and development and provide facilities for collaboration, networking and partnership between PVTIS and other actors.

## 4.0 OBJECTIVES

- 4.1 To initiate and support demand driven employment-oriented vocational training relevance for the actual job market.
- 4.2 To mediate and interface between its members, and develop strategic alliances with, private sector, Government, internal and external development partners.
- 4.3 To establish effective management systems for the implementation of development projects;
- 4.4 To lobby and advocate at government and Institutional level.
- 4.5 To offer training for the management and staff of private vocational training.
- 4.6 To support the development of quality standards and monitoring
- 4.7 To develop, provide and commercialize customer oriented services.

## 5.0 ADMINISTRATION

Uganda Association of Private Vocational Institutions has administrative structures who ensure its smooth running. They are mentioned below:

- 5.1 **The General Assembly.** The General Assembly is the extreme decision making body of UGAPRIVI and is a composition of fully paid up member Institutions, members from the Board of Trustees and the Board of Directors.
- 5.2 **The Board of Trustees.** This is composed of the outstanding Ugandan citizens with knowledge and interest in skills development. They are the custodians of UGAPRIVI property, do fundraising for UGAPRIVI upon request by the Board of Directors, act as arbitrators and ensure continuity of UGAPRIVI.

**5.3 The Board of Directors** are elected Directors of the member institutions and are responsible for recruitment and supervision of the administrative staff, policies review, lobby and advocacy, monitoring and implementation of the programmes and generally ensures proper functionality of the association.

**5.4 The Administrative Staff.** These are the full time employed staff of UGAPRIVI and conduct day do day administration of its activities. There are Administrative staff at the National Secretariat and at the Regional offices.

**5.5 UGAPRIVI eight regional offices are shown in the table below.**

No	Regional Office	Location	Known Institutions
1	Central	Kampala City on Kabakanjagala Road	281
2	East	Mbale Town	123
3	North	Lira Town	109
4	South	Masaka Town	74
5	South West	Kabale Town	94
6	West Nile	Arua Town	78
7	West A	Hoima Town	62
8	West B	Kasese Town	41
		<b>Total</b>	<b>862</b>

**6.0 MEMBERSHIP**

862 Private vocational institutions drawn all over Uganda are members of UGAPRIVI. Other organizations and 45 Public vocational institutions are members of UGAPRIVI through the affiliate membership status. There are close to 350 other private vocational institutions who are not members of UGAPRIVI. We are working hard to bring those other institutions on board.

**7.0 COLLABORATION OF UGAPRIVI IN THE BTVET SUB-SECTOR AND PRIVATE PUBLIC PARTNERSHIP (PPP)**

**7.1 Skilling Uganda.** UGAPRIVI is one of the members of the Reform Task Force –Skilling Uganda comprised of members drawn from the Private Sector, Non-Governmental organizations (NGOs), Ministry of Education and Sports and other key Government Ministries and Agencies. The Task Force which was inaugurated on 23<sup>rd</sup> of October 2012 is to spearhead reforms of the system of Business Technical Vocational Education and Training and to oversee and manage the ten year **Skilling Uganda** Strategic Plan 2012 - 2022.

**7.2 Industrial Training Council (ITC).** UGAPRIVI is a member of the Industrial Training Council (ITC) a body that advises the Ministry of Education on matters related to Business Technical Vocational Education and Training (BTJET) through the Directorate of Industrial Training (DIT). Private BTJET Institutions are the biggest consumers of Directorate of Industrial Training services.

**The Directorate of Industrial Training** is a quality assurance body in Business Technical Vocational Education and Training (BTJET) sub sector. It conducts Competence Based Assessments (CBA) and awards Uganda Vocational Qualifications Framework (UVQF). Currently in collaboration with UGAPRIVI, DIT is conducting the Workers Pass project.

**7.3 Management Training.** Management Training was conducted in 2011 and 2012 in all regions where modules of Organizational Management and Leadership, Resource Management in VTIs and Entrepreneurship were covered to help VTIs sustain themselves by coming up with viable means using the techniques acquired during the trainings. This training has greatly impacted on many of our members as they have come up with projects that can help in sustaining them. Heads of institutions have changed positively to their day to day obligations and enrolment has increased particularly in those institutions that participated in the training.

**7.4 UPPET and UPOLET.** UPPET programme covered 16 private BTJET institutions initially supported by the German Development Bank (KfW) in areas where there are no public BTJET institutions participating in UPPET. The UPPET programme deals with government grant support for primary 7 leavers enrolling in BTJET Institutions, while UPOLET programme deals with post Senior 4 Leavers joining BTJET Institutions. We expect the Government to include more Private Vocational institutions to cover the big gap in the UPPET and UPOLET programmes.

**7.5 Private Sector Foundation of Uganda.** The Private Sector Foundation (PSFU) was established in 1995 in response to the need for a joint effort of private sector organizations to collectively interface with Government and Development Partners to guide the economic growth of Uganda.

**The mandate of the PSFU** was to improve the business environment in Uganda through policy research, dialogue and advocacy, enhancing firm-level competitiveness through injecting know-how, facilitating investment promotion and aftercare, and improving access to credit for Small & Medium Enterprises.

**UGAPRIVI is Associate Member** of PSFU since 2000. We have ever since partnered with PSFU to pilot and manage the Worker's PAS (Practically Acquire Skills) project that aims at validating skills and competences attained in informal and non-formal BTJET learning. The Worker's PAS project is a component of the Enterprise Skills Linkages Programme under the Private Sector Competitiveness Project II. Currently UGAPRIVI and its member institutions are applying for the Skills Development Facility, funded by World Bank, and managed by the PSFU,

## 7.6 **Uganda Business and Technical Examinations Board-UBTEB**

This is a national examining body for the Business and Technical programmes established by the act of Parliament in 2011.

UGAPRIVI is in contact with the over 862 member institutions and other 250 prospective members who may join the association, yet around 300 have been granted examination centers by the UBTEB. This leaves a gap of close to 812 institutions to be registered for centers. Our strategy is that all these institutions get examinations centers and offer recognized programmes and certification by December 2018, a move to standardize and professionalize Business and Technical Education. A memorandum of understanding between UBTEB and UGAPRIVI is in final stages and will shortly be signed and our combined efforts will help the nation.

## 8.0 **COLLABORATION OF UGAPRIVI WITH MULTINATIONAL ORGANISATIONS (Former and current)**

- 8.1 African Development Bank – ADB.** The Instructor Training programme was conducted by UGAPRIVI in partnership with the African Development Bank and the Ministry of Education and Sports under the ADB Education III Project- "Support to the Post- Primary Education and Training". Since the project started in 2007, a total of 262 instructors had benefitted from this intervention by 2010 and qualified for the award of **Certificate in Technical Teacher Education (CTTE)** of Kyambogo University. This certificate is equated to Grade V Teaching certificate by the Ministry of Education and Sports.
- 8.2 Programme for the Promotion of Employment Oriented Vocational and Technical Education and Training – PEVOT.** As its name says, PEVOT, the Programme for the Promotion of Employment Oriented Vocational and Technical Education and Training, is about employment. Both in quantity and quality, productivity, employment and economic growth are the driving factors for poverty reduction. Noticing this, and as a reaction to the many problems confronting the existing system, the Ugandan and German governments agreed that one of their areas for cooperation would be vocational training. PEVOT was born out of this agreement, and all contributions to vocational training by the various German organizations working in Uganda were coordinated by the GTZ (currently GIZ) in the PEVOT framework. One major component of the programme was to reform the technical vocational education and training system in Uganda called BTVET and the programme greatly involved Ugandan Association of Private Vocational Institutions (UGAPRIVI) and supported its member institutions.
- 8.3 German Development Bank (KfW).** KfW promoted selected Vocational Institutions through the Promotion of Private Training Providers Programme. Sixty Private BTVET Institutions under UGAPRIVI throughout the country received investments in building of workshops and classrooms, equipment, books and training of management and instructor training.

**8.4 InWEnt** was mainly active in the field of human resource development, through advanced training programmes, international networking, and dialogue events. Its programmes were directed at experts, executives and policymakers in UGAPRIVI member institutions and administration.

InWEnt provided participants on its courses with tools for further networking, and for lifelong learning, through e-learning platforms (Global Campus 21 and InWEnt e-Academy) and alumni programmes.

**8.5 The German Development Service (DED)** was a leading human resources secondment services of development workers to projects in Ugapri in the years 2002 to 2012.

The development workers were professionally experienced and socially committed specialists, helped UGAPRIVI by providing expert advice, financing relatively small programmes and supporting the employed professional staff. It also organised the secondment of young and old volunteers German to the UGAPRIVI member institutions through the weltwärts volunteer service for international exposure and Senior Expert Service - SES and handled their administrative and financial tasks.

Since 2011, all these Germany organisations merged under one name of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

**8.6** Weltwärts volunteer service is currently conducted by the Artefact. Arrangements are under way to have an understanding between UGAPRIVI and Artefact on the South to North Volunteer exchange. Under this arrangement, German will be sending volunteers to Uganda and Uganda will be sending volunteers to Germany.

**8.7 Belgium Technical Cooperation – BTC.** BTC Uganda and the Ministry of Education and Sports are jointly implementing a 5-year project (2015-2020) to Support the implementation of the Skilling Uganda Strategy. SSU tries to advance the existing “Skilling Uganda” strategic plan (2012-2021) through a multilevel focus where it promotes systemic change at the policy level, while stimulating bottom-up partnerships between the UGAPRIVI and training institutions and ensuring equitable access to training for vulnerable groups such as girls and refugees communities. This is done in the three target regions of Rwenzori, Albertine, Karamoja, West-Nile and Kilyandongo. By improving the quality of skills development and making it more responsive to labor market needs, the project aims at making the SU paradigm shift a reality.

#### **8.8 European Union**

Since 2009, UGAPRIVI has been implementing a pilot “Skills Development Networks (SDNs)” in cooperation with the German Technical Co-operation (GTZ) in selected districts targeting three economic sectors (building and construction, agriculture and hospitality).

UGAPRIVI signed a MoU with European Union to implement the approach to Northern districts in Uganda in Acholi and Lango sub-regions. The project worked closely with local government and built synergies with them together with development partners in order to institutionalize non-formal skills training for disadvantaged and vulnerable groups.

**Employment Oriented Skills Development Networks (EoSDN)** UGAPRIVI won a tender to implement a project in Acholi and Lango sub regions of Northern Uganda with support from European Union for 36 months beginning September 2012. The project contributes to poverty reduction in the sub regions through adapted skills and entrepreneurship training that enhances income generation potential of the rural young adults.

- 8.9** Diamond ICT, was founded in 2006 by German ICT professionals to support African countries moving forward into the world of modern technologies. They supplied UGAPRIVI regional offices with computer labs in 2006 and 2007. They trained the UGAPRIVI staff and capacity building in the field of ICT, with a focus on the development of practical skills. They designed and hosted the UGAPRIVI and Woker'sPAS websites.
- 8.10 Sticing Gered Gereedschap.** This is an organisation in Netherlands that has donated new and refurbished tools to the UGAPRIVI institutions since 2006. The Regions of North, East, South and South-West have received tools from this organisation which is a nationwide organization in Netherlands run by volunteers, who collect and refurbish discarded tools for the benefit of small-scale projects in developing countries. These tools and equipment have helped the institutions on hands on training. We expect to enhance the cooperation between UGAPRIVI and Sticing Gered Gereedschap to promote skills training in Uganda.
- 8.11 Restless Development**  
UGAPRIVI signed a subcontract with Restless Development to identify two occupations that are marketable to the Karamoja context. A market scan was conducted and two occupations were identified; tree planting and phone repairing.

## **9.0 CHALLENGES**

- 9.1 Attitude.** The attitude of many people in Government, public, the parents and the learners have continued to think that those joining vocational training are academically poor or can't afford the vertical progression. It is amazing that even those who pursue the vertical progression are advised by the Government political leaders and bureaucrats to join vocational institutions for a skill. The Training in Uganda has continued to see the pyramid upside down. More people are training at managerial level than the craftsmen.
- 9.2 UGAPRIVI home.** For the last 17 years, UGAPRIVI has been renting, and have moved in 4 deferent homes. We deserve to build our permanent home.
- 9.3 Running Costs.** UGAPRIVI depends entirely on the annual subscriptions of 50,000 per annum to run its national secretariat and the eight regional offices. In most cases, less than a half of the member institutions subscribe, depending on what is on the table as a benefit to members. The amount collected annually can't sustain the association even a quarter of its budget. It is important to note that we are supplementing the Governments efforts, to oversee and regulate these vocational institutions for quality education of the citizens of the Uganda. We request the Government to consider us in their annual budgets. **We are as good and important as the Ministry of Education.**

**9.4 BTVET Act 2008.** Since the enactment of the BTVET Act of 2008, a lot has been done in the sub-sector but there still remain gaps into harmonizing the existing bodies that include DIT, UBTEB, NCHE, and UNEB into understanding one other and working under the same objective. The BTVET Strategic Plan of Skilling Uganda has been slow in its activities yet it forms a very big foundation for the BTVET programme. We request Government to hasten the process for better results.

**9.5 Pedagogic Skills Training.** There are around 40,000 instructors in the Private Vocational Institutions have the theory and practical knowledge and skills in various trades and are doing a reasonable work in imparting the skills but are not trained teachers. There are deferent levels of training available in the country. If these instructors get an opportunity to train in pedagogy, then the Skilling Uganda Strategy would be properly implemented.

**9.6 Second hand computers and Accessories.** Parliament passed a law against the importation of used computers. This was right but has affected the BTVET Sector much as these used computers were not sufficient for the Uganda market. They were a great help in the education of ICT for our students who form the biggest number in the business sector.

Some computers in the developed countries regarded as absolute are as good as new in the developing country like Uganda. They are reliable, durable and cost effective.

**One would rather buy a used computer from Europe than buying a new one from China.** National Curriculum Development Centre released the new BTVET curriculum that is to be followed by all BTVET providers in the country and one of the modules that have to be trained to the trainees is ICT. Only 10% of the current private BTVET institutions can have computers. We would like the government to allow the importation of second hand computers.

**9.7 Tax Holiday and Exemption.** The owners of vocational institutions in Uganda spend a lot of money setting up the institutions and are therefore in the category of investors. The investors through the Uganda Investment Authority other industries have got tax holiday in various forms and neglecting these investors in the BTVET sub-sector, yet we form the biggest support in terms of manpower and human resource for all these industries.

**9.8 Supply of Tools and Equipment.** The shortage of training tools and machinery have made it difficult to train efficiently in the vocational institutions. Much as we are seen as a private sector competitor to the Government in education, the private vocational institutions supplement the government efforts in imparting the skills into Uganda citizens. The economy of this nation largely depend on the skilled manpower. The private training sector is holding a big participatory percentage in skills training. The Government should therefore consider supplying tools and machinery to the Private vocational institutions.

## **10.0 Conclusion:**

It is our prayer therefore that the Government comes in strongly in a **Private Public Partnership** initiative to support UGAPRIVI and the private training providers in all possible means.



**Ndemere Adrian**  
**National Chairman**

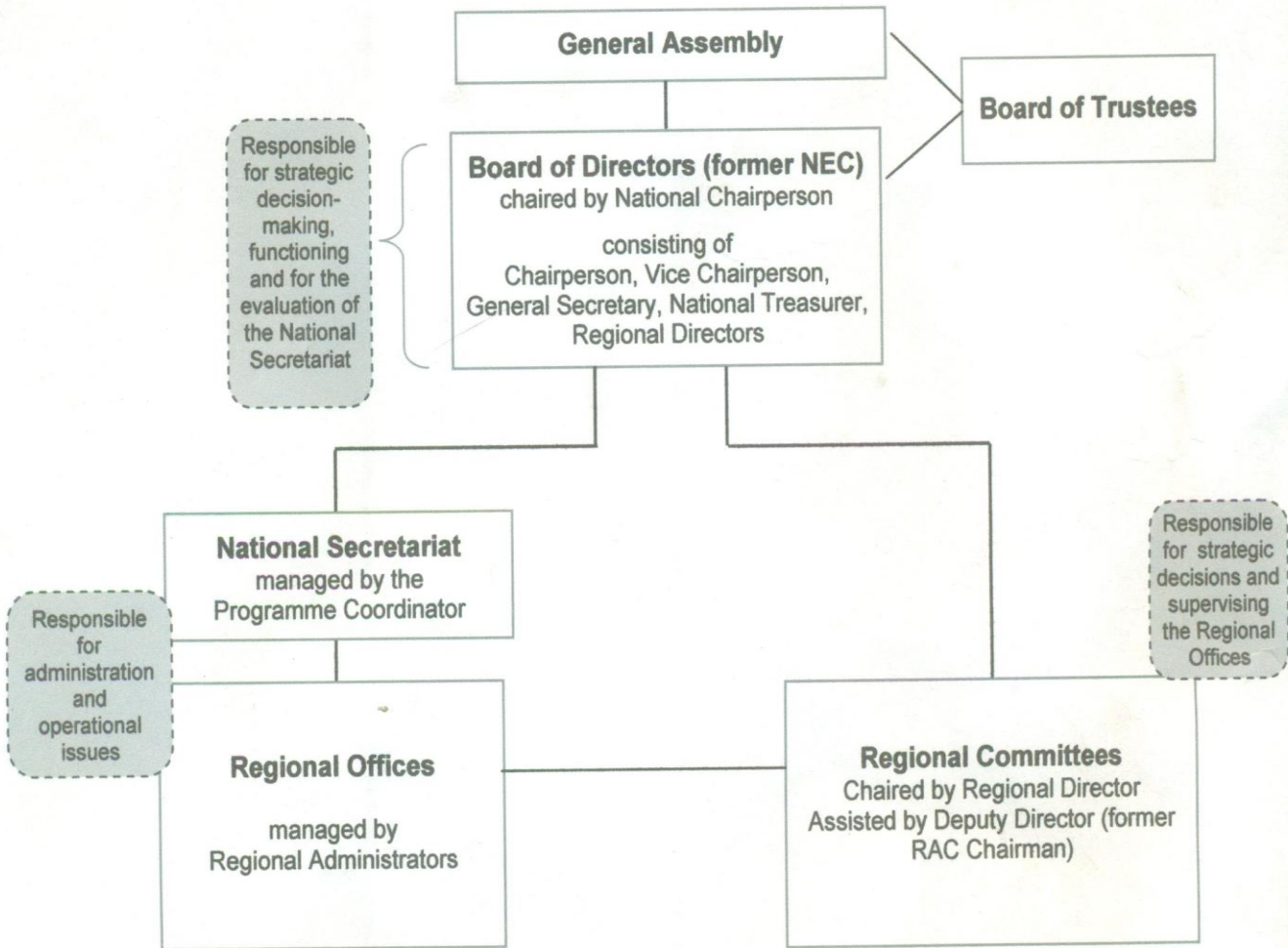
**Nabankema Milly**  
**General Manager**



## MAP SHOWING UGAPRIVI REGIONS ACROSS THE COUNTRY



**ORGANOGRAM OF UGANDA ASSOCIATION OF PRIVATE VOCATIONAL INSTITUTIONS (UGAPRIVI)**



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