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THE REPUBLIC OF UGANDA

OFFICE OF
THE AUDITOR GENERAL
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KAMPALA.

DCG. 79/340/01/21

FOR ANY CORRESPONDENCE ON
THIS MATTER PLEASE QUOTE ON:.....

13th December, 2021

The Executive Director
Private Sector Foundation Uganda (PSFU)
Kampala

**REPORT OF THE AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF UGANDA
SKILLS DEVELOPMENT PROJECT (USDP-P145309) - PSFU COMPONENT FOR THE
YEAR ENDED 30TH JUNE, 2021**

I am enclosing herewith a report which I have already sent to the Rt. Hon. Speaker of Parliament in accordance with Article 163 (4) of the Constitution of Uganda 1995 (as amended).

John F. S. Muwanga
AUDITOR GENERAL

Copy to: The Inspector General of Government, Kampala

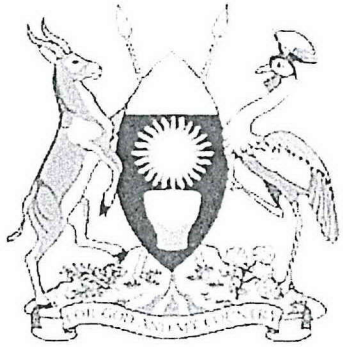
 " The Hon. Minister of Ethics & Integrity

 " The Permanent Secretary/Secretary to the Treasury
 Ministry of Finance, Planning and Economic Development

 " International Development Association - IDA

 " Financial Management Specialist - USDP - PSFU

 " The Project Coordinator - USDP - PSFU



THE REPUBLIC OF UGANDA

**REPORT OF THE AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF
THE UGANDA SKILLS DEVELOPMENT PROJECT (USDP) – PSFU COMPONENT (IDA
CREDIT 56120-UG - PROJECT ID P145309) FOR THE YEAR ENDED 30TH JUNE
2021**

**OFFICE OF THE AUDITOR GENERAL
UGANDA**

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LIST OF ACRONYMS

| Acronym | Meaning |
|----------------|--|
| BEC | Budget Execution Circular |
| Bn | Billion |
| GoU | Government of Uganda |
| IDA | International Development Association |
| INTOSAI | International Organization of Supreme Audit Institutions |
| ISSAIs | International Standards of Supreme Audit Institutions |
| MDAs | Ministries, Departments and Agencies |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| OAG | Office of the Auditor General |
| PAD | Project Appraisal Document |
| PFMA | Public Finance Management Act, 2015 |
| PFMR | Public Finance Management Regulations, 2016 |
| PPDA | Public Procurement & Disposal of Public Assets |
| PS/ST | Permanent Secretary / Secretary to the Treasury |
| PSC | Project Steering Committee |
| PSFU | Public Sector Foundation Uganda |
| SDF | Skills Development Facility |
| SOPs | Standard Operating Procedures |
| TI | Treasury Instructions, 2017 |
| UCF | Uganda Consolidated Fund |
| UGX | Uganda Shilling |
| USD | United States Dollar |
| USDP | Uganda Skills Development Project |
| WB | World Bank |

**REPORT OF THE AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF
THE UGANDA SKILLS DEVELOPMENT PROJECT (USDP) – PSFU COMPONENT
FOR THE YEAR ENDED 30TH JUNE, 2021**

THE RT. HON. SPEAKER OF PARLIAMENT

Opinion

I have audited the accompanying financial statements of Uganda Skills Development Project (USDP) – PSFU Component which comprise the statement of Financial Position as at 30th June 2021, and the Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows together with other accompanying statements for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements of Uganda Skills Development Project (USDP) – PSFU Component for the year ended 30th June 2021 are prepared, in all material respects, in accordance with Section 51 of the Public Finance Management Act, 2015 and the Financial Reporting Guide, 2018, the Financing agreement and the World Bank guidelines.

Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Project in accordance with the Constitution of the Republic of Uganda, 1995 (as amended), the National Audit Act, 2008, the International Organization of Supreme Audit Institutions (INTOSAI) Code of Ethics, the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants (Parts A and B) and other independence requirements applicable to performing audits of Financial Statements in Uganda. I have fulfilled my other ethical responsibilities in accordance with the IESBA Code, and in accordance with other ethical requirements applicable to performing audits in Uganda. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matter

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. I have determined the matter described below to be the key audit matter communicated in my report.

- **Implementation of the Approved Budget**

On the 24th of April 2020, Parliament approved the annual budget for MDAs and LGs that contained the specific resource envelope allocated to each vote to implement agreed on outputs. Subsequently, the PS/ST issued a Budget Execution Circular that communicated the budget strategy, policy, and administrative issues to guide the budget implementation for the financial year 2020/2021.

I am aware that the Covid-19 Pandemic continues to significantly affect the implementation of several activities. Consequently, a number of activities were not implemented due to budget cuts and lockdown measures instituted to control the spread of the pandemic. It is against this background that the implementation of the budget was again considered a key audit area during the office-wide planning for the current audit year.

Uganda Skills Development Project/Private Sector Foundation Uganda is mandated to implement Component 3 of Skilling Uganda Strategy by providing employer-led short term training and recognition of prior learning. This is intended to improve productivity and competitiveness in the formal and informal sectors.

To achieve this mandate, the Private Sector Foundation Uganda through Skills Development Facility planned to implement several recurrent and development deliverables under various programs. A review of the budget revealed that the Project had an approved budget of UGX.25.4Bn of which UGX.21.8Bn was released in addition to the opening balance of 8.8Bn. The table below shows a summary of key deliverables of the Project for the financial year 2020/21

Table showing key deliverables for USDP-PSFU for the year

| Sn | Details | Amount Spent (Billions) | Cumulative percentage Actual Expenditure |
|-----------|---|--------------------------------|---|
| 1 | Addressing skills shortages in formal sector Window 1 | 7.5 | 30% |
| 2 | Informal Sector and Jua khali (Window 2) | 6.2 | 56% |
| 3 | Window 3 Innovative skills training | 2.7 | 67% |
| 4 | Window 4 Recognition of prior learning | 5.1 | 87.2% |
| 5 | Grants Committee operations | 2.0 | 96% |
| 6 | Technical Support | 1.1 | 100% |
| | | 24.6 | |

The Project planned to achieve its deliverables through implementation of seven (7) outputs with a budget of UGX 25.4 Bn. I reviewed all the six (6) outputs worth UGX.24.6Bn, representing 100% of the total budget.

From the procedures undertaken, I noted the following:

| No | Observation | Recommendation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------------|--|------------------------|--------------------------|-------------------------|--------------------------|-------------------------|-------------------------|----------|-----------|-----------|-----------|---------|-------|----------|-----------|-----------|-----------|---------|------|----------|-----------|-----------|-----------|---------|-------|----------|-----------|-----------|-----------|---------|-------|--------------|-------------------|-------------------|-------------------|------------------|--------------|---|
| 1.1 | <p><u>Achievement of Project Development Objectives</u></p> <p>The Uganda Skills Development Project (USDP) was formulated to support implementation of the Skilling Uganda Strategy which was launched in 2012 by the GOU to address the prevailing skills imbalances and shortages in Uganda. The PSFU component of the project which is called Skills Development Facility (SDF) has a total project budget of USD.21.8million including operational costs for the entire lifespan of the project. The component has 4 funding windows as listed below;</p> <ul style="list-style-type: none"> • Window 1: Skills shortages in the formal sector; • Window 2: Skills shortages in informal sector. MSEs, Jua Khali; • Window 3: Innovative training and • Window 4: Recognition of Prior Learning. <p>The SDF is implemented through a Grants Facility mechanism that is co-financed by the private sector through a matching grant contribution, and support training activities that lead to improved productivity and competitiveness in the formal and informal sectors.</p> <p>A review of the USDP-SDF Annual Report for the FY 2020/21 showed that SDF was performing well on most of the parameters and is likely to achieve the Project Development Objectives (PDO) as well as intermediate result-level targets.</p> <p>Despite the positive progress in achievement of project target results, I noted that the Project has made cumulative disbursements of USD. 15,345,592 against cumulative commitments of USD.17,617,457 representing 87% performance. The table below refers;</p> <p>Grants Disbursement status – Amounts in USD</p> <table border="1" data-bbox="325 1384 1099 1821"> <thead> <tr> <th>Windows</th> <th>Project Budget</th> <th>Cumulative commitments</th> <th>Cumulative disbursements</th> <th>Outstanding commitments</th> <th>% age total commitments</th> </tr> </thead> <tbody> <tr> <td>Window 1</td> <td>6,500,000</td> <td>5,686,842</td> <td>4,819,368</td> <td>867,474</td> <td>15.3%</td> </tr> <tr> <td>Window 2</td> <td>7,000,000</td> <td>7,003,615</td> <td>6,365,448</td> <td>638,167</td> <td>9.1%</td> </tr> <tr> <td>Window 3</td> <td>2,500,000</td> <td>2,500,000</td> <td>2,057,774</td> <td>442,226</td> <td>17.7%</td> </tr> <tr> <td>Window 4</td> <td>2,000,000</td> <td>2,427,000</td> <td>2,103,002</td> <td>323,998</td> <td>13.3%</td> </tr> <tr> <td>Total</td> <td>18,000,000</td> <td>17,617,457</td> <td>15,345,592</td> <td>2,271,864</td> <td>12.9%</td> </tr> </tbody> </table> <p>Source: USDP-SDF Annual Report 2020/21</p> <p>Given the limited time remaining to project closure (December 2021), there is a risk that the project targets and overall objective may not be fully achieved.</p> <p>The Executive Director explained that SDF has put in place measures to mitigate implementation challenges and that all</p> | Windows | Project Budget | Cumulative commitments | Cumulative disbursements | Outstanding commitments | % age total commitments | Window 1 | 6,500,000 | 5,686,842 | 4,819,368 | 867,474 | 15.3% | Window 2 | 7,000,000 | 7,003,615 | 6,365,448 | 638,167 | 9.1% | Window 3 | 2,500,000 | 2,500,000 | 2,057,774 | 442,226 | 17.7% | Window 4 | 2,000,000 | 2,427,000 | 2,103,002 | 323,998 | 13.3% | Total | 18,000,000 | 17,617,457 | 15,345,592 | 2,271,864 | 12.9% | <p>I advised the Executive Director to implement appropriate mitigation measures to improve on project implementation speed so as to achieve all the planned targets in the remaining Project period.</p> |
| Windows | Project Budget | Cumulative commitments | Cumulative disbursements | Outstanding commitments | % age total commitments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Window 1 | 6,500,000 | 5,686,842 | 4,819,368 | 867,474 | 15.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Window 2 | 7,000,000 | 7,003,615 | 6,365,448 | 638,167 | 9.1% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Window 3 | 2,500,000 | 2,500,000 | 2,057,774 | 442,226 | 17.7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Window 4 | 2,000,000 | 2,427,000 | 2,103,002 | 323,998 | 13.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 18,000,000 | 17,617,457 | 15,345,592 | 2,271,864 | 12.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | <p>project results will be achieved by end of December 2021. He however indicated that payments against commitments may continue for four months after project end, in-line with Financing Agreement.</p> | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|--------|--------|-------|-------|---|----------------|-----------|-----------------------|---------------|-----------|-----------------|----------------|-----------|-------------------------|----------------|-----------|--|----------------------|------------------|--|
| 1.2 | <p><u>Funding of the project</u></p> <p>I reviewed the funding estimates from IDA for the financial year 2020/2021 and noted that USDP-PSFU budgeted to receive UGX.25.4 billion during the year under review. UGX.21.8 billion was received in addition to the opening balance of UGX.8.8 billion.</p> <p>I noted that the project had sufficient funds to fund its budget for the year under review.</p> | <p>I advised the Executive Director to ensure all activities are implemented on time since funds were available.</p> | | | | | | | | | | | | | | | | | | | | |
| 1.3 | <p><u>Absorption of funds</u></p> <p>Out of the total available funds of UGX.30.75Bn for the financial year, UGX. 24.6Bn was spent by the Project resulting into an unspent balance of UGX.6.14 Bn representing an absorption level of 80%.</p> <table border="1"> <thead> <tr> <th rowspan="2">Details</th> <th>Actual</th> <th>Actual</th> </tr> <tr> <th>(UGX)</th> <th>(USD)</th> </tr> </thead> <tbody> <tr> <td>Income -Multi-lateral Development partners -(IDA)</td> <td>21,859,985,261</td> <td>6,102,573</td> </tr> <tr> <td>Opening fund reserves</td> <td>8,887,103,125</td> <td>2,386,145</td> </tr> <tr> <td>Available Funds</td> <td>30,747,088,386</td> <td>8,488,718</td> </tr> <tr> <td>Total operating expense</td> <td>24,607,179,650</td> <td>6,763,574</td> </tr> <tr> <td>Cash at bank/Closing Fund reserve</td> <td>6,139,908,736</td> <td>1,725,144</td> </tr> </tbody> </table> <p>Under absorption of released funds resulted in non-implementation of the planned activities outlined below;</p> <ol style="list-style-type: none"> 1. Industrial visits for VTI and Centres of Excellence to Inter host institutions for collaboration synergies 2. Disbursement of funds to grantees (Call 1 & 2) 3. Capacity building for New grantees (Record keeping/financial, social, Health and safety, M&E, digital skills, soft skills and marketing) <p>The Executive Director promised to ensure that the outstanding activities will be implemented before the end of the project.</p> | Details | Actual | Actual | (UGX) | (USD) | Income -Multi-lateral Development partners -(IDA) | 21,859,985,261 | 6,102,573 | Opening fund reserves | 8,887,103,125 | 2,386,145 | Available Funds | 30,747,088,386 | 8,488,718 | Total operating expense | 24,607,179,650 | 6,763,574 | Cash at bank/Closing Fund reserve | 6,139,908,736 | 1,725,144 | <p>I advised the Executive Director to ensure that outstanding activities are implemented before the end of the project.</p> |
| Details | Actual | | Actual | | | | | | | | | | | | | | | | | | | |
| | (UGX) | (USD) | | | | | | | | | | | | | | | | | | | | |
| Income -Multi-lateral Development partners -(IDA) | 21,859,985,261 | 6,102,573 | | | | | | | | | | | | | | | | | | | | |
| Opening fund reserves | 8,887,103,125 | 2,386,145 | | | | | | | | | | | | | | | | | | | | |
| Available Funds | 30,747,088,386 | 8,488,718 | | | | | | | | | | | | | | | | | | | | |
| Total operating expense | 24,607,179,650 | 6,763,574 | | | | | | | | | | | | | | | | | | | | |
| Cash at bank/Closing Fund reserve | 6,139,908,736 | 1,725,144 | | | | | | | | | | | | | | | | | | | | |
| 1.4 | <p><u>Quantification of outputs/activities</u></p> <p>Section 13 (15, b) of the PFMA 2015 states that a policy statement submitted by a vote shall contain the annual and three months' work plans, outputs, targets and performance indicators of the work plans. Regulation 11 (3) of PFMR 2016 requires that a vote prepares a work plan that indicates the outputs of the vote for the financial year; the indicators to be used to gauge the performance of the outputs and funds allocated to each activity.</p> <p>To assess the performance of an output, all activities supporting the output must be quantified.</p> <p>I reviewed the extent of quantification of outputs and activities for a sample of seven (7) outputs with a total of twenty nine (29) activities and expenditure of UGX.24.6Bn and noted the following;</p> <ul style="list-style-type: none"> • All the seven (7) outputs with a total of twenty nine (29) activities and expenditure of UGX.24.6Bn that is, all the twenty nine (29) activities (100%) within these out-puts were clearly quantified to enable assessment of performance. | <p>I commended the Executive Director for the good practice of ensuring that outputs and activities are properly quantified.</p> | | | | | | | | | | | | | | | | | | | | |

| | | |
|-------------------|---|--|
| | <p>The Executive Director acknowledged the commendation and promised to continue to ensure that outputs and activities are quantified.</p> | |
| <p>1.5</p> | <p><u>Implementation of Quantified outputs</u></p> <p>I assessed the implementation of six (6) outputs that were fully quantified with a total of twenty nine (29) activities worth UGX.24.6Bn and noted the following:</p> <ul style="list-style-type: none"> • Two (2) outputs with a total of three (3) activities worth UGX.7.8Bn were fully implemented. The Project implemented all the three (3) activities (100%) within these outputs. • Five (5) outputs with a total of twenty six (26) activities worth UGX.16.8Bn were partially implemented. Out of the twenty six (26) activities, the Project fully implemented sixteen (16) activities (62%), the Project partially implemented eight (8) activities (30%), while two (2) activities (8%) remained unimplemented. <p>Non-implementation of planned activities implies that the expected services to the beneficiary communities were not attained. For example, the Project did not implement the following planned activities despite having received the required funds.</p> <ol style="list-style-type: none"> 1- complete disbursement of funds to all planned Grants, Monitoring and supervision of all internship placements, 2- Payment of individual external evaluators to undertake due diligence of selected grant applications. <p>Details in Appendix 1</p> <p>The Executive Director promised to ensure timely delivery of all project planned outputs and project objectives.</p> | <p>I advised the Executive Director to ensure timely delivery of all planned outputs and project objectives.</p> |

Other Information

The Executive Director is responsible for the other information. The other information comprises the statement of responsibilities of the Executive Director and the commentaries by the Head of Accounts and the Executive Director, and other supplementary information. The other information does not include the financial statements and my auditors' report thereon. My opinion on the financial statements does not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially consistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information; I am required to report that fact. I have nothing to report in this regard.

Management Responsibilities for the Financial Statements

Under Article 164 of the Constitution of the Republic of Uganda, 1995 (as amended) and Section 45 of the Public Finance Management Act, 2015, the Executive Director is accountable to Parliament for the funds and resources of Uganda Skills Development Project (USDP) – PSFU component.

The Executive Director is also responsible for the preparation of financial statements in accordance with the requirements of the Public Finance Management Act 2015, and the World Bank Financial Guidelines, and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatements whether due to fraud or error.

In preparing the financial statements, the Executive Director is responsible for assessing the Project's ability to continue delivering its mandate, disclosing, as applicable, matters related to the delivery of the Project development objective, and using the World Bank Financial guidelines unless the Executive Director has a realistic alternative to the contrary.

The Executive Director is responsible for overseeing the Project's financial reporting process.

Auditor's Responsibilities for the audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement, when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users, taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:-

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Project's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Project management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the project's ability to deliver its Project development objective.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

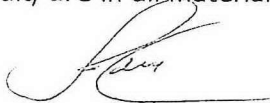
I communicate with the Executive Director regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Executive Director with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the Executive Director, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Responsibilities

In accordance with Section 19 (1) of the National Audit Act, 2008, I report to you, based on my work described on the audit of Financial Statements, that; except for the matters raised in compliance with legislation section below, and whose effect has been considered in forming my opinion on financial statements, the activities, financial transactions and information reflected in the financial statements that have come to my notice during the audit, are in all material respects, in compliance with the authorities which govern them.



John F.S. Muwanga
AUDITOR GENERAL

13th December, 2021

Appendix 1: Implementation of Planned Out-puts/Activities

| Output | Activities | Planned Target for the Financial year | Budgeted amount (UGX) | Amount Spent (UGX) | Achieved Target by Financial year end @ annual performance report | Variance | Audit conclusion Fully, partially, or Not implemented | Audit Comment |
|--|--|---------------------------------------|-----------------------|--------------------|---|----------|---|-----------------|
| (A) | (B) | (C) | (D) | (E) | (F) | G=(F-C) | | |
| Addressing skills shortages in formal sector Window 1 | Orientation and award of Grants | 2 | 5,830,694,460 | 7,488,077,326 | 3 | 1 | Fully Implemented | N/A |
| | Disbursement of Funds to grantees | 218 | | | 244 | 26 | Fully Implemented | N/A |
| | Monitoring and supervision of grantees | 268 | | | 187 | (81) | Partially Implemented | Under performed |
| | Progress/experience sharing meetings for lessons, collaboration and synergies | 117 | | | 0 | (117) | Partially Implemented | Under performed |
| Subsidies to private enterprises to increase number of interns | Awareness to potential private enterprises to prospective companies to host internships | 50 | | | 46 | (4) | Partially Implemented | Under performed |
| | Grants Committee Approval | 3 | | | 3 | - | Fully Implemented | |
| | Disbursement of funds | 27 | | | 14 | (13) | Partially Implemented | Under performed |
| | Monitoring and supervision of internship placements | 1000 | | | 578 | (422) | Partially Implemented | Under performed |
| | Industrial visits for VTI and CoE to Inter host institutions for collaboration synergies | 20 | | | 0 | (20) | Not Implemented | Under performed |
| Informal Sector and Jua khali (Window 2) | Disbursement of funds to grantees (Call 1 & 2) | 429 | 4,548,146,252 | 6,164,157,740 | 410 | (19) | Partially Implemented | Under performed |
| | Orientation of Grantees & award of Grants | 160 | | | 160 | - | Fully Implemented | |
| | Capacity building for New grantees (Record keeping/financial, social, Health and safety, M&E, digital skills, soft skills and marketing) | 160 | | | 0 | (160) | Not Implemented | Under performed |
| | GASA support to Grants process (Application, screening, feedback and monitoring) across the 4 Windows | 13 | | | 13 | - | Fully Implemented | N/A |
| Window 3 Innovative skills training | Disbursement to 16 Grantees | 16 | 5,361,289,560 | 2,664,344,295 | 16 | - | Fully Implemented | N/A |
| | Orientation Grantees and signing of grants | 25 | | | 32 | 7 | Fully Implemented | N/A |
| Window 4 Recognition of prior learning | Disbursements for the awarded 10 Grantees | 10 | 5,763,868,560 | 5,145,953,621 | 10 | - | Fully Implemented | N/A |
| Grants Committee operations | Staff Salary and benefit | 15 | 2,395,519,587 | 2,034,956,089 | 15 | - | Fully Implemented | N/A |
| | Grants Approval Committee meetings | 6 | | | 7 | 1 | Fully Implemented | N/A |
| | Grants Approval Committee monitoring visits | 2 | | | 1 | (1) | Partially Implemented | N/A |

| | | | | | | | | |
|-------------------|---|-------------|-----------------------|-----------------------|-------------|-------|-----------------------|-----|
| | Stakeholder awareness creation | 1 | | | 1 | - | Fully Implemented | N/A |
| | Field visits/supervision visits | 36 | | | 42 | 6 | Fully Implemented | N/A |
| | SDF office running & administration costs | 1 | | | 1 | - | Fully Implemented | N/A |
| | PSFU institutional fees. | 1 | | | 1 | - | Fully Implemented | N/A |
| Technical Support | Impact study (Window 1 & 2) Consultant (Lump sum) | 1 | 1,474,247,250 | 1,098,820,806 | 1 | - | Fully Implemented | N/A |
| | Follow on Impact study for W3 & W4) | 1 | | | 1 | - | Fully Implemented | N/A |
| | Payment for renewed contract for M&E consultancy (Lump sum contract) | 4 | | | 4 | - | Fully Implemented | N/A |
| | Payment for short term consultancies (Communication Specialist, Environmental Specialist, M&E and Internal Auditor) | 4 | | | 4 | - | Fully Implemented | N/A |
| | Final Payment of Management Information System and extension of contract | 1 | | | 1 | - | Fully Implemented | N/A |
| | Payment of individual external evaluators to undertake due diligence of selected grant applications | 400 | | | 284 | (116) | Partially Implemented | N/A |
| TOTAL | | 2991 | 25,373,765,669 | 24,596,309,877 | 2079 | | | |

FINANCIAL STATEMENTS

**UGANDA SKILL DEVELOPMENT PROJECT (USDP)
SKILL DEVELOPMENT FACILITY (SDF)
IDA Credit 56120-UG (Project ID P145309)**

ACCOUNTS AND MANAGEMENT REPORT FOR THE YEAR ENDED 30 JUNE 2021

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GLOSSARY OF ABBREVIATION

| | | |
|--------|---|--|
| EAC | - | East African Community |
| AM&RM | - | Activity Monitoring & Result Measurement |
| BoU | - | Bank of Uganda |
| BSFL | - | Black Soldiers Fly |
| BTC | - | Belgium Technical Cooperation |
| BTVET | - | Business Technical Vocational Education and Training |
| CBO | - | Community Based Organization |
| CNC | - | Computer Numeric Control |
| CoE | - | Center of Excellence |
| DA | - | Designated Account |
| DIT | - | Directorate of Industrial Training |
| DP | - | Development Partner |
| ECITB | - | Engineering Construction Industrial Training Board |
| FY | - | Financial Year |
| GAC | - | Grants Approval Committee |
| GASA | - | Grants Application Support Assistants |
| GIZ | - | German Agency for International Cooperation |
| GMIS | - | Grants Management Information System |
| GoU | - | Government of Uganda |
| GRM | - | Grievance Redress Mechanism |
| HGV | - | Heavy Goods Vehicle |
| ICE | - | Institute of Civil Engineering |
| ICT | - | Information and Telecommunication Technology |
| IDA | - | International Development Association |
| IFRs | - | Interim Financial Reports |
| M&E | - | Monitoring and Evaluation |
| MIS | - | Management Information System |
| MoES | - | Ministry of Education and Sports |
| MoFPED | - | Ministry of Finance Planning & Economic Development |
| MoU | - | Memorandum of Understanding |
| MGLSD | - | Ministry of Gender, Labour and Social Development |
| NCHE | - | National Council for Higher Education |
| NGO | - | Non-Government Organizations |
| NOTU | - | National Organization of Trade Unions |
| NPA | - | National Planning Authority |
| OAG | - | Office of the Auditor General |
| OPITO | - | Offshore Petroleum Industrial Training Organization |

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| | | |
|-------|---|---|
| OVC | - | Orphans and Vulnerable Children |
| PCU | - | Project Coordination Unit |
| PSC | - | Project Steering Committee |
| PSFU | - | Private Sector Foundation Uganda |
| PWD | - | Persons With Disabilities |
| SDF | - | Skills Development Facility |
| SDR | - | Special Drawing Rights |
| SOP | - | Standard Operating Procedures |
| STC | - | Short Term Consultant |
| TELS | - | Technical Education Learning System |
| Ugx | - | Uganda Shillings |
| UNBS | - | Uganda National Bureau of Standards |
| USA | - | United States of America |
| USD | - | United States Dollars |
| USDP | - | Uganda Skills Development Project |
| USSIA | - | Uganda Small Scale Industries Association |
| VTI | - | Vocational and Training Institution |
| WB | - | World Bank |

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1.0 PROJECT INFORMATION

Funders

International Development Association
1818 H Street, NW
Washington, DC 20433
United States of America

Government of Uganda represented by MoFPED
Plot 2-12 Apollo Kaggwa Road
P.O. Box 8147
Kampala, Uganda

Office and Place of Business

Private Sector Foundation Uganda
SDF Coordination Unit
Plot 43, Nakasero Road,
P.O Box 7683, Kampala
Tel: 0312263850
Email: sdf@sdfuganda.org
Website: www.sdfuganda.org

PSFU Project Coordination Unit team

| | |
|--------------------------|--|
| Francis Kisirinya | - Ag.Executive Director |
| Ruth Biyinzika Musoke | - Head-SDF/Project Manager |
| Dr. Edith Kakuba Nalyati | - Senior Grant Specialist/Ass.Grants Manager(left) |
| Elijah Tugume | - Financial Management Specialist |
| Robert Musana | - Procurement Specialist |
| Loy Kabuuka Nakabugo | - Project Administrator |
| Timothy Luyombo | - Project Accountant |
| Fredrick Nabbimba | - Grant Specialist |
| Fredrick Mugisa | - Grant Specialist |
| Mary Kajumba Violet | - Grant Specialist |
| Jane Clare Naddamba | - Procurement Officer |
| Edgar Byarugaba | - Accounts Assistant |
| Henry Sewagudde | - Accounts Assistant(Left) |
| Daniel Mugoya | - Client Relations Officer |
| Fred Bawunha | - Internal Auditor(STC) |
| Julius Byenkya Atwooki | - Social Safeguard Specialist(STC) |
| Esther Nabukeera Sempira | - M&E Technical Advisor(STC) |

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1.0 PROJECT INFORMATION – (cont'd)

Bankers

Bank of Uganda
P.O. Box 7120
Kampala, Uganda

Auditors:

Office of the Auditor General
Apollo Kagwa Road Plot 2C
P.O Box 7083 Kampala

2.0 PROJECT MANAGEMENT REPORT

The Management of the Skills Development Facility (SDF) at Private Sector Foundation Uganda (PSFU) presents its Annual Report and Financial Statements for the year ended 30th June 2021.

2.1 Project Background

The Uganda Skills Development Project (USDP) is a US \$100 million, five year Government of Uganda (GoU) Project financed under IDA credit Number 5612-UG. The project realised exchange gain of US\$1.42 Million as shown in the table below;

| Component | Implementing Agency | Allocation in SDR (Million) | Allocation in US \$ (Million) | Allocation in US \$ (Million) as at 30 th June 2021 | Exchange difference(gain) US\$(Million) |
|---|--|-----------------------------|-------------------------------|--|---|
| 1. Institutionalizing systemic reforms in skills development | Min of Education & Sports | 15.32 | 21.55 | 21.85 | 0.30 |
| 2. Improving Quality and Relevance of Skills Development | Min of Education & Sports | 39.81 | 55.97 | 56.79 | 0.82 |
| 3. Employer-led short-term training and recognition of prior learning | PSFU / Min of Finance Planning & Econ Devt | 12.51 | 17.60 | 17.84 | 0.24 |
| 4. Project Management, Monitoring and Evaluation | PSFU / Min of Finance Planning & Econ Devt | 3.46 | 4.88 | 4.94 | 0.06 |
| 5. Unallocated | All | 0.00 | 0.00 | 0.00 | 0.00 |
| Total | | 71.10 | 100.00 | 101.42 | 1.42 |

Exchange rate as at 30th June 2021, SDR1.0=USD1.42642000

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2.2 Project scope

Uganda Skills Development Project (USDP) supports the implementation of the Skilling Uganda strategy and its focus is on supporting the design of an initial set of reforms that will set the foundation for transforming skills development in the country, and targeting the investment program on meeting the skills needs of priority sectors ie Agriculture, construction, Manufacturing, Transport & Logistics, ICT, and Tourism & Hospitality.

The project supports systemic reforms targeted at making the skills development system in the country more efficient and effective. The project's focus is on improving quality and relevance of skills training in specific training institutions and also lay the foundations for scaling up interventions across institutions that provide training for the target sectors.

Secondly, the project creates a scalable model for high quality and market - relevant vocational and technical training which can be replicated across different sectors. The model comprises establishing Centers of Excellence (CoE) with a network of vocational institutions (with well-prepared students; well-trained faculty; high quality, relevant curricula; adequate facilities and equipment; teaching resources and assessment systems), an institutional framework that encompasses sectoral skills councils that assess needs and develop occupational standards with employer representation at every level (national, sectoral and institutional), reliable information systems and a re-branding of the image of Business Technical Vocational Education and Training(BTVET)vis a vis students and employers.

It supports the delivery of short-term training for workers in the formal and informal sectors to address acute skills shortages that strengthen the competitiveness of the private sector, and which can also be scaled up.

2.3 Governance

The Project Steering Committee (PSC)

The PSC is in place and provides policy/strategic guidance and oversight. It receives and takes action on reports from the Grant Approval Committee. The PSC provides a mechanism for GoU to plan and effectively monitor USDP implementation towards attainment of the project development objective of enhance the capacity of institutions to deliver high quality, demand-driven training programs in target sectors. The Permanent Secretary/Secretary to Treasury of the Ministry of Finance, Planning and Economic Development acts as the Chairman of the Steering Committee, while the USDP PCU, MoES act as the Secretariat of the Project Steering Committee. The PSC meets quarterly to review project implementation progress

Grants Approval committee (GAC) (include GAC representation)

A private sector dominated GAC is in place, it was appointed by the Permanent Secretary of the MoFPED, The committee roles under SDF include provision of required oversight of implementation of all the activities under Component 3 of the USDP. Accordingly, the Grant Committee ensures efficient and acknowledged

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instrument for strengthening the skills and competence base of the Ugandan labor force, hereby making the Uganda Private Sector more competitive and improving access to gainful employment. GAC comprise of thirteen member (13), nominated from government ministries such as finance, trade, agriculture, education, development partners and the private sector. The members of the Committee undertake their responsibility with due care and integrity. Committee members are drawn from both the public and private with representation sematic areas of manufacturing, construction and agriculture.

Project Coordination and Implementation arrangement

The Project is implemented through two agencies in GoU, i.e MoES and the MoFPED.(i) The MoES is responsible for the implementation of Components 1, 2 and 4 through a Project Coordination Unit (PCU1) accountable to the MoES, whose organization, staffing, attributions and responsibilities are fully described further down; and (ii) The MoFPED is responsible for the implementation of Components 3 and 4 through the Private Sector Foundation Uganda (PSFU) and supported by a Project Coordination Unit (PCU2). Project Coordination Unit (PCU2), under PSFU's technical and fiduciary oversight, aims to serve as the operational base for Skills Development Facility, the Grants Committee and other related bodies. It consists various technical units (Procurement Disposal Unit, Internal Audit, Financial Management Unit and others as relevant. The PCU is accountable to the Permanent Secretary of the MoFPED.

2.4 Funding Windows

SDF has four windows that target various categories of beneficiaries in formal and informal sectors. Funding modalities and key eligible activities for each window are highlighted in table below:

Funding windows

| Window | Target beneficiaries | Highlights of eligible activities | Grant contribution |
|--|--|--|--|
| Window 1: Skills shortages in the formal sector. | Small, Medium and large enterprises* ¹ , including increased access to internships | - Practical & Technical training programs - Apprenticeship & internship | Ceiling: US\$ 250,000 Up to 80% (Small and Medium companies) Up to 50%(Large companies) Up to 100% (Internship) |
| Window 2: Skills shortages in informal sector. MSEs, Jua Khali | Self-employed, workers and apprentices in the informal (Jua khali) sector, master craftsmen, micro and small | - Short and medium-term upgrading practical and Technical training programs -Short basic entrepreneurship, management and IT - Teaching skills for Craftsmen &Staff of association | Ceiling: US\$ 50,000. US\$ 100,000 for National umbrella organisations Up to 90% Grant contribution <i>(The 10% contribution of beneficiary can be in kind)</i> |

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| Window | Target beneficiaries | Highlights of eligible activities | Grant contribution |
|---|---|---|---|
| | enterprises and members of cooperatives and associations | - Training tools | |
| Window 3: Innovative training* ² | - Public or Private Training institutes - Companies that have independent training wings | - Development of learning and assessment materials Curriculum development - Equipment, tools and instruction materials, - minor infrastructure development | Ceiling: US\$ 350,000 Up to 75% <i>(The 25% contributed by the applicant)</i> |
| Window 4: Recognition of prior learning | -Private Sector / Industry organisations - Trade Unions - Informal sector associations - Training institutions | Selection of test centres for accreditation; Training of assessors and supervisors; Training of (selected) trainers; Development of test material; Development of curricula and learning materials; Equipment for testing purposes for accredited test centres; Assistance to further develop the Worker's PAS system | Ceiling: US\$ 300,000 Up to 90% <i>(The 10% contributed by the applicant)</i> |

*Notes: *1 Small Enterprises: Operating with less than 50 employees and below 360 million annual turnover, Medium enterprises: Between 50 and 100 employees. Annual turnover or assets between UGX 360 million and UGX 30 billion; and Large enterprises: More than 100 employees and an annual turnover or assets exceeding UGX 30 billion.*

**2 Innovative training: Training programs or training concepts can be innovative in several ways. They may either cater for groups that have not been catered for before, the mode of training may be new in a Ugandan context, it may be based on new models in financing, e.g. through income-generation or partnerships between the training provider and a company, or the actual content of the training may be novel and be aligned to technological advancement of a product.*

The Facility initially focused on three sectors: Agriculture; Construction; and Manufacturing, including auto mechanics. Later on, with consultation with the Grants Committee and Mid Term Review Mission Team and approval, three additional sectors were considered for support by these are: Transport and Logistics, Information and Communication Technology (ICT); and Tourism and Hospitality

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2.5 Skills Development Facility Funding for the FY 2020/21

The opening balance was US \$2,386,145 (Ugx.8,887,103,125). In addition, SDF received US \$6,100,000 (Ugx.22,181,142,913) from IDA during the FY2020/21. The designated account closing balance as at 30th June 2021 was US \$1,725,554(Ugx.6,139,908,736).

2.6 Skills Development Facility (SDF) Performance Highlights for FY Ended 30th June 2021

This section highlights and discusses developments in the grant making process from 1st July 2020 to 30th June 2021. It reflects activities undertaken during the reporting period and cumulative progress on activities undertaken, challenges, lessons learnt and proposed mitigation measures.

Highlights of Achievements to date:

- 1) To date, 882 grants awarded across the four (4) Windows as summarized in table 2.6.0 below
- 2) A total of \$15.3 Million (87%) disbursed to the grantees to reach a cumulative 79,837 trainee/beneficiaries. Of these 58,165 completed their skills training.
- 3) Certification of Products from 10 Companies by UNBS and other bodies as a result of SDF skilling and improved quality; several other companies have expressed the desire and submitted the request for certification to UNBS and other bodies.
- 4) Seven training institutions accredited to offer new/innovative training courses and international certification under as City and Guild. These include 5 Public (Kiryandongo, Nawanyago, Kibatsi, Iganga Technical Institutes and Nakawa Vocational Institute and two (2) private (Nile Vocational Institute & MAMZA Consult/USSIA).
- 5) Overall 753 collaborations have been established across the 4 Windows. These include 28 MoUs signed between CoES, VTIs and companies hosting and employing interns. MoUs have been signed with training service providers, Institutions and companies that are involved in hosting of interns and training of grantees beneficiaries. 11,043 certified under DIT across the four windows
- 6) Capacities of Grantees (institution staff, company employees) and their partners built for training, assessment, and certification. Other areas strengthened through, practical demonstration, provision of simplified accounts books, structured training to mitigate against grantees capacity gaps identified
- 7) A notable contribution to Oil and Gas sub sector in Uganda under Window 3 and Window 4; where the supported institutions assessment and offer certification of trainees with national (DIT) and international bodies (City and Guild, OPITO, Cambridge, etc.) A total of 3830 trainees assessed and certified as artisans, craftsman, masonry, plumbing, electricians, Pipefitters, machine operators and Heavy Goods Vehicle Drivers among others are expected to seek jobs that benefit the sector.
- 8) 314 persons with disabilities and 741 trainees in refugee areas involved in skilling (welding, bakery, phone repair and shoe making); enabling them to earn income, thus reduced vulnerability. Reached 15 organizations working with refugees.

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9) Several benefits of the management and mitigation of environment, social, health and safety risks, including COVID-19, that have enhanced the outcomes of the project.

Table 2.6.0: Summary of Grantees and Trainees (Beneficiaries) per Window

| Window | | Number of targeted grants | Number of grants awarded | Number of grants/completed projects | Number of beneficiaries enrolled as per grant awards | Number of beneficiaries that have so far completed training | Project Life beneficiaries targets |
|--------------|---------------|---------------------------|--------------------------|-------------------------------------|--|---|------------------------------------|
| Window 1 | Formal Sector | 180 | 270 | 120 | 14,230 | 8,481 | 1,350 |
| | Internship | | 72 | 62 | 2,793 | 2,323 | 1500 |
| Window 2 | | 250 | 514 | 441 | 56,217 | 43,959 | 25,000 |
| Window 3 | | 15 | 16 | 9 | 1,146 | 844 | 300 |
| Window 4 | | 29 | 10 | 7 | 5,451 | 2,558 | 725 |
| Total | | 474 | 882 | 639 | 79,837 | 58,165 | 28,875 |

The following activities were done during FY 2020/21.

PROJECT MANAGEMENT

PSFU Board of Directors

The PSFU board continued to provide supervision oversight and guidance through regular consultations, meetings and feedback on the quarterly reports submitted by the SDF secretariat.

Grants Approval Committee

The Grants Approval Committee continued to provide the oversight role to the SDF Secretariat. Key activities include:

- 1) Approval of Grants award; to date 872 grantees awarded across the 4 windows, including
- 2) Provide feedback on reports from SDF Secretariat and quality assurance on the project management such as periodical visits to grantees before and after awarding.

SDF Secretariat

The SDF Secretariat that led and supported the SDF operations; including 31 staff and periodical consultants; that supported the implementation

Procurement

SDF procurement is done using the World Bank and Public Procurement and Disposal of Public Assets Authority guidelines. The Competitiveness Enterprise Development Project (CEDP) contracts committee provides over site, approvals, and recommendations of the procurement process including (review of terms of reference, short listing bidding documents, request for proposal and recommendations for contract awards or changes to the contract). During FY2020/21, activities carried out included; renewal of contracts for staff, consultants and filing of monthly procurement reports.

Internal Audit:

The project performed bi-annual internal audits as required by Project Operations Manual. The Internal Auditor also performed specific audit on SDF grantees.

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SDF Management Information System (MIS) development

A Grants Management Information System (GMIS) was developed to facilitate on-line grants applications process (submission of concepts and proposals, due diligence assessments and evaluation) across the 4 Windows. The system commenced in 2019 with Window 2 Call 2 application; where 1,417 (96%) applications were received on-line and only 55 (4%) were submitted as hard copies. All the subsequent calls used the system, which has demonstrated efficiency in the grants processing cycle. The system captures baseline information of the grantees application, while the routine M&E data is captured and analysed through the M&E web-based database hosted by Business Synergies. The M&E database captures the grantees beneficiaries' data (enrolled, ongoing training, completed and drop out; that can be disaggregated by gender, district and Window). The M&E system is linked to the MIS and the summary data is portrayed on the dash-board.

PROGRESS UNDER FUNDING WINDOWS

INTERNSHIP PROGRAM

SDF Internship program is in response to the government's Business, Technical, Vocational Education and Training (BTJET) strategy aimed at reducing the skills mismatch and ensuring that graduates are equipped with ready-to-work skills. It provides an opportunity for the instructors and students as well as the host companies to bridge the gap between the students' classroom theory and the actual work practices and hands-on experiences. The Internship combine short-term practical, technical and soft skills training on-the-job learning for the students undertaking Diploma and Certificate programs in both public and private training institutions. The placement and training are completed under guided supervision and technical instruction for a period ranging from 1- 4 months.

Summary of achievements under internship program:

- 1) A total of 72 companies/organizations received grants to host and provides hands-on internship training for 2,793 students mainly from public institutions. The companies ensure that all the enrolled youth complete the placement.
- 2) Of these 2,323 have completed their internship training and the remaining expected to complete their placement by 30th September 2021
- 3) Sixty two (62) companies that received grants complemented the implementation of the internship placement projects. Ten companies hosted 2-3 cohorts of interns, based on their request coupled with good performance.
- 4) About 72% of those who completed the internship program were employed or started their own businesses; of these 17.3% were retained by the host companies, and 11.8% started their own businesses or enterprises.

The retention is based on the skills acquired; attitude to work and behaviour during the placement as well as through the companies' recruitment processes. A combination of both the technical skills and soft skills is necessary for the retention of the Interns.

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Benefits of the internship program:

- Real life work experiences that provides additional skills not taught at the institutions such as communication, self-management, mentoring, working on farms and teams
- Students were able to share their knowledge with the institution workers, thus contributing to the companies labour, production and income. Interns set-up learning demonstration farms/sites that continued at the host institutions (e.g. mushroom at Mityana Agro Vet Institute and Chai seed gardens at Environmental and Conservation Agricultural Enhancement Uganda, in Mityana; 20 acres of trees planted by Nyabyeya students and 30 acres of rice and maize by Yumbe Interns at Delight Uganda in Nwoya
- Interns who acquired employment opportunities at the companies or partners organizations after the internship placement
- Income to the host communities or businesses where the interns reside or hosted during the placement.
- Collaboration and networking experiences of the host companies during SDF orientation, information sharing meetings and Skills fair

WINDOW 1: FORMAL SECTOR SUPPORT TO COMPANIES

This window targets skilling company employees, their suppliers and subcontractors to enhance their productivity, competitiveness and profitability. Funding is provided to co-operation activities between, on the one side, small enterprises, medium and large firms from the formal sector and, on the other training providers. Training is provided to a single employer with enough trainees or to several employers with similar training needs. The Company and the trainer define the content and duration of the training. The trainees are employees of the Company, or a group of sub-contractors supplying goods or services to the company/companies, such as farmers, constructors.

Summary of achievements to date:

- 1) Three (3) calls for applications made under this window
- 2) 270 companies have cumulatively been awarded compared to the project target of 180; the grant is in support of skilling the employees in modern or advance technical trades in order to meet international standards and competitions.
 - 120 have completed their skills projects and 114 are ongoing, some in the final stages of completing their projects.
 - 28 grants were deallocated due to poor performance in regard to accountabilities; while 8 grantees under Window 1- call 3 sometime after the award declined the grants, citing they were small amounts compared to the skilling they desired.
 - 107 grantees under Window 1 call 3 continued to skill their company staff, subcontractors or suppliers. The effort was to first train Trainers of Trainees

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(ToTs), who in turn are training workers, employees, associations, farmers, and others linked to the organisations for improved productivity.

- 3) A total of **14,230** employees and companies' suppliers' staff/employees have been enrolled for the skilling interventions. To date, **8,481** are reported to have completed the skilling program. Under Agriculture, manufacturing, mechanic and automobile repairs, Transport and Logistics, Tourism and Hospitality and Information, Communications and Technology (ICT).
- 4) Over **2,701** trainees have been assessed and certified by Directorate of Industrial Training (DIT). The DIT certificates are used as evidence and recognition of skills acquired and facilitate seeking promotion in the Companies or employment elsewhere within the country and beyond.
- 5) Over 1,490 new jobs have been created as a result of SDF intervention. In addition, some trained employees, the training beneficiaries are retained by the employers, while others started their own businesses or moved elsewhere for employment after acquiring additional competence and certification
- 6) Ten companies acquired UNBS and other bodies certification of their products resulting from the enhance capacity, increased productivity and improved quality of the products.

WINDOW 2: SKILLS SUPPORT IN THE INFORMAL SECTOR (JUA KHALI)

The fragmented nature of the informal sector activities requires intermediary institutions such as trade associations of informal sector enterprises, cluster associations, registered co-operatives and NGOs are lead agencies in applying for the grant on behalf of members. Some applicants are national umbrella organization, on behalf of a number of chapters of the organization; such as National organizations of Trade Unions in Uganda (NOTU). Associations and business organizations seeking support from SDF under Window 2 are required to satisfy the following:

- The organization/association must have been in existence for at least 1 year
- The beneficiaries of the skilling are self-employed micro enterprises or master craftsman's employees or apprentices
- The training must be responsive to the training needs of the micro enterprises in acquisition of skills for increased productivity, employment, competitiveness and sustainability
- The applicant must show how the training will lead to increased productivity and competitiveness
- The support must strengthen the capacity of associations to cater for the interests of their members.

The applying association/organization is required to identify a Skills trainer; may be a private or public vocational training institution, but also NGOs/CBOs, business support agencies and advisory centers or rural technology facilities. The trainer must be accredited by MOES or a recognized body, with demonstrable capacity (knowledge, skill, practical experience, training facilities, and the necessary machines/tools, the most current technology) to provide the training

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requested by the applicant. Trainees are assessed and certified majorly by the Directorate of Industrial Training (DIT).

Summary of Achievements under this windows to date:

Under this Window, two calls for applications were made in March 2017 and May 2019. A total of 514 organizations received grants to skill their members and selected community members in various skills and trades. A total of 441; representing 86% of the grantees completed the implementation of the skilling projects and majority of the remaining grantees are the final stages of completion, submission of accountability and reports, close out and reimbursement. The Window has cumulatively registered the following achievements:

- US\$ 676,943 realized as own-contribution by grantees in forms of training venue, land, office space, meals and trainee transport, among other things.
- Over 56,217 individuals were enrolled to acquired skills under Window 2. These include 26,637 (47%) women, who are mostly engaged in agricultural and crafts cottage related activities. 18,046 (32%) Youth have been skilled; mainly engaged in welding, metal fabrication, -leather products making, bakery and agriculture trades.
- 50,406 beneficiary trainees completed their skilling interventions in various skills program. This represents 90% of the total enrolment. The majority are in the agricultural and small cottage, home-based related skills.
- The beneficiary organizations, the grantees are spread in 60% (n=94) of the districts in Uganda. Majority of them are in Kampala (38.8%; n=52) and Wakiso (21%; n=28) districts. SDF realized the disparity and in call 2, 14 new districts including Budaka, Bukwo, Bundibugyo, Buyende, Ibanda, Kagadi, Kazo, Kyankwanzi, Madi-Okollo, Manafwa, Maracha, Moroto, Rubiriizi and Sironko benefitted.
- 314 people with disabilities and 684 refugees have also been skilled in various trades such as welding, bakery, phone repair and shoe making; enable them to earn income and reduce vulnerability.

Whereas all the grantees are expected to complete implementation of their skilling projects by 30th September 2021, there has been an interruption in the implementation due to COVID-19 pandemic and lock down for the period May and June 2021. The observance of COVID-19 prevention SOPs have slowed down and some cases halted a number of project activities, including meetings, trainings and project monitoring and support to close out activities. The issue is about the reasonably big number of trainees involved in these activities. Some grantee staff or their family members fell sick, which also affected implementation of the activities.

WINDOW 3 - INNOVATIVE TRAINING

Window 3 deals with innovative skills training of private and autonomous public training institutions, interested in developing new innovative models, new training concepts and new training programs in response to identified need. The training must be relevant to the labour market and able to attract reasonable number of qualified participants, with likelihood to

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contribute to the country's economic development. The innovative training curriculum facilitate the trainees to acquire high demand skills.

SDF has extended grants to 16 institutions for innovative training initiatives towards international standards and certifications; Ankole Western University, Africa Institute for Strategic Animal Resource Services and Development (AFRISA), Datamine Technical Business School, Kabasanda Technical Institute, Muni University, Q-Training, TEXTFAD Training Institute, Uganda Martyrs University, Delight Uganda Limited, Mbarara University of Science & Technology, Uganda Technical College Kichwamba, African College of Commerce & Technology, ISBAT University, Life Care Charity Kampala, Uganda Christian University and Uganda Freight Forwarders Association.

Summary of Achievements under this window

- 9 training curricula have been developed; 3 of them have been approved and 5 submitted to National Council for Higher Education (NCHE) for approval.
- Capacity of 130 trainers/assessors in Universities and Technical Institutes enhanced; in turn 844 people trained on the new courses in various areas of welding & fabrication, plumbing, building, weaving among others
- Bio fertilizer – a product of Black Soldier Fly (BSFL) larvae was developed by Uganda Martyrs University, as an alternative livestock feed. Rearing and stocking up of the larvae is ongoing.
- 2 **CNC technology** machines for Kabasanda Technical Institute and Datamine Technical Business School purchased from **AMATROL USA** to boost the innovative technical training - *Technical Education Learning Systems (TELS)*. 12 Instructors from 6 Technical Institutions were trained and are expected to replicate the training in their institutions. As a result, Kabasanda Technical Institute received applications from **Coca Cola and AZAM Millers** to train their technicians in repairing the factory CNC machines. The Institute has also been earmarked as Centre of Excellence by the Ministry of Education.
- 2 training mobile units purchased to enhance Q-Training's capacity. This enabled Q-Training to win a **contract under Total E&P to train and certify 75 youth in 2G & 3G welding with OPITO and ECITB**. 14 welding graduates placed for industrial internship with Bwendero Dairy Farm, Fabrication Systems Company and Victoria Engineering
- AFRISA- 2 fish-ponds and a smoking kiln constructed and functional; with 159 trained on fish harvest and value addition. Manuals for catfish juvenile production systems, aquaponics, and pond-based aquaculture and fish value addition developed.
- To-date own contribution both in-Kind and cash totaling Ugx1,988,812,376 comprising of Cash Ugx 885,009,559 and In-kind Ugx 1,103,802,817.

Lessons learnt under Window 3

The following have been learnt under this Window:

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- The need for a dedicated team of staff (PSFU and grantees) for the success of such complicated project interventions
- Public Private Partnerships are key for project success that should be harnessed for jobs creation for example the (PSFU/Aquafarm and AFRISA to implement the Makerere University/Afrisa innovation curriculum
- Networks facilitate and ease business contact
- Skilling programs should be geared towards job or enterprise creation; and with start-up capital to trainees
- Innovations aligned towards value addition are key

WINDOW 4 - RECOGNITION OF PRIOR LEARNING (RPL) AND SKILLS CERTIFICATION

Under this Window, SDF funds initiatives by Public, Private Sector Industries or organizations and Trade Unions interested in participating in the development of a system for certification of skills and competencies acquired through informal and non-formal means. It focuses on construction, oil, gas and manufacturing sectors, which require highly qualified and specialized labour force. Aims at acquisition of accreditation status for private, public training institutes and certification of workers with national & International bodies like DIT, City & Guilds and ECITB and OPITO.

SDF has extended grants to 10 organisations; Nawanyago Technical Institute, Kiryandongo Technical Institute, Nile Vocational Institute, Nakawa Vocational Training Institute, The Association of Principals of Technical & Vocational Institute of Uganda, Maganjo Institute of Career Education, Uganda Chamber of Mines & Petroleum/ SEAOWL, Mamza Consulting/ Uganda Small Scale Industries Association, Safeway Right Way Consortium and Uganda Petroleum Institute Kigumba(UPIK).

Summary of Achievements under this window

- 7 institutions/organizations have completed their project activities (Safe Way Right Way, Uganda Chamber of Mines and Petroleum, Maganjo Institute of Career Education, Uganda Petroleum Institute Kigumba, Nakawa Vocational Training Institute, Kiryandongo Technical Institute, The Association Principles for Technical Vocational Institute of Uganda).
- 4 institutions acquired accreditation with City & Guilds; these are Iganga, Kiryandongo, Nawanyago and Kibatsi Technical Institutes in a record time of 3 months. The Institutions offer International certification of students at subsidized costs from these bodies. They registered a total of 258 trainees for assessment and accreditation for *Level 1 (56), Level 2 (25) and Proficiency level (177)* for the June 2021 assessment and certification.
- Nakawa Vocational Training Institute and Nile Vocational Institute received accreditation by ECITB
- 130 instructors from all the 10 institutions/companies trained and certified; they will prepare trainees and support the assessment processes.

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- 2284 trainees assessed and received DIT, ECTIB and OPITO certification
- 175 drivers were retrained, assessed and certified under the EAC curriculum. They are all employed by various companies including Total, Bollore Logistics among others. Two HGV trucks purchased for Safe Way Right Way to train drivers. These were commissioned on 20th April 2021 by the State Minister for Investment, Honourable Evelyn Anite.
- Maganjo Institute of Career Education established an online database www.jupa.maganjoinstitute.com to assess, profile and promote certified masons. A total of 870 artisans and masons were assessed and certified.
- 2 grantees (Safe Way Right Way and Maganjo Institute of Career Education received additional funds to train and certify more workers in their different occupational areas; including Heavy Goods Vehicles, Masonries and craftsmen.

Continuity and Sustainability for Window 3 and 4 Interventions

The following are pointers to the continuity and sustainability of the Window 4 training interventions;

- The trainers/assessors in the training institutions whose capacity has been enhanced will be available for continued quality of training in the supported institutions.
- Policies, health, safety and quality management systems established in the supported institutions that will enhance their quality training.
- The implementation manuals, tools, materials and equipment acquired will continue to be available in support of improving the quality of training and management system.
- The SDF skilling program paved way for new courses and Institutions are using these new courses and accreditation to promote and publicize their training program for increased enrolment for ICE, ECITB and City and Guild assessments and certifications.
- All these have a multiplier effect, to propel continuity and sustainability. The trainers and institution managers are optimistic that the TVET curriculum reforms will go a long way in implementing the lessons learnt under SDF program.

Lessons learnt under Window 4

- The need to review the TVET policy to enhance and ensure a vibrant practical skills training system
- International certification is critical in the Oil & Gas given the high standard of the industry. With more international accredited institutions locally, it is likely to reduce the cost of certification.
- More local workers will have a chance to be employed in the industry, with the certification as evidence of more value of the skills acquired.

SDF Contribution to the Oil and Gas sub-sector

SDF skilling is making a notable contribution to the Oil and Gas sub sector in Uganda. Institutions supported under Window 3 and Window 4 for assessment and certification of trainees with national (*DIT*) and international bodies (*City & Guild, OPITO, ECITB, American Welding*

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Society (AWS) and Cambridge International); provide skills training relevant to Oil & Gas sub-sector. These are expected to reduce the cost of assessment for international certification.

SDF's Support for Vulnerable Groups (Women, Youth, PWDs and Refugees)

Women

- Social risk review and assessment of the SDF skilling program and response interventions to ensure GBV and other forms of violation of rights of women are more effectively managed during the skilling activities. A reasonable number of women (26,637 = 47%) reached under Window 2; that are mostly engaged in agricultural and crafts cottage related activities.

Youth

- 18,046 youth have been skilled, accounting for 32% of Window 2 beneficiaries and are mainly engaged in welding, metal fabrication, leather products making, bakery and Agriculture trades, as well as the internship program under Window 1 reaching.

PWDs

- 314 persons with disabilities have been equipped with skills (welding, bakery, phone repair and shoe making); enabling them to earn income, thus reduced vulnerability

SDF interventions among the refugee communities

SDF recognises refugees that face problems of poverty, joblessness, crime, violence, and other economic challenges. Interventions include:

- 15 organizations/companies operating in refugee hosting districts and communities provided skilling activities; Arua, Isingiro, Kamwenge, Kiryandongo, Yumbe, Mbarara and Kibale districts and Rwamwanja congelese refugee settlement in Mbarara.
- A total of 741 trainees were skilled in making products such as cooking stoves, box cases, chairs etc.); that they sell to earn income.

Grantees Capacity Building:

The capacity building of grantees has far-reaching benefits in regard to the implementation of the skilling projects and the organizations' improved management practices, productivity, continuity and sustainability. SDF has built capacity of grantees across the four Windows in various skills gaps identified before and during implementation and monitoring. These include records keeping for accountability, monitoring and reporting. Other aspects include digital skills, entrepreneurship, marketing, governance/leadership, communication and Interpersonal skills. Capacity building is done at the following stages:

Collaboration, Partnerships and Networks

- Overall 753 collaborations have been established across the 4 Windows. These include 28 MoUs signed between CoES, VTIs and companies hosting and employing interns. MoUs have been signed with training service providers, Institutions and companies that host interns and the training of grantees beneficiaries.
- SDF Grants to Government Vocational Institutions such as Kabasanda and Nakawa Vocational Institutes under Window 3 and Window 4 respectively. Public and Private Universities have benefited from the granting process. Kabasanda has been earmarked as a Centre of Excellence after SDF skilling support under Window 3.

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- SDF prioritized CoEs and VTIs as training service providers under window 1; and a list of Pre-qualified Institutions was shared with the grantees during the application process and information shared during the pre-award training.
- DIT Assessment for trainees: 10,730 trainees have been assessed and awarded DIT certificates under various skills and Windows: carpentry & joinery, crafts making, tailoring & knitting, apiary establishment, management & hygiene, mushroom value chain, welding, bricklaying & concrete practice, bakery, craftsmanship and masonry.
- MoES monitoring of SDF grantees activities: The Permanent Secretary of Ministry of Education, the Commissioner for Business, Technical and Vocational Education Training and other technical staff have participated in the monitoring visits to several grantees.
- Networks and collaborations have been established with both private and public Universities directly through grants (Uganda Christian University, Uganda Martyrs University, Makerere/AFRISA, Mbarara University, Muni University, Isbat and Ankole University). Kyambogo University/TEXFAD are involved in the training, Makerere University Business School working with Window 4 grantees to improve their business plans.

Collaboration at the central level and Ministries

- SDF has closely worked with the central line ministries (MoFPED, MGLSD, Industry, Commerce and Trade) and other government bodies and agencies such as National Planning Authority (NPA). NPA provided support in the conduct of the Results Study and ensuring the activities are aligned to the National Development plan.
- SDF has collaborated with BTC/ENABEL that is also involved in World Bank skilling interventions in Uganda. SDF has a representative from BTC/ENABEL and SDF project Manager is a member on the BTC/ENABEL selection committee. The cross representation provides opportunities to share information and experiences as well as minimize duplication of efforts and resources.

Media Engagements to Promote and Publicise Skills Development Achievements

The period March - June 2021, is characterised with increased media engagement to promote and publicise the Skills development and the various achievements of the projects across the different Windows. To date the project has had 15 episodes aired on Bukedde Television, a vernacular national Television station.

Monitoring and Evaluation of SDF component

An important aspect of PSFU/SDF responsibilities is to ensure grantees implement quality projects, with minimal or no challenges. M&E facilitates follow up of project and grantees interventions to check whether they are implemented as planned and/or if there are deviations, corrective actions are taken in a timely manner as well as ensure reporting is done as required. The M&E of SDF granting activities is undertaken at different levels:

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- Grantees - Grantees plan and implement the monitoring and supervision of the training/skilling activities; and they submit periodical reports as specified in their contract. SDF orient and continuously guide the grantees on the required reporting and accountability.
- The Activity Monitoring and Results Measurement (AM&RM) **Consultant** (Business Synergies); plays an important task in the field visits and reporting on the progress of the grantees' activities. The field visits are done to all active grantees, ensure their training data is entered in the on-line M&E data base, mentor them and support them prepare the required reports and provide hands-on demonstrations. The visits also help to assess value for money.
- Internal M&E Activities by M&E Advisor and SDF staff; The advisor provides technical support and complement the SDF staff monitoring of grantees, supervise the performance of AM&RM Consultant and ensure follow-up of the issues and recommendations from the monitoring visits and the corrective and/or remedial actions.
- SDF Indicators Performance: The M&E framework is continually updated and revised by SDF.

Results Study: SDF contracted a consultancy firm, Friends Consult Limited to conduct the study in June 2020 and a final report was submitted in February 2021. The focus of the study was to assess labour productivity, employment, revenue, income, benefits and impact of the project. The final report has been widely shared and disseminated to stakeholders and partners and is also available on the PSFU website. In addition SDF conducted a complementary exploratory assessment for Windows 3 and 4, in April 2021 to document the experiences and lessons and provide recommendations for future similar engagements.

Mitigating Social, Environmental, Safety and Health Risks in SDF.

Social, environmental risk management and stakeholders' engagement, grievance management are key aspects of World Bank projects. The Social Risk Management Consultant provide technical support to SDF in mitigating social and environmental risks potentially associated with the skilling process, that may affect the trainees, their families, trainers, community members, company employees and other stakeholders during and after the skilling. Measures have been put in place to mitigate these risks and to address any grievances associated with the skilling process. To date, no cases of rape, defilement or sexual harassment, children related risks linked to SDF have been reported

Stakeholder engagement and grievance management

The SDF GRM is now more effective and efficient; with 3 levels, clear procedures, and a referral pathway. Grantees are now required to disclose grants to districts and community. This includes benefits and risks of the skilling activities, where and how to report grievances. Grievance management at SDF project is ongoing and grievances reports are analysed and tracked. No new grievance was reported in this reporting period. All the previous cases have been resolved through mediation.

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Emerging issues/challenges and actions taken

- i) COVID-19 prevention lockdown that has twice affected and in some cases halted the grants operations and skilling activities:

Action: Several COVID-19 response measures put in place to address and minimize these challenges; such as preventions measure including buying of masks, social distance during training, online training, monitoring and accountabilities.

- ii) Delayed accountabilities and reports by grantees. This leads to delays in funds disbursements and reimbursements

Action: A 2-days training was organized for Windows 1 and 2 grantees. It is expected that the training equipped the grantees with the required knowledge and skills. SDF will continue to handhold the grantees on a case-by-case, support and guide them; the new ones and those at different stages to ensure improvements in quality and timeliness of the accountabilities and reports. As a result of COVID-19 and restrictions in movements, we have encouraged all our grantees to submit accountabilities electronically but will submit hardcopies when things normalize.

- iii) Limited resources and approach to ensure vulnerable groups (Youth, Women, OVC, PWDs) to leverage nation-wide coverage. These vulnerable and special Interest groups require special skilling approaches, which sometimes are not easy to articulate in their concept notes and proposals.

Action: SDF presented this observation to GAC for consideration of underserved districts under Window 2. Eventually grants were awarded to 14 new districts without necessarily faulting the granting process

Lessons Learnt:

- International accreditation of training institutions requires a lot of preparation and resources that could not be undertaken without government support.
- The training costs under Window 3 grantees, across the sectors, and in particular transport and Logistics sector, remain high for most trainees; will still require external/government support.
- Training providers need to change the curriculum and teaching approach to provide more hands-on practical skills
- The need to involve and get buy-in of all the relevant stakeholders right from the project design, facilitates effective project implementation.

Proposed/Future Action:

- Directly engaging training institutions to train a pool of beneficiaries. The selected training Institutions should be demand based and guided by set criteria. This way PSFU will deal with fewer competent institutions. The selected VTIs should be in proximity of applicants or with modalities to reach where the trainees are. This would also reduce on

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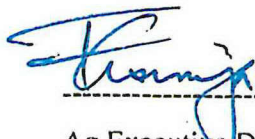
operational, coordination and monitoring costs, such as transport and equipment as well as strengthen synergies within government institutions'

- Consider consultancy firms in unique areas of training that are not readily available in the prequalified training providers

Considerations for Future Skilling interventions

To consolidate the gains and impact of the SDF skilling interventions, the following are proposed for future consideration in a similar skilling intervention:

- Provide skills that intensify business development (certification) and market linkages including on-line marketing
- Skilling for value chain development and value addition, such as fruits value chain; and support programs that have extensive approaches and strategies for enhancing the value chain
- Increased apprenticeship and internship alongside digital and on-line skilling
- Ensure sectorial focus to highlight and promote fast growing sectors (such as ICT, transport and logistics, procurement and marine and rescue
- Government should establish a skilling fund/budget line for the private sector; that is accessed on a competitive and proven impact basis.



Ag. Executive Director
Kampala, Uganda



Project Manager



Financial Management Specialist

Date. 25 NOVEMBER
2021

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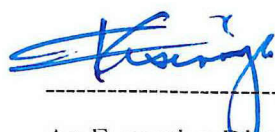
3.0 STATEMENT OF PROJECT MANAGEMENT'S RESPONSIBILITIES

Section II B.1 of the Project Agreement between IDA and the Government of Uganda requires that the Project management maintains a financial management system and prepares financial statements in accordance with consistently applied and acceptable accounting standards, both in a manner adequate to reflect the operations and financial condition of the Project Implementing Entity; including the operations, resources and expenditure related to its respective Part of the Project.

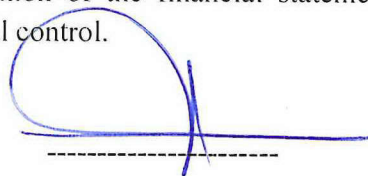
The management of Skills Development Facility (SDF) is responsible for preparing the financial statements for each financial year which gives a true and fair view of the state of affairs of project as at the end of the financial year. Project management is required to ensure that the project keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the project. They are also responsible for safeguarding the assets of the project.

The management is ultimately responsible for the internal controls. The overall management delegate responsibility for internal control to project management. Standards and systems of internal control are designed and implemented by management to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability of the project's assets. Appropriate accounting policies supported by reasonable and prudent judgments and estimates, are applied on a consistent basis. These systems and controls include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties.


The management of the Project accepts responsibility for statement of comprehensive income, statement of financial position and designated account statement which has been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates. The management of the project is of the opinion that the statement of comprehensive income, statement of financial position and designated account statement gives a true and fair view of the state of the financial affairs of the project and of the results of its activities. The management of the project further accepts responsibility for the maintenance of accounting records which may be relied upon in the preparation of the financial statement of the project, as well as adequate systems of internal financial control.



Ag. Executive Director
Kampala, Uganda



Project Manager



Financial Management Specialist

Date: 25 NOVEMBER
2021

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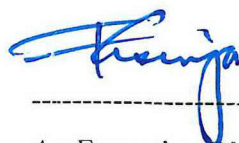
4.0 FINANCIAL STATEMENTS

4.1 STATEMENT OF INCOME AND EXPENDITURE

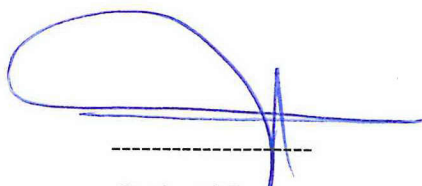
| STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 30TH JUNE 2021 | | | | | |
|---|---------|------------------------|------------------|-----------------------|------------------|
| | | FY 2020/21 | | FY 2019/20 | |
| | (Notes) | Actual (Ugx) | Actual (USD) | Actual (Ugx) | Actual (USD) |
| Income received | | | | | |
| Multi-lateral Development partners –(IDA) | 4.5.2.1 | 21,859,985,261 | 6,102,573 | 21,507,522,218 | 5,800,000 |
| Total operating income | | <u>21,859,985,261</u> | <u>6,102,573</u> | <u>21,507,522,218</u> | <u>5,800,000</u> |
| Operating expenses | | | | | |
| Employee costs | 4.5.2.2 | 1,717,834,737 | 427,167 | 1,863,331,988 | 504,052 |
| Goods and services consumed | 4.5.2.3 | 1,794,576,731 | 493,261 | 2,432,539,602 | 658,028 |
| Matching grant | 4.5.2.4 | 21,094,768,182 | 5,798,146 | 13,808,882,859 | 3,735,453 |
| Total operating expense | | <u>24,607,179,650</u> | <u>6,763,574</u> | <u>18,104,754,449</u> | <u>4,897,533</u> |
| Excess of income over Expenditure for the Year | | <u>(2,747,194,389)</u> | <u>(661,001)</u> | <u>3,402,767,769</u> | <u>902,467</u> |
| Opening fund reserves | 4.5.2.5 | 8,887,103,125 | 2,386,145 | 5,484,335,356 | 1,483,678 |
| Cumulative reserves | 4.2.2.6 | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |

The financial statements were approved by SDF management on _____ and signed on their behalf by:

25 NOVEMBER 2021



Ag. Executive Director



Project Manager



Financial Management Specialist


UGANDA SKILL DEVELOPMENT PROJECT S (USDP)
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 IDA Credit 56120-UG (Project ID P145309)
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4.2 STATEMENT OF FINANCIAL POSITION

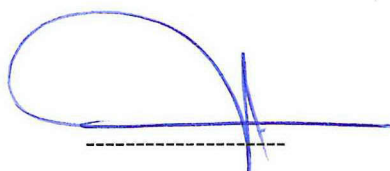
| STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2021 | | | | | |
|--|---------|-----------------------------|-------------------------|-----------------------------|-------------------------|
| | | FY 2020/21 | | FY 2019/20 | |
| | (Note) | (Ugx) | (USD) | (Ugx) | (USD) |
| ASSETS | | | | | |
| Non-Current Assets | | | | | |
| Current assets | | | | | |
| Cash at bank | 4.5.2.6 | 6,139,908,736 | 1,725,144 | 8,887,103,125 | 2,386,145 |
| Total Assets | | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |
| REPRESENTED BY | | | | | |
| Fund balance | 4.5.2.5 | 6,139,908,736 | 1,725,144 | 8,887,103,125 | 2,386,145 |
| Current Liabilities | | - | - | - | - |
| Total funds and Liabilities | | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |

The financial statements were approved by SDF management on-----
 and signed on their behalf by:

25 NOVEMBER 2021



Ag. Executive Director



Project Manager



Financial Management Specialist

UGANDA SKILL DEVELOPMENT PROJECT S (USDP)
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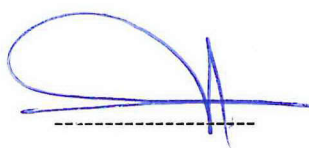
4.3 STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30TH JUNE 2021

| | Notes | FY 2020/21 | | FY 2019/20 | |
|---|---------|-------------------------------|-------------------------|-----------------------------|-------------------------|
| | | (Ugx) | (USD) | (Ugx) | (USD) |
| Excess of Revenue over Expenditure for the Year | | (2,747,194,389) | (661,001) | 3,402,767,769 | 902,467 |
| Advance to grantees | | | | - | - |
| Net increase in cash and cash equivalent | | <u>(2,747,194,389)</u> | <u>(661,001)</u> | <u>3,402,767,769</u> | <u>902,467</u> |
| Cash and cash equivalent as at 01/07/2020 | | 8,887,103,125 | 2,386,145 | 5,484,335,356 | 1,483,678 |
| Cash and cash equivalent as at 30/06/2021 | 4.5.2.6 | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |

The financial statements were approved by SDF management on 25 NOVEMBER 2021 and signed on their behalf by:



 Ag. Executive Director



 Project Manager



 Financial Management Specialist

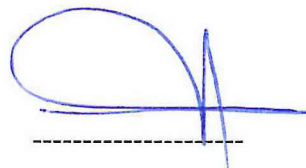
UGANDA SKILL DEVELOPMENT PROJECT S (USDP)
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4.4 IDA DESIGNATED ACCOUNT STATEMENT

| | FY2020/21 | FY2019/20 | Cumulative Expenditure |
|---|-------------------------|-------------------------|--------------------------|
| | US \$ | US \$ | US \$ |
| Balance as at 1st July 2020 | 2,386,145 | 1,483,678 | - |
| Designated Account receipts | 6,100,000 | 5,800,000 | 21,328,842 |
| | <u>8,486,145</u> | <u>7,238,678</u> | <u>21,328,842</u> |
| Component 3 Employer-led short-term training and recognition of prior learning | | | |
| Works | - | - | - |
| Consultancy & Training | - | - | - |
| Goods/non-consultancy service | - | - | - |
| Operating costs | - | - | - |
| Matching grant | 5,899,234 | 3,814,438 | 15,345,592 |
| | <u>5,899,234</u> | <u>3,814,438</u> | <u>15,345,592</u> |
| Component 4. project Management | | | |
| Works | - | - | 11,062 |
| Consultancy & Training | 302,024 | 819,589 | 2,876,707 |
| Goods/non-consultancy service | 68,040 | 67,448 | 339,017 |
| Operating costs | 491,292 | 196,058 | 1,030,910 |
| | <u>861,356</u> | <u>1,083,095</u> | <u>4,257,696</u> |
| Total expenditure from DA | 6,760,590 | 4,897,533 | 19,603,288 |
| Bank balances as at 30th June 2021 | <u>1,725,554</u> | <u>2,386,145</u> | = |
| Bank Balances as at 30th June 2021 | | | |
| BOU IDA Ugx Account 000080088000241 ¹ | 26,915 | 107,312 | - |
| BOU IDA US \$ Account 000080088400048 | 1,698,639 | 2,278,833 | - |
| | <u>1,725,554</u> | <u>2,386,145</u> | = |



Ag. Executive Director



Project Manager



Financial Management Specialist

¹ Closing balance of Uganda shillings account was translated at Shs3,504.83/US\$1

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IDA Designated Account Statement cont'd

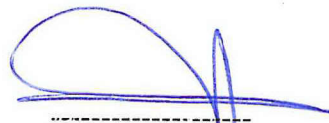
| Receipts from IDA during the year ended 30 th June 2021 | | | | | |
|--|-------------|---------------|-------------------------|-------------------------|--------------------------|
| | | | FY2020/21 | FY2019/20 | Cumulative disbursements |
| Date | Ref. | Details | US \$ | US \$ | US \$ |
| 16/09/2020 | PSFU-SDF016 | Advance to DA | 1,600,000 | - | - |
| 05/03/2021 | PSFU-SDF018 | Advance to DA | 3,000,000 | - | - |
| 07/06/2021 | PSFU-SDF019 | Advance to DA | 1,500,000 | - | - |
| Total Expenditure by Direct Was | | | - | - | - |
| Total Project receipts | | | <u>6,100,000</u> | <u>5,800,000</u> | <u>21,328,842</u> |

The financial statements were approved by SDF management on
 and signed on their behalf by:

25 NOVEMBER 2021



 Ag. Executive Director



 Project Manager



 Financial Management Specialist

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4.5 NOTES TO THE FINANCIAL STATEMENTS

4.5.1 ACCOUNTING POLICIES

a) Basis of accounting

The financial statements are prepared on a modified cash basis. The day today transactions are recorded on a cash basis. Adjustments are made at the end of the accounting period including outstanding accounts payables and receivables.

b) Receipts and payments

The receipts are recorded on the date received and payments recorded when actually paid.

c) Fixed assets

Fixed assets are expensed in full in the year of purchase. No depreciation is charged in the accounts. A memorandum record / fixed assets register is maintained for the record and safeguard of assets acquired for the project.

d) Reporting Currency

Funds from the IDA are translated into the reporting currency (UGX) using the Bank of Uganda ruling rates on the respective dates of transactions. Payment transactions in foreign currency are translated in reporting currency at BOU transfer rate to which the transactions relate. Hence the average of transfer rates is used to convert transactions in US Dollars into the UGX equivalent amounts. Exchange differences are realized in the Statement of Comprehensive Income in the year in which they arise. The financial statements are prepared in Uganda Shillings, but also indicating the equivalent in US dollars. The IDA Designated Account is maintained in US dollars and Project Account into which transfers from DA are made is maintained in Uganda Shillings.

e) Foreign currency rate

| | |
|----------------------------|-------------------|
| Opening exchange rate | Shs3,725.33/US\$1 |
| Average exchange rate | Shs3,638.19/US\$1 |
| Closing exchange rate(BOU) | Shs3,559.07/US\$1 |
| IFR funds translation rate | Shs3,504.83/US\$1 |

f) Comparative figures

SDF is in its fifth year of operation and therefore, comparative figures for FY2019/20 have been reported.

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4.5.2 NOTES TO THE FINANCIAL STATEMENTS

4.5.2.1 Loans and Grants from Foreign Governments and Agencies

| Donor-IDA | Budget FY2020/21 | FY2020/21 | | FY2019/20 | |
|------------------------------|------------------------------|------------------------------|-------------------------|------------------------------|-------------------------|
| | (Ugx) | (Ugx) | US \$ | (Ugx) | US \$ |
| Receipts | 25,388,089,937 | 22,181,142,913 | 6,100,000 | 21,444,846,000 | 5,800,000 |
| Foreign exchange differences | - | (321,157,652) | 2,573 | 62,676,218 | - |
| Total | <u>25,388,089,937</u> | <u>21,859,985,261</u> | <u>6,102,573</u> | <u>21,507,522,218</u> | <u>5,800,000</u> |

Exchange difference of Ugx321,157,652 and US\$2,573 arose as a result of variations in currency exchange rates between Uganda Shillings and US Dollar. Receipts into Designated Account were translated into Uganda Shillings at an average rate of Shs3636.26/US\$1. Cash balance at the beginning of the year denominated in Uganda shillings was translated into US Dollar at year Bank of Uganda (BOU) closing rate of Ugx3725.33/US\$1 of FY2019/20.

During the year, transfers from the Designated account were translated at an average rate of Ugx3638.19/US\$1 and balance on Designated Account at 30-06-2021 was translated at BOU closing exchange rate of Ugx3559.07/US\$1. The variations in exchange rates used gave rise to accumulation of exchange differences as shown below.

Analysis of foreign exchange difference

Computation of foreign exchange difference on Designated Account

| | FS Figs in (Ugx) | Exchange rate | (USD)Equivalent |
|----------------------------|-----------------------------|---------------|------------------|
| DA cash b/f-(1 July 2020) | 8,489,404,083 | 3,725.33 | 2,278,833 |
| Receipts | <u>22,181,142,913</u> | 3,636.26 | <u>6,100,000</u> |
| Total receipts(A) | <u>30,670,546,996</u> | | <u>8,378,833</u> |
| Less: Payments | | | |
| Payments from DA | 182,113,475 | 3,638.19 | 50,056 |
| Transfers to PA | <u>24,121,699,696</u> | 3,638.19 | <u>6,630.137</u> |
| Total payments (B) | <u>24,303,813,171</u> | | <u>6,680.193</u> |
| Closing DA balance | 6,045,576,173 | 3,559.07 | 1,698,639 |
| Less: Difference(A-B) | <u>6,366,733,825</u> | | <u>1,698,639</u> |
| Exchange difference | <u>(321,157,652)</u> | | = |

Computation of foreign exchange difference on Project Account

| | | | |
|---------------------------|-----------------------|----------|------------------|
| DA cash b/f-(1 July 2020) | 397,699,042 | 3,706.01 | 107,312 |
| Receipts | <u>24,121,699,696</u> | 3,638.19 | <u>6,630.137</u> |
| Total receipts(A) | <u>24,519,398,738</u> | | <u>6,737,449</u> |
| Less: Payments | | | |
| Payments from DA | 24,425,066,175 | 3,638.19 | 6,713,518 |
| Transfers to PA | = | - | = |

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| | | | |
|----------------------------|-----------------------|----------|------------------|
| Total payments (B) | <u>24,425,066,175</u> | | <u>6,713,518</u> |
| Closing DA balance | 94,332,563 | 3,559.07 | 26,505 |
| Less: Difference(A-B) | <u>94,332,563</u> | | 23,931 |
| Exchange difference | = | | <u>2,573</u> |

4.5.2.2 Employee costs

| Budget /expenditure item | Budget FY2019/20 | FY 2020/21 | | FY 2019/20 | |
|--|----------------------|----------------------|----------------|----------------------|----------------|
| | (Ugx) | (Ugx) | (USD) | (Ugx) | (USD) |
| Contract staff salaries | 280,000,000 | 188,114,000 | 51,705 | 265,155,923 | 71,728 |
| Consultancy services (Technical support) | 1,621,048,770 | 1,529,720,737 | 420,462 | 1,598,176,065 | 432,324 |
| Total | 1,881,048,770 | 1,717,834,737 | 472,167 | 1,863,331,988 | 504,052 |

Technical support relates to staff whose contracts were concluded using IDA procurement procedures. Employee cost include salaries and all statutory expenses.

4.5.2.3 Goods and services consumed

| Budget /expenditure item | Budget FY2020/21 | FY 2020/21 | | FY 2019/20 | |
|----------------------------------|------------------|---------------|---------|---------------|---------|
| | (Ugx) | (Ugx) | (USD) | (Ugx) | (USD) |
| Allowances(For activity) | 26,472,000 | 25,927,280 | 7,126 | 32,670,200 | 8,838 |
| Incapacity & Death | 10,000,000 | 10,000,000 | 2,749 | | |
| Advertising and public relations | 100,000,000 | 58,671,004 | 16,126 | 114,812,450 | 31,058 |
| Workshops and seminars | 100,000,000 | 60,070,646 | 16,511 | 110,020,000 | 29,762 |
| Staff Training | - | - | - | 81,134,832 | 21,948 |
| Books and periodicals | - | - | - | 3,000,000 | 812 |
| Computers Supplies | 10,000,000 | 3,800,000 | 1,044 | 18,229,931 | 4,931 |
| Welfare and Entertainment | 20,000,000 | 7,522,000 | 2,068 | 28,992,012 | 7,843 |
| Stationery and Printing | 50,000,000 | 43,934,120 | 12,076 | 29,074,880 | 7,843 |
| Telecommunications | 44,093,120 | 42,752,100 | 11,751 | 30,330,620 | 8,205 |
| Information & Tel Technology | 36,000,000 | 15,126,800 | 4,158 | 29,695,140 | 8,033 |
| Office Rent | 280,000,000 | 247,830,117 | 68,119 | 192,561,614 | 52,090 |
| Cleaning | 15,000,000 | 6,535,000 | 1,796 | 8,240,500 | 2,229 |
| Consultancy services short-term | 1,474,247,247 | 1,124,531,015 | 309,091 | 1,544,875,448 | 417,906 |
| Insurance | 24,000,000 | 16,451,673 | 4,522 | 14,825,335 | 4,010 |
| Travel Inland | 60,000,000 | 28,984,388 | 7,967 | 98,759,562 | 26,716 |
| Fuel | 67,228,800 | 67,195,000 | 18,469 | 45,033,098 | 12,182 |
| Maintenance-vehicle | 36,000,000 | 29,510,688 | 8,111 | 32,616,261 | 8,823 |
| Maintenance –other | 6,000,000 | 5,734,900 | 1,576 | 17,667,719 | 4,779 |

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| | | | | | |
|--------------|----------------------|----------------------|----------------|----------------------|----------------|
| Total | <u>2,359,041,167</u> | <u>1,794,576,731</u> | <u>493,261</u> | <u>2,432,539,602</u> | <u>658,028</u> |
|--------------|----------------------|----------------------|----------------|----------------------|----------------|

4.5.2.4 Matching grant

| Details | Budget FY2020/21 | FY2020/21 | | FY2019/20 | |
|----------------|-----------------------|-----------------------|------------------|-----------------------|------------------|
| | (Ugx) | (Ugx) | (USD) | (Ugx) | (USD) |
| Matching grant | 21,128,000,000 | 21,094,768,182 | 5,798,146 | 13,808,882,859 | 3,735,453 |
| Total | <u>21,128,000,000</u> | <u>21,094,768,182</u> | <u>5,798,146</u> | <u>13,808,882,859</u> | <u>3,735,453</u> |

4.5.2.5 Fund balance/Cumulative reserves

| Details | FY 2020/21 | | FY 2019/20 | |
|---|----------------------|------------------|----------------------|------------------|
| | (Ugx) | (USD) | (Ugx) | (USD) |
| Excess of Revenue over expenditure for the Year | (2,747,194,389) | (661,001) | 3,402,767,769 | 902,467 |
| Add: opening fund balance | 8,887,103,125 | 2,386,145 | 5,484,335,356 | 1,483,678 |
| Total | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |

4.5.2.6 Cash at Bank

| Bank Account | FY 2020/21 | | FY 2019/20 | |
|------------------------|----------------------|------------------|----------------------|------------------|
| | (Ugx) | (USD) | (Ugx) | (USD) |
| IDA Operations Account | 94,332,563 | 26,505 | 397,699,042 | 107,312 |
| IDA Designated Account | 6,045,576,173 | 1,698,639 | 8,489,404,083 | 2,278,833 |
| Total | <u>6,139,908,736</u> | <u>1,725,144</u> | <u>8,887,103,125</u> | <u>2,386,145</u> |

Budget performance FY2020/21

| Budget /expenditure item | Budget FY2020/21(Ugx) | Actual FY2021/21(Ugx) | %absorption |
|----------------------------------|-----------------------|--------------------------|-------------|
| Contract staff salaries | 280,000,000 | 188,114,000 | 67% |
| Allowances(For activity) | 26,472,000 | 25,927,280 | 98% |
| Incapacity & Death | 10,000,000 | 10,000,000 | 100% |
| Advertising and public relations | 100,000,000 | 58,671,004 | 59% |
| Workshops and seminars | 100,000,000 | 60,070,646 | 60% |
| Computers Supplies | 10,000,000 | 3,800,000 | 38% |
| Welfare and Entertainment | 20,000,000 | 7,522,000 | 38% |
| Stationery and Printing | 50,000,000 | 43,934,120 | 88% |
| Telecommunications | 44,093,120 | 42,752,100 | 97% |
| Information & Tel Technology | 36,000,000 | 15,126,800 | 42% |
| Office Rent | 280,000,000 | 247,830,117 | 89% |
| Cleaning | 15,000,000 | 6,535,000 | 44% |
| Consultancy services short-term | 1,474,247,247 | 1,124,531,015 | 76% |
| Consultancy services Long-term | 1,621,048,770 | 1,529,720,737 | 94% |

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| | | | |
|---------------------|------------------------------|------------------------------|-------------------|
| Insurance | 24,000,000 | 16,451,673 | 69% |
| Travel Inland | 60,000,000 | 28,984,388 | 48% |
| Fuel | 67,228,800 | 67,195,000 | 99.9% |
| Maintenance-vehicle | 36,000,000 | 29,510,688 | 82% |
| Maintenance –other | 6,000,000 | 5,734,900 | 96% |
| Grants | 21,128,000,000 | 21,094,768,182 | 99.8% |
| Total | <u>25,388,089,937</u> | <u>24,607,179,650</u> | <u>97%</u> |

Although the effects of COVID-19 initially affected implementation progress, innovative ways of implementation were put in place to achieve budget performance.

Appendix1: Disbursements to grantees during FY2020/21

| No. | Grantee name | Amount(Ugx) | Amount(US\$) |
|-----|---|--------------------|----------------|
| | Internship | | |
| 1 | Aloesha Organic Natural Health | 51,520,000 | 14,161 |
| 2 | Bat Valley Threatre | 23,690,000 | 6,511 |
| 3 | BN Enterprises | 36,995,400 | 10,169 |
| 4 | Bullen Construction and supplies limited | 36,995,400 | 10,169 |
| 5 | Didas Uniform Makers Limited | 72,832,000 | 20,019 |
| 6 | H and M foods and outside catering ltd | 48,385,735 | 13,299 |
| 7 | Indigenous Community Development Ltd | 45,346,550 | 12,464 |
| 8 | Landmark Junior School Limited | 81,512,500 | 22,405 |
| 9 | Malaika Vocational and Business Institute | 35,395,289 | 9,729 |
| 10 | Mulya Farm Products Limited | 30,843,722 | 8,478 |
| 11 | Naluyima Regina Mukiibi | 44,588,977 | 12,256 |
| 12 | Orchids House Farm Limited | 31,859,630 | 8,757 |
| 13 | Resty Agrotech Limited | 79,469,609 | 21,843 |
| 14 | Rugando College Limited | 18,384,000 | 5,053 |
| 15 | Smooth Life Innovations Ltd | 38,957,379 | 10,708 |
| 16 | Ssedika Real Estate Limited | 49,376,888 | 13,572 |
| 17 | Success Academic Foundation of Uganda | 30,785,000 | 8,462 |
| 18 | Tooro Native Robusta Coffee SMC Limited | 43,102,220 | 11,847 |
| 19 | Unisource Engineering Limited | 46,565,190 | 12,799 |
| | Sub total | 846,605,489 | 232,700 |
| | Window I -Formal sector | | |
| 20 | 291 Suites Hotel-Lira (U) Limited | 15,360,000 | 4,222 |
| 21 | Abenakyo Farm Limited | 38,451,896 | 10,569 |
| 22 | Abia Group Ltd | 41,300,000 | 11,352 |
| 23 | Aen Uganda Limited | 21,600,000 | 5,937 |
| 24 | Afri fruits Investment Company Limited | 15,828,000 | 4,351 |
| 25 | African Encounters Limited | 12,800,000 | 3,518 |
| 26 | Agri Frontiers Consult Limited | 31,180,000 | 8,570 |
| 27 | Ahiwa Company Limited | 17,670,000 | 4,857 |

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| | | | |
|----|--|-------------|--------|
| 28 | Aimax Technologies Limited | 19,200,000 | 5,277 |
| 29 | All in trade Limited | 19,200,000 | 5,277 |
| 30 | Alvimo General Investment Ltd | 65,534,800 | 18,013 |
| 31 | Applied Principles consulting ltd | 54,720,000 | 15,040 |
| 32 | Arch Apartments Ltd | 44,256,905 | 12,165 |
| 33 | Around Africa Safaris | 19,200,000 | 5,277 |
| 34 | Asasira Traders Limited | 24,768,000 | 6,808 |
| 35 | Awa Foods Uganda Limited | 14,400,000 | 3,958 |
| 36 | Bakawa and Sons Holdings Ltd | 120,000,000 | 32,983 |
| 37 | Bamzee Engineering Company Limited | 158,500,000 | 43,566 |
| 38 | Bena General Agencies Limited | 14,400,000 | 3,958 |
| 39 | Biggi Family Project | 25,058,016 | 6,887 |
| 40 | Bird Uganda Safaris Ltd | 19,200,000 | 5,277 |
| 41 | Biryra United Agencies Limited | 13,180,000 | 3,623 |
| 42 | Bouch Uganda Limited | 43,200,000 | 11,874 |
| 43 | Busolo Investments Limited | 50,160,000 | 13,787 |
| 44 | Byeffe Foods Company Ltd | 6,637,600 | 1,824 |
| 45 | Cecipau Mixed Farm | 15,264,000 | 4,195 |
| 46 | Comfort Hotel Limited | 11,788,000 | 3,240 |
| 47 | Community Fund Limited | 7,900,000 | 2,171 |
| 48 | Computer-Wise (U) Ltd | 38,400,000 | 10,555 |
| 49 | Concefeed International Limited | 18,230,000 | 5,011 |
| 50 | Cramac Investments Limited | 171,000,000 | 47,001 |
| 51 | Crystal Print Ltd | 19,200,000 | 5,277 |
| 52 | Curry Distributors Limited | 19,200,000 | 5,277 |
| 53 | Deen Establishments | 17,888,000 | 4,917 |
| 54 | Didas Uniform Makers Limited | 55,288,400 | 15,197 |
| 55 | Doshnut (U) Ltd | 19,200,000 | 5,277 |
| 56 | Eagle Biz Network Ltd | 19,200,000 | 5,277 |
| 57 | Eastern Rice Company Limited | 29,136,240 | 8,008 |
| 58 | Edenes Fair Traders Limited | 19,200,000 | 5,277 |
| 59 | Edwin Farmers Ltd | 35,000,000 | 9,620 |
| 60 | Elite Computers Uganda limited | 14,400,000 | 3,958 |
| 61 | Empower East Africa Limited | 84,000,000 | 23,088 |
| 62 | Endevour Business Solutions(U) Limited | 19,200,000 | 5,277 |
| 63 | Enotu construction Limited | 32,640,000 | 8,971 |
| 64 | Erimu Company limited | 37,785,000 | 10,386 |
| 65 | ESTRO-PAM Uganda | 18,000,000 | 4,948 |
| 66 | Eurosat Group of Companies Ltd | 48,880,000 | 13,435 |
| 67 | Felexi Motors Limited | 19,200,000 | 5,277 |
| 68 | Food and Diet processor | 13,003,200 | 3,574 |
| 69 | Footsteps Furniture Company Limited | 44,800,000 | 12,314 |

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| | | | |
|-----|---|-------------|--------|
| 70 | Frutrac Limited | 16,800,000 | 4,618 |
| 71 | Fundi Building Center | 18,000,000 | 4,948 |
| 72 | Future Technologies Ltd | 25,600,000 | 7,036 |
| 73 | Gigraco Enterprises U Limited | 14,400,000 | 3,958 |
| 74 | Global Village Tea Company | 60,000,000 | 16,492 |
| 75 | Goodwill Stones Workshop | 20,160,000 | 5,541 |
| 76 | Gorilla Safari Lodge limited | 21,890,000 | 6,017 |
| 77 | Graben 4PL Limited | 19,200,000 | 5,277 |
| 78 | Granite Dyke U Limited | 79,527,800 | 21,859 |
| 79 | Great Lakes Constructors Limited | 254,800,000 | 70,035 |
| 80 | Great Lakes Safaris Limited | 20,000,000 | 5,497 |
| 81 | Green and White Enterprises | 19,200,000 | 5,277 |
| 82 | Green Power International limited | 17,700,000 | 4,865 |
| 83 | Grow wide Uganda Ltd | 36,400,000 | 10,005 |
| 84 | Growfront Enterprises Ltd | 14,400,000 | 3,958 |
| 85 | HK Industrials Limited | 13,312,000 | 3,659 |
| 86 | Hotel Margherita Ltd | 48,620,000 | 13,364 |
| 87 | Hotloaf Bakery limited | 16,320,000 | 4,486 |
| 88 | Hydrocon (U) Ltd | 19,200,000 | 5,277 |
| 89 | Idha Tujje Agencies | 43,200,000 | 11,874 |
| 90 | Imperial Paints | 14,400,000 | 3,958 |
| 91 | Inspire Africa Establishments Ltd | 84,600,000 | 23,253 |
| 92 | Isheba Contractors | 15,360,000 | 4,222 |
| 93 | Jay Fortune Limited | 32,000,000 | 8,796 |
| 94 | Jeba (U) Limited | 13,400,000 | 3,683 |
| 95 | J-gates IT Solution ltd | 23,040,000 | 6,333 |
| 96 | Jil Insights Uganda limited | 19,200,000 | 5,277 |
| 97 | Jokawa and Associates Limited | 14,400,000 | 3,958 |
| 98 | Kalim General Services Limited | 19,200,000 | 5,277 |
| 99 | Kambucha Fresh Uganda ltd | 18,422,610 | 5,064 |
| 100 | Kana Grain Millers Limited | 13,160,000 | 3,617 |
| 101 | Katende Harambe Rural ubarn training centre | 27,050,000 | 7,435 |
| 102 | Kazinga Channel View Resort Limited | 46,360,000 | 12,743 |
| 103 | Kinko Enterprises Limited | 14,400,000 | 3,958 |
| 104 | Kirindimula Farm Limited | 36,000,000 | 9,895 |
| 105 | Krystal Ice Limited | 19,200,000 | 5,277 |
| 106 | Kunta Africa Limited | 13,633,200 | 3,747 |
| 107 | Kwanzi Agro Initiatives | 19,200,000 | 5,277 |
| 108 | Kyamuhunga Tea Company Ltd | 41,580,000 | 11,429 |
| 109 | Lakeside Escape Limited | 19,200,000 | 5,277 |
| 110 | Lily Benefit Investments limited | 136,416,000 | 37,496 |
| 111 | Lujoto Constructors and Designer | 12,660,000 | 3,480 |

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| | | | |
|-----|---|-------------|--------|
| 112 | M& Lothbrok (U) Ltd | 24,826,400 | 6,824 |
| 113 | Mabaale Technical Institute | 18,200,000 | 5,002 |
| 114 | Maendeleo Company Limited | 12,881,950 | 3,541 |
| 115 | Maktech Investments limited | 17,280,000 | 4,750 |
| 116 | Malaika Coatings Limited | 15,900,000 | 4,370 |
| 117 | MMacks Investment Limited | 24,000,000 | 6,597 |
| 118 | Moshek Investments Limited | 19,200,000 | 5,277 |
| 119 | Mukono Central Millers Ltd | 12,288,000 | 3,378 |
| 120 | Mukusu Motors | 27,931,176 | 7,677 |
| 121 | Mulen International Ltd | 19,200,000 | 5,277 |
| 122 | Multi Flowers Services Ltd | 17,110,000 | 4,703 |
| 123 | Multiplex Limited | 58,240,000 | 16,008 |
| 124 | Multiplex Real Estate Limited | 48,160,000 | 13,237 |
| 125 | Mutebi Metal Works Limited | 17,900,000 | 4,920 |
| 126 | Muttico Technical Services ltd | 18,200,000 | 5,002 |
| 127 | Namirembe Offsprings Limited | 18,485,000 | 5,081 |
| 128 | Namulondo Investments Limited | 21,443,744 | 5,894 |
| 129 | Narka Investment Co. | 76,262,000 | 20,962 |
| 130 | Nation Oil Distributors Limited | 219,107,000 | 60,224 |
| 131 | Network Associates Limited | 79,350,000 | 21,810 |
| 132 | Ngaali Uganda Limited | 19,200,000 | 5,277 |
| 133 | Nile Harves U Limited | 12,480,000 | 3,430 |
| 134 | Nnek Technicals Limited | 63,281,000 | 17,394 |
| 135 | Noble Farms Uganda Limited | 15,600,000 | 4,288 |
| 136 | Oasis 24 seven Limited | 19,200,000 | 5,277 |
| 137 | Ocean Beverages Limited | 16,320,000 | 4,486 |
| 138 | Okeba Uganda Limited | 17,200,000 | 4,728 |
| 139 | Paper Toils (U) Limited | 34,560,000 | 9,499 |
| 140 | Perfect Multiple Engineering and Consultancy services | 89,440,000 | 24,584 |
| 141 | Piba Consult Limited | 35,520,000 | 9,763 |
| 142 | PK Agroprocessors Limited | 12,660,000 | 3,480 |
| 143 | Precision engineering works Limited | 38,264,000 | 10,517 |
| 144 | Premier Dairies Ltd | 18,097,000 | 4,974 |
| 145 | Prince Kimbugwe Foundation | 61,600,000 | 16,931 |
| 146 | Prutaz construction Limited | 38,483,200 | 10,578 |
| 147 | Rada Shoes Limited | 26,640,000 | 7,322 |
| 148 | Rialink Solutions Limited | 38,932,800 | 10,701 |
| 149 | Ridar Hotel Ltd | 19,200,000 | 5,277 |
| 150 | Rwizi Arch Hotel ltd | 19,200,000 | 5,277 |
| 151 | Semilino Enterprises U Ltd | 54,934,000 | 15,099 |
| 152 | Sido Digital Print Solutions | 58,240,000 | 16,008 |
| 153 | Signature Suites Limited | 41,600,000 | 11,434 |

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| | | | |
|-----|--|----------------------|------------------|
| 154 | Silver Building Construction Limited | 13,440,000 | 3,694 |
| 155 | Silver Nile exporters Limited | 10,851,000 | 2,983 |
| 156 | SJ car Paints | 53,760,000 | 14,777 |
| 157 | Source of the Nile | 14,791,800 | 4,066 |
| 158 | SS Hotel SMC Ltd | 19,200,000 | 5,277 |
| 159 | Ssezibwa Falls Resort | 72,000,000 | 19,790 |
| 160 | Strat Group Ltd | 25,600,000 | 7,036 |
| 161 | Syba enterprises Limited | 17,856,000 | 4,908 |
| 162 | Talemwa Holdings U Ltd | 12,500,000 | 3,436 |
| 163 | T-car Works Ltd | 19,200,000 | 5,277 |
| 164 | Tetra Technical Services U Ltd | 25,600,000 | 7,036 |
| 165 | The New Forest Company Limited | 15,296,000 | 4,204 |
| 166 | Tooro Native Robusta Coffee SMC Ltd | 40,500,000 | 11,132 |
| 167 | Tsabeko (U) Limited | 14,400,000 | 3,958 |
| 168 | Twiz Quick Supplies and Services Company Limited | 19,200,000 | 5,277 |
| 169 | Uganda Baati Current | 25,000,000 | 6,872 |
| 170 | Uganda Driving Standard agency Limited | 14,400,000 | 3,958 |
| 171 | Vena Grains Millers limited | 19,200,000 | 5,277 |
| 172 | Victoria Engineering ad pumps Ltd | 44,800,000 | 12,314 |
| 173 | Victoria Seeds Limited | 18,720,000 | 5,145 |
| 174 | Waterwax Limited | 14,400,000 | 3,958 |
| 175 | Wina Classic Shoe Care centre ltd | 19,200,000 | 5,277 |
| 176 | Wion Motors Limited | 19,200,000 | 5,277 |
| 177 | WK Ranch Feeds Limited | 14,400,000 | 3,958 |
| 178 | Yistam Enterprises | 31,650,000 | 8,699 |
| 179 | Zomeka Investments Ltd | 7,680,000 | 2,111 |
| | Sub total | 5,230,951,737 | 1,437,789 |
| | Window 2 -Formal informal sector | | |
| 180 | Action for integrated community development | 26,877,000 | 7,387 |
| 181 | Empower a woman Uganda | 15,000,000 | 4,123 |
| 182 | Green Management Initiative | 6,880,000 | 1,891 |
| 183 | Kyamuhunga Youth Bee Keepers Association | 15,075,000 | 4,144 |
| 184 | Action for social Education and Development Initiative | 6,950,000 | 1,910 |
| 185 | Adyaka Rural Youth Development Initiative (ARYODI) | 23,400,000 | 6,432 |
| 186 | African Development Model(LAFAD) | 23,400,000 | 6,432 |
| 187 | Agaliawamu Development Group | 14,400,000 | 3,958 |
| 188 | Agency for Education Systems Improvements Ltd | 10,544,224 | 2,898 |
| 189 | Anyapo Awei Multipurpose Cooperative Society Limited | 8,880,000 | 2,441 |
| 190 | Arise And Shine Association | 31,850,000 | 8,754 |
| 191 | Arise Women Advancement Centre | 15,000,000 | 4,123 |
| 192 | Bakyabumba Farmers' Co-operative Society Limited | 39,060,000 | 10,736 |
| 193 | Balitta Lwogi Development Group | 7,350,000 | 2,020 |

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| | | | |
|-----|---|------------|--------|
| 194 | Balugambire Agro Business Center | 19,200,000 | 5,277 |
| 195 | Basoka kwavula Ssali cooperative | 15,000,000 | 4,123 |
| 196 | Bawanguzi Savings Group | 39,210,000 | 10,777 |
| 197 | Bayambayeyambye Dev't Association | 7,280,000 | 2,001 |
| 198 | Bbumba Development Organisation | 15,000,000 | 4,123 |
| 199 | Bidhampola Community Development Association | 14,400,000 | 3,958 |
| 200 | Brac Uganda | 29,886,000 | 8,215 |
| 201 | Bubulo West Women Leaders in Action | 13,650,000 | 3,752 |
| 202 | Bubulo West Women Leaders in Action cooperative savings | 6,650,000 | 1,828 |
| 203 | Budaka Catholic Womens Guild | 14,400,000 | 3,958 |
| 204 | Buddu Agricultural Farmers Association (BAFA) | 18,000,000 | 4,948 |
| 205 | Budget Technical Services | 13,301,600 | 3,656 |
| 206 | Bufa Cooperative Society | 23,400,000 | 6,432 |
| 207 | Bufumira Islands Development Association | 12,063,180 | 3,316 |
| 208 | Bugembe Farmers & Charcoal Briquette Making Group | 14,400,000 | 3,958 |
| 209 | Bugiri Farmers Association Limited | 16,014,000 | 4,402 |
| 210 | Bugiri Female Youth Tailoring | 15,000,000 | 4,123 |
| 211 | Bugweri Disabled Persons Organisation (BDPO) | 36,000,000 | 9,895 |
| 212 | Bukedi Bee Keepers Association | 13,650,000 | 3,752 |
| 213 | Bulawa Farmers Group | 45,500,000 | 12,506 |
| 214 | Bulunguli Farmers' Multipurpose Cooperative Society Limited | 24,850,000 | 6,830 |
| 215 | Bundibugyo Improved Cocoa | 15,300,000 | 4,205 |
| 216 | Bunyolo Women Development Network | 7,784,250 | 2,140 |
| 217 | Buremba Community Initiative | 45,210,000 | 12,427 |
| 218 | Busala Investments 2014 Ltd | 22,880,000 | 6,289 |
| 219 | Busongora Joint Farmers Association | 13,650,000 | 3,752 |
| 220 | Butambala Women Empowerment Dev't | 30,000,000 | 8,246 |
| 221 | Bwavu Nsolo Farmers association | 7,380,000 | 2,028 |
| 222 | Byabomuka Growers Association | 8,000,000 | 2,199 |
| 223 | Canacana Leather Works | 8,085,000 | 2,222 |
| 224 | Care and Empowerment of the | 15,000,000 | 4,123 |
| 225 | Caritas Kabale Diocese | 14,000,000 | 3,848 |
| 226 | Chema Intergrated Farmers Association | 13,500,000 | 3,711 |
| 227 | Child to tree Uganda | 8,466,150 | 2,327 |
| 228 | ChildLink Foundation Uganda Limited | 28,702,700 | 7,889 |
| 229 | Christian Action to End Poverty Ltd | 1,395,350 | 384 |
| 230 | Citizens Relief Initiative Limited | 6,400,000 | 1,759 |
| 231 | Coalition for Health Promotion and Social Development | 15,000,000 | 4,123 |
| 232 | Community Action for Rural Transformation | 6,950,000 | 1,910 |
| 233 | Community Initiatives for Social Transformation Uganda | 56,000,000 | 15,392 |
| 234 | Creative Farmers Limited | 12,660,000 | 3,480 |

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| | | | |
|-----|---|------------|--------|
| 235 | Cwiny Mito Womens group | 6,880,000 | 1,891 |
| 236 | Devine Skills Uganda | 15,000,000 | 4,123 |
| 237 | Dhifansumira Farmer Organization (DFO) | 29,328,000 | 8,061 |
| 238 | Disabled Organic Fruit and Vegetable Processors Association | 6,889,000 | 1,894 |
| 239 | Divine Offspring Mercy Ministries Uganda | 12,600,000 | 3,463 |
| 240 | Divine Skills Uganda | 8,250,000 | 2,268 |
| 241 | Doho Irrigation Scheme Farmers Cooperative Socceity ltd | 35,700,000 | 9,813 |
| 242 | Dokolo Youth Alliance Project | 19,250,000 | 5,291 |
| 243 | Dr. Sarah Nkonge Foundation | 16,000,000 | 4,398 |
| 244 | Eggwanika BUCADEF | 28,000,000 | 7,696 |
| 245 | Empowering Hands Initiative | 22,320,000 | 6,135 |
| 246 | Environmental Conservation and Agricultural Enhancement U | 10,150,000 | 2,790 |
| 247 | Farmers Development Trust | 8,400,000 | 2,309 |
| 248 | Federation of small and medium sized enterprises U ltd | 31,882,280 | 8,763 |
| 249 | FINASP Sustainable Livelihood | 18,000,000 | 4,948 |
| 250 | Fish Farming Cluster Kaliro | 19,330,000 | 5,313 |
| 251 | Foundation for Development | 13,650,000 | 3,752 |
| 252 | Friends of Kimaanya Parish Association | 8,400,000 | 2,309 |
| 253 | Gola Kic Community Development | 8,000,000 | 2,199 |
| 254 | Gomba action for Development | 38,986,150 | 10,716 |
| 255 | Gomba District Farmers Association | 10,000,000 | 2,749 |
| 256 | Gomba Enviroment Protection Association | 24,363,500 | 6,697 |
| 257 | Graca Machel Skills Development Centre | 27,200,000 | 7,476 |
| 258 | Gweri Development Initiative | 7,000,000 | 1,924 |
| 259 | Hallelujah Youth Group | 6,900,000 | 1,897 |
| 260 | Hands of Grace | 17,280,000 | 4,750 |
| 261 | Hands of Mercy Foundation | 14,400,000 | 3,958 |
| 262 | Heifer Project International | 68,000,000 | 18,691 |
| 263 | Help disabled Children Excel | 15,000,000 | 4,123 |
| 264 | Hoima District Farmers Association | 30,800,000 | 8,466 |
| 265 | Hoima District Union of Persons with Disabilities | 41,010,000 | 11,272 |
| 266 | Hope and Glory Foundation | 20,000,000 | 5,497 |
| 267 | Hope Kebir Women Group | 1,680,000 | 462 |
| 268 | Human Rights of Women and Girls | 18,000,000 | 4,948 |
| 269 | Hunger Alert (Limited by Guarantee) | 8,400,000 | 2,309 |
| 270 | Idudi United Teachers Association | 4,810,000 | 1,322 |
| 271 | Igoola community Initiative | 13,650,000 | 3,752 |
| 272 | Initiative for Rural Dev't Uganda | 9,211,000 | 2,532 |
| 273 | Innovation Systems and cluster program Uganda Ltd | 25,000,000 | 6,872 |
| 274 | Innovations for Transformation Initiative | 22,200,000 | 6,102 |
| 275 | Intergrated Agritech U Limited | 38,400,000 | 10,555 |
| 276 | Irirak United Group | 15,750,000 | 4,329 |

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| | | | |
|-----|--|------------|--------|
| 277 | Isunga Agritech Centre | 37,200,000 | 10,225 |
| 278 | Jie Community Animal Health Workers Association | 13,650,000 | 3,752 |
| 279 | Jinja District Farmers Association | 12,810,000 | 3,521 |
| 280 | Jinja Municipality East Development | 13,650,000 | 3,752 |
| 281 | Jua Kali Aluminium | 2,112,500 | 581 |
| 282 | Kaberaimaido Operation Save the Needy | 16,200,000 | 4,453 |
| 283 | Kaberaimaido Sustainable Dev't Initiative | 7,580,000 | 2,083 |
| 284 | Kabukolwa Farmers' Cooperative Society Limited | 5,680,000 | 1,561 |
| 285 | Kabunyata Bazimbi Development Group | 18,000,000 | 4,948 |
| 286 | Kagumu Dev't Organisation | 8,400,000 | 2,309 |
| 287 | Kalamba Community Development | 15,000,000 | 4,123 |
| 288 | Kalangala Fish Smokers Association | 18,900,000 | 5,195 |
| 289 | Kaligo Primary School Old Boys and Girls Association | 14,400,000 | 3,958 |
| 290 | Kamu Kamu Development Group | 7,400,000 | 2,034 |
| 291 | Kamwe Business Enterprises | 21,867,000 | 6,010 |
| 292 | Kapuwai Women Positive with HIV AIDS | 22,778,000 | 6,261 |
| 293 | Karamoja Intergrated Development | 16,800,000 | 4,618 |
| 294 | Karoooro Okurut Foundation | 63,000,000 | 17,316 |
| 295 | Kasaali Farmers Cooperative Society Ltd | 36,000,000 | 9,895 |
| 296 | Kasese District Farmers Association | 8,040,000 | 2,210 |
| 297 | Kasolo Foundation Limited | 83,822,000 | 23,039 |
| 298 | Kasolwe Saving and Credit Cooperative Society Limited | 18,000,000 | 4,948 |
| 299 | Kasuubo Tukole Group | 10,500,000 | 2,886 |
| 300 | Kateera Kwagalana Farmers Group | 7,520,000 | 2,067 |
| 301 | Katerera Area Cooperative Enterprise ltd | 21,600,000 | 5,937 |
| 302 | Katwe Metal Fabricators Cluster Ltd | 38,695,800 | 10,636 |
| 303 | Katwe Small Scale Industries Development Association | 10,400,000 | 2,859 |
| 304 | Kaicho B Prosper Group | 13,500,000 | 3,711 |
| 305 | Kawanda Historical Kadogos SACCO | 21,600,000 | 5,937 |
| 306 | Kawempe Division Children's Protection Forum | 27,333,000 | 7,513 |
| 307 | Kayunga District Farmers Association | 14,000,000 | 3,848 |
| 308 | Kibinge Coffee Farmers 'Co-operative Society Limited | 54,600,000 | 15,007 |
| 309 | Kigasa Akira Group | 15,400,000 | 4,233 |
| 310 | Kigenda Kyondo Farmers' Association | 22,815,000 | 6,271 |
| 311 | Kigezi Action for Development (KAD) | 60,000,000 | 16,492 |
| 312 | Kikoni Yoth Auto garage | 46,360,000 | 12,743 |
| 313 | Kilembe Investments ltd | 19,200,000 | 5,277 |
| 314 | Kira Youth Opportunity Network | 24,000,000 | 6,597 |
| 315 | Kirombe Christian Youth Association | 4,000,000 | 1,099 |
| 316 | Kisenyi Jua Kali Community Dev't Cooperative Society Limited | 39,382,400 | 10,825 |
| 317 | Kisigula Ddembe Womens Group | 21,174,320 | 5,820 |

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| | | | |
|-----|---|------------|--------|
| 318 | Kisoro Women United for Development | 14,700,000 | 4,040 |
| 319 | Kisule – Butanza Development Group | 14,400,000 | 3,958 |
| 320 | Kitenga Development Foundation | 7,300,000 | 2,006 |
| 321 | Kitgum District Farmers Association | 15,000,000 | 4,123 |
| 322 | Kitodrico Multipurpose Cooperative Society | 16,800,000 | 4,618 |
| 323 | Kiwemba Farmers Cooperative Society Limited | 18,000,000 | 4,948 |
| 324 | Kwagalana Womens Group Development | 15,000,000 | 4,123 |
| 325 | Kyabakuza Women Development | 6,138,000 | 1,687 |
| 326 | Kyadondo Women Development Association | 15,000,000 | 4,123 |
| 327 | Kyakuwaire Business Enterprises Ltd | 40,950,000 | 11,256 |
| 328 | Kyebajja Ngobona Development | 12,089,250 | 3,323 |
| 329 | Kyebando co-operative Society Limited | 18,000,000 | 4,948 |
| 330 | Light in the shadow | 5,800,000 | 1,594 |
| 331 | Love a Friend Youth Development Organisation | 46,920,000 | 12,897 |
| 332 | Lugoba Skills Development Centre | 7,580,000 | 2,083 |
| 333 | Lungujja Community Health Caring Organisation | 18,480,000 | 5,079 |
| 334 | Lutino Adunu | 5,000,000 | 1,374 |
| 335 | Luuka Farmers Cooperative Society | 39,346,800 | 10,815 |
| 336 | Lwala Girls Abducted Survivors Association | 12,000,000 | 3,298 |
| 337 | Lwanda Youth Patriotic And Transformation Association | 25,258,000 | 6,942 |
| 338 | Lwankoni Organic Farmers Association | 8,230,000 | 2,262 |
| 339 | Lwengo Development Foundation Ltd | 28,000,000 | 7,696 |
| 340 | Lwesambya Twegatte Womens Group | 15,000,000 | 4,123 |
| 341 | Mabona United Community Integrated Dev't | 5,882,050 | 1,617 |
| 342 | MADFA Cooperative Society | 8,400,000 | 2,309 |
| 343 | Makerere Women Dev't Association | 4,200,000 | 1,154 |
| 344 | Manyakabi Area Cooperative | 62,400,000 | 17,151 |
| 345 | Maracha Community Foundation | 16,000,000 | 4,398 |
| 346 | Maranatha Community Initiative | 22,777,700 | 6,261 |
| 347 | Masaka Disabled Persons Association | 13,200,000 | 3,628 |
| 348 | Masaka Disabled Persons Association | 5,200,000 | 1,429 |
| 349 | Masaka District NGO forum | 22,250,000 | 6,116 |
| 350 | Masindi District Farmers Association | 4,500,000 | 1,237 |
| 351 | Masupa Enterprises | 7,020,000 | 1,930 |
| 352 | Matale Farmers Association | 7,300,000 | 2,006 |
| 353 | Mice Uganda Limited | 12,000,000 | 3,298 |
| 354 | Miisa Foundation | 14,400,000 | 3,958 |
| 355 | Millenium Strides | 23,250,000 | 6,391 |
| 356 | Minyinya Farmers' Cooperative Society | 27,124,000 | 7,455 |
| 357 | Miracle Internet Café And Computer Training Center | 19,500,000 | 5,360 |
| 358 | Mission Beyond Kaliro Vocational and Technical Hub | 17,700,000 | 4,865 |
| 359 | Mpigi Town youth development group | 13,536,000 | 3,721 |

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| | | | |
|-----|---|------------|--------|
| 360 | Mt Elgon Hotel and Spa Ltd | 15,360,000 | 4,222 |
| 361 | Mubanique Co. Limited | 12,240,000 | 3,364 |
| 362 | Mubende Agribusiness Development Initiative | 15,300,000 | 4,205 |
| 363 | Mulago Youth Development | 12,600,000 | 3,463 |
| 364 | Mushroom Training and resource centre | 10,000,000 | 2,749 |
| 365 | Myanzi Area Cooperative | 13,500,000 | 3,711 |
| 366 | Nakaseke Vocational Skills Youth Development Association | 18,000,000 | 4,948 |
| 367 | Nakosi Mixed Farm | 42,000,000 | 11,544 |
| 368 | Namubuka Grain Producers Area Cooperative Enterprise Ltd | 7,700,000 | 2,116 |
| 369 | Namulonge Horticulture Farmers Group | 8,400,000 | 2,309 |
| 370 | Namusita Bifanduba Chacoal Producer and farming united | 12,826,673 | 3,526 |
| 371 | Namwendwa Dairy Farmers cooperative SACCO | 18,000,000 | 4,948 |
| 372 | Nankoma Traditional Healers and Village Health Team | 4,200,000 | 1,154 |
| 373 | National Organisation of Trade Unions | 32,000,000 | 8,796 |
| 374 | National Strategy for the Advancement of Rural Women in U | 24,895,240 | 6,843 |
| 375 | National Union of Coffee Agribusinesses and Farm Enterp | 56,000,000 | 15,392 |
| 376 | Ndongo United Herbalist Association | 8,000,000 | 2,199 |
| 377 | Nkokonjeru SACCO | 7,700,000 | 2,116 |
| 378 | Nkongwe Community Development | 13,650,000 | 3,752 |
| 379 | Nkugute Youth Development Group | 35,700,000 | 9,813 |
| 380 | Nsambya Carpentry and crafts Development Association | 6,480,000 | 1,781 |
| 381 | Nsanziro Community Foundation | 22,769,700 | 6,259 |
| 382 | Ntende Development Initiative | 15,120,000 | 4,156 |
| 383 | Nyabuswa Coffee Farmers Association | 20,000,000 | 5,497 |
| 384 | Obulamu Bwebugagga Hydrocephalus Spina | 31,888,800 | 8,765 |
| 385 | Olok Farmers Development Forum | 35,700,000 | 9,813 |
| 386 | Olok United Farmers Association | 15,300,000 | 4,205 |
| 387 | Oniangaber pig farmers cooperative society ltd | 12,240,000 | 3,364 |
| 388 | Pallisa Civil Society Organisation Network | 32,400,000 | 8,906 |
| 389 | Pallisa Farmers Association | 34,479,400 | 9,477 |
| 390 | Phoebe Education Fund for orphans and vulnerable children | 17,600,000 | 4,838 |
| 391 | Pokino Multi-Purpose Group | 24,300,000 | 6,679 |
| 392 | Rainbow House of Hope in Uganda | 23,241,075 | 6,388 |
| 393 | Rakai Community Initiative For Development | 13,500,000 | 3,711 |
| 394 | Rays Of Glory Gospel Ministries | 15,000,000 | 4,123 |
| 395 | Reach out wives of soldiers | 53,520,500 | 14,711 |
| 396 | Rebuild rural African Network | 10,674,200 | 2,934 |
| 397 | Reign Group Limited | 14,777,434 | 4,062 |
| 398 | Rolina Women and Youth Dev't Initiatives | 9,510,000 | 2,614 |
| 399 | Rural Agency for sustainable organisation | 17,192,000 | 4,725 |
| 400 | Rural Community in Development Limited | 62,726,550 | 17,241 |
| 401 | Rural Livelihood Support Initiative | 12,000,000 | 3,298 |

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| | | | |
|-----|--|------------|--------|
| 402 | Rural Women Savings Association | 23,250,000 | 6,391 |
| 403 | Rwenzori Empowerment Programmes of Transformation | 10,000,000 | 2,749 |
| 404 | Rwetech Farmers' Cooperative Society | 7,840,000 | 2,155 |
| 405 | Safina Cooperative Saving and Credit Society Limited | 30,000,000 | 8,246 |
| 406 | Salaam Perfect Women's Community Based | 19,460,000 | 5,349 |
| 407 | Scope Foundation | 7,317,560 | 2,011 |
| 408 | Self-help entrepreneurship Skills Uganda | 6,950,000 | 1,910 |
| 409 | Skilling Youth Generation Uganda | 15,000,000 | 4,123 |
| 410 | Slum Habitants Initiative | 18,000,000 | 4,948 |
| 411 | Small Is Great Women And Girls Empowerment | 22,575,000 | 6,205 |
| 412 | Sseninde Foundation | 50,400,000 | 13,853 |
| 413 | Ssese Association for Value Addition | 20,500,000 | 5,635 |
| 414 | ST Stephen Integrated Fish Farming Group | 12,960,000 | 3,562 |
| 415 | Support Child Excellence Uganda | 6,566,740 | 1,805 |
| 416 | Tactic Investment U ltd | 25,950,000 | 7,133 |
| 417 | Taso Entebbe | 18,000,000 | 4,948 |
| 418 | Ten Mangoes Agribusiness Initiative | 30,000,000 | 8,246 |
| 419 | The Access Center | 15,120,000 | 4,156 |
| 420 | The Association of Uganda Emptier's Association | 21,000,000 | 5,772 |
| 421 | The Central Archdiocesan Province | 12,000,000 | 3,298 |
| 422 | The Council for Economic Empowerment of women in Africa | 29,567,640 | 8,127 |
| 423 | The Friends United Integrated Farmers | 7,490,000 | 2,059 |
| 424 | The registered Trustees of Masaka Diocese | 24,000,000 | 6,597 |
| 425 | Traditional and modern health practitioners together against | 18,000,000 | 4,948 |
| 426 | True Vine Action Center | 22,689,200 | 6,236 |
| 427 | Tukhole Inho Farming and Fishing | 12,960,000 | 3,562 |
| 428 | Tukolerawamu Youth Development Association | 13,500,000 | 3,711 |
| 429 | Tukolerewamu Mamba Development Cooperative Society | 21,000,000 | 5,772 |
| 430 | Tunakusitula Farmers Group | 39,200,000 | 10,775 |
| 431 | Twegeme Kwamajaro Savings credit | 14,400,000 | 3,958 |
| 432 | Twezimbe Area Cooperative Enterprises | 20,500,000 | 5,635 |
| 433 | Ubuntu Community Empowerment | 21,000,000 | 5,772 |
| 434 | Uganda Agribusiness Alliance Limited | 40,320,000 | 11,082 |
| 435 | Uganda Banana Producers Cooperative Union Limited | 21,600,000 | 5,937 |
| 436 | Uganda Coffee Farmers Alliance | 52,500,000 | 14,430 |
| 437 | Uganda Development Services | 13,500,000 | 3,711 |
| 438 | Uganda Federation of Movie | 49,200,000 | 13,523 |
| 439 | Uganda Fish Processors and Exporters Association | 45,080,000 | 12,391 |
| 440 | Uganda Herbs and Research Centre | 7,749,485 | 2,130 |
| 441 | Uganda Joinery and Steel fab | 19,200,000 | 5,277 |
| 442 | Uganda Manufacturer Association | 60,000,000 | 16,492 |
| 443 | Uganda Motor spare Traders Association | 15,000,000 | 4,123 |

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| | | | |
|-----|--|----------------------|------------------|
| 444 | Uganda National Association of the Blind | 7,497,200 | 2,061 |
| 445 | Uganda National Farmers Federation | 40,300,000 | 11,077 |
| 446 | Uganda Scouts Association | 31,619,800 | 8,691 |
| 447 | Uganda Small Industries Association Kabarole | 17,280,000 | 4,750 |
| 448 | Uganda Small Scale Industries Agency | 12,600,000 | 3,463 |
| 449 | Uganda Small Scale Industries Association – Luweero | 36,416,000 | 10,009 |
| 450 | Uganda Tailors Association | 24,000,000 | 6,597 |
| 451 | Uganda Tourism Association (UTA) | 70,000,000 | 19,240 |
| 452 | Uganda Women Basketry Association | 34,016,240 | 9,350 |
| 453 | Uganda Women Effort to Save Orphans | 30,000,000 | 8,246 |
| 454 | Uni-Trust Community Dev't Company Ltd | 36,480,000 | 10,027 |
| 455 | Visa Fund | 21,600,000 | 5,937 |
| 456 | Wairama Development Association | 32,000,000 | 8,796 |
| 457 | Wakiso People with Acquired Brain Injury Association | 7,239,000 | 1,990 |
| 458 | Wendigwa Youth Development Group | 18,000,000 | 4,948 |
| 459 | Wobulenzi Vocational Skills Youth Development Link Limited | 37,000,000 | 10,170 |
| 460 | Women of Substance | 15,000,000 | 4,123 |
| 461 | Youth for Life Uganda | 14,515,800 | 3,990 |
| 462 | Youth Integrated Development Organisation | 23,250,000 | 6,391 |
| | Sub total | 5,747,607,441 | 1,579,799 |
| | Window 3 -Innovative Training | | |
| 463 | Africa Institute for Strategic Animal Resource Services | 106,384,000 | 29,241 |
| 464 | Ankole Western University | 171,912,000 | 47,252 |
| 465 | Datamine Technical Business School | 44,556,281 | 12,247 |
| 466 | Delight Uganda Limited | 255,046,800 | 70,103 |
| 467 | Isbat University | 123,375,000 | 33,911 |
| 468 | Life Care Charity Limited | 355,595,600 | 97,740 |
| 469 | Mbarara University | 370,932,000 | 101,955 |
| 470 | Q-Training Limited | 181,153,040 | 49,792 |
| 471 | Textfad Limited | 31,500,000 | 8,658 |
| 472 | Uganda Christian University | 95,212,500 | 26,170 |
| 473 | Uganda Freight Forwarders Association | 200,006,075 | 54,974 |
| 474 | Uganda Technical College Kichwamba | 200,000,000 | 54,972 |
| 475 | Muni University | 375,000,000 | 103,073 |
| | Sub total | 2,510,673,296 | 690,089 |
| | Window 4-Recognition of Prior Learning | | |
| 476 | African College of Commerce | 134,440,000 | 36,952 |
| 477 | Maganjo Institute of Career Education Ltd-Extension | 1,601,986,406 | 440,324 |
| 478 | Mamza Consulting Group | 327,983,200 | 90,150 |
| 479 | Nakawa Vocational Training Institute | 289,299,000 | 79,517 |
| 480 | Nawanyago Technical Institute | 328,411,998 | 90,268 |

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| | | | |
|-----|--|-----------------------|------------------|
| 481 | Nile Vocational Institute | 492,898,200 | 135,479 |
| 482 | Safe Way Right Way | 630,619,333 | 173,333 |
| 483 | The Association of Principals of Technical & vocational Instit | 146,520,000 | 40,273 |
| 484 | Uganda Chamber of Mines and petroleum limited | 267,140,000 | 73,427 |
| 485 | Uganda Petroleum Institute Kigumba | 211,628,900 | 58,169 |
| | Sub total | 4,430,924,037 | 1,217,892 |
| | | | |
| | Grand Total | 18,766,762,000 | 5,158,269 |
| | Exchange rate: IUSD=Ugx.3,638.19 | | |

Appendix2: Undisbursed funds to grantees for FY2020/21

| SN | Name of Grantee | Unpaid amount(Ugx) | Unpaid amount(US\$) |
|----|---|--------------------|---------------------|
| | Window one-Internship | | |
| 1 | Resty Agrotech Limited | 21,034,902 | 5,910 |
| 2 | BN Enterprises Limited | 17,130,000 | 4,813 |
| 3 | Unisource Engineering limited | 21,437,546 | 6,023 |
| 4 | Bullen Construction and Supplies limited | 17,040,000 | 4,788 |
| 5 | Smooth life Innovations limited | 17,880,849 | 5,024 |
| 6 | Ssedika Real Estates limited | 21,167,524 | 5,947 |
| 7 | Lusse Investments ltd | 81,177,204 | 22,809 |
| 8 | Petisa Investments ltd | 70,778,782 | 19,887 |
| 9 | Success Academic Foundation of Uganda | 43,074,623 | 12,103 |
| 10 | Ziriddamu Gardens Ltd | 84,287,131 | 23,682 |
| 11 | R&G Investments ltd | 104,115,000 | 29,253 |
| 12 | Twiz Quick Supplies and service co ltd | 19,315,000 | 5,427 |
| 13 | Muttico Technical Services | 100,000,000 | 28,097 |
| 14 | Farmnet Solutions uganda Limited | 14,444,600 | 4,059 |
| 15 | Malaika Vocational and Business Institute | 33,990,699 | 9,550 |
| | Sub total | 666,873,860 | 187,373 |
| | Window one-formal sector | | |
| 16 | Balugambire Agro Business Centre Limited | 26,000,000 | 7,305 |
| 17 | Concefeed International ltd | 26,970,000 | 7,578 |
| 18 | Doshnut (U) Ltd | 26,000,000 | 7,305 |
| 19 | Anchor Foods ltd | 9,840,000 | 2,765 |
| 20 | Victoria Seeds Ltd | 12,480,000 | 3,507 |
| 21 | Frutrac ltd | 22,750,000 | 6,392 |
| 22 | Namirembe Offsprings Limited | 26,715,000 | 7,506 |
| 23 | Kana Grain Millers Limited | 9,440,000 | 2,652 |
| 24 | Okeba Uganda Ltd | 28,000,000 | 7,867 |

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| | | | |
|----|---|------------|--------|
| 25 | PK Agroprocessors Ltd | 8,540,000 | 2,400 |
| 26 | Moshek Investments Ltd | 26,000,000 | 7,305 |
| 27 | WK Ranch Feeds | 8,200,000 | 2,304 |
| 28 | Curry Distributors Ltd | 26,000,000 | 7,305 |
| 29 | Kwanzi Agro initiatives and investments Ltd | 26,000,000 | 7,305 |
| 30 | Premier Diaries Ltd | 29,903,000 | 8,402 |
| 31 | Ngaali Uganda Ltd | 26,000,000 | 7,305 |
| 32 | Deen Establishments | 27,312,000 | 7,674 |
| 33 | Agri-Frontiers Consult Limited | 10,100,000 | 2,838 |
| 34 | Kinko Enterprises Ltd | 9,600,000 | 2,697 |
| 35 | Noble Farms Uganda ltd | 29,600,000 | 8,317 |
| 36 | Lujoto Constructors and Designers Ltd | 9,940,000 | 2,793 |
| 37 | Mubanique Company Limited | 10,360,000 | 2,911 |
| 38 | Afrifruits Investment Company Ltd | 15,372,000 | 4,319 |
| 39 | Talemwa Holdings(U) Ltd | 10,100,000 | 2,838 |
| 40 | Jokawa and Associates limited | 8,200,000 | 2,304 |
| 41 | Awa Foods Limited | 8,200,000 | 2,304 |
| 42 | Creative Farmers Limited | 9,940,000 | 2,793 |
| 43 | Tooro Native Robusta Coffee SMC-Ltd | 7,500,000 | 2,107 |
| 44 | Birya United Agencies ltd | 9,420,000 | 2,647 |
| 45 | Jeba (U) Limited | 20,500,000 | 5,760 |
| 46 | Bena General Agencies Ltd | 8,200,000 | 2,304 |
| 47 | Gigraco Enterprises Uganda Ltd | 8,200,000 | 2,304 |
| 48 | Oasis 24 Seven Limited | 12,800,000 | 3,596 |
| 49 | Ahiwa Company Limited | 12,800,000 | 3,596 |
| 50 | Aloesha Organic Natural Health Products | 20,640,000 | 5,799 |
| 51 | Around Africa Safaris | 12,800,000 | 3,596 |
| 52 | Bird Uganda Safaris | 12,800,000 | 3,596 |
| 53 | Enotu Construction Limited | 21,760,000 | 6,114 |
| 54 | Footsteps Furniture Co. Ltd | 19,200,000 | 5,395 |
| 55 | Growfront Enterprises Ltd | 12,800,000 | 3,596 |
| 56 | Hydrocon Uganda Limited | 12,800,000 | 3,596 |
| 57 | Kalim General Services Limited | 12,800,000 | 3,596 |
| 58 | Maktech Investments Ltd | 11,520,000 | 3,237 |
| 59 | Mice Uganda Asyanut Safaris and Incentives | 12,000,000 | 3,372 |
| 60 | Mt. Elgon Spa & Hotel Limited | 10,240,000 | 2,877 |
| 61 | Mulen International Limited | 12,800,000 | 3,596 |
| 62 | Rwizi Arch Hotel | 12,800,000 | 3,596 |
| 63 | Strat Group Ltd | 38,400,000 | 10,789 |
| 64 | Tetra Technical Services Limited | 38,400,000 | 10,789 |

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| | | | |
|-----|--|------------|--------|
| 65 | Sido Digital Print Solutions Limited | 24,960,000 | 7,013 |
| 66 | Multiplex Limited | 24,960,000 | 7,013 |
| 67 | Multiplex Real Estates Limited | 20,640,000 | 5,799 |
| 68 | All in Trade Limited | 12,800,000 | 3,596 |
| 69 | Water Wax | 9,600,000 | 2,697 |
| 70 | Fundi Building Centre | 11,400,000 | 3,203 |
| 71 | Malaika Coatings Limited | 11,400,000 | 3,203 |
| 72 | Mmacks Investments ltd | 40,000,000 | 11,239 |
| 73 | Kilembe Investments Limited | 11,400,000 | 3,203 |
| 74 | Green and White Enterprises | 11,400,000 | 3,203 |
| 75 | Graphic Systems Uganda Limited | 21,500,000 | 6,041 |
| 76 | Uganda Baati Limited | 25,000,000 | 7,024 |
| 77 | Green Power International Limited | 11,400,000 | 3,203 |
| 78 | Krystal Ice Limited | 11,400,000 | 3,203 |
| 79 | Edenes Fair Traders Limited | 11,400,000 | 3,203 |
| 80 | Freshcuts (U) Ltd | 11,400,000 | 3,203 |
| 81 | Vena Grain Millers ltd | 11,400,000 | 3,203 |
| 82 | Uganda Joinery and Steel Fabricators ltd - | 11,400,000 | 3,203 |
| 83 | Mabaale Technical Institute Limited | 11,400,000 | 3,203 |
| 84 | Mission Beyond Kaliro Vocational and Technical Hub | 11,400,000 | 3,203 |
| 85 | Ocean Bevarages Limited | 9,690,000 | 2,723 |
| 86 | Mukono Central Millers Ltd | 8,192,000 | 2,302 |
| 87 | Muttico Technical Services Limited | 11,400,000 | 3,203 |
| 88 | HoT Loaf Bakery ltd | 9,480,000 | 2,664 |
| 89 | Nile harvest (U) Limited | 6,920,000 | 1,944 |
| 90 | Wina Classic Uganda Limited | 11,400,000 | 3,203 |
| 91 | Intergrated Agritech (U) Limited | 22,800,000 | 6,406 |
| 92 | Multi Flowers Services Ltd | 11,400,000 | 3,203 |
| 93 | Source of the Nile Hotel | 11,400,000 | 3,203 |
| 94 | Comfort Hotel | 7,282,000 | 2,046 |
| 95 | Crystal Lodges Uganda | 32,040,000 | 9,002 |
| 96 | Ridah Hotel | 26,700,000 | 7,502 |
| 97 | Lakeside Escape Limited | 11,400,000 | 3,203 |
| 98 | Oasis 24 Seven Limited | 12,800,000 | 3,596 |
| 99 | Bakawa and Sons Holdings Ltd | 80,000,000 | 22,478 |
| 100 | Endavour Business Solutions Uganda Ltd | 12,800,000 | 3,596 |
| 101 | Applied Principles Consulting ltd | 36,480,000 | 10,250 |
| 102 | JIL Insights ltd | 12,800,000 | 3,596 |
| 103 | Future Technologies Limited - | 25,600,000 | 7,193 |
| 104 | Elite Computers Uganda Ltd | 9,600,000 | 2,697 |

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| | | | |
|-----|--|----------------------|----------------|
| 105 | J-Gates I.T Solutions Limited | 15,360,000 | 4,316 |
| 106 | Crystal Print ltd | 12,800,000 | 3,596 |
| 107 | Aimax Technologies Limited | 12,800,000 | 3,596 |
| 108 | Eagle Biz Network ltd | 12,800,000 | 3,596 |
| 109 | Great Lakes Safaris Limited | 30,000,000 | 8,429 |
| 110 | Uganda Driving Standard Agency | 9,600,000 | 2,697 |
| 111 | Wion Motors ltd | 12,800,000 | 3,596 |
| 112 | Felexi Motors Limited | 12,800,000 | 3,596 |
| 113 | Graben \$PL ltd | 12,800,000 | 3,596 |
| 114 | TCW Auto Garage | 12,800,000 | 3,596 |
| 115 | Computer Wise (U) Limited | 25,600,000 | 7,193 |
| 116 | Kyamuhunga Tea Company Ltd | 97,020,000 | 27,260 |
| 117 | Tsabeko Uganda Limited | 21,600,000 | 6,069 |
| 118 | Lily Benefit Investments Ltd | 23,942,800 | 6,727 |
| 119 | Great Lakes Contractors Ltd | 109,200,000 | 30,682 |
| 120 | Ks Hydro power (U) Ltd | 105,482,000 | 29,638 |
| 121 | Erimu Company Ltd | 51,783,000 | 14,550 |
| 122 | Eastern Rice Company Ltd | 53,206,350 | 14,950 |
| 123 | Natural Feeds Limited | 22,276,000 | 6,259 |
| 124 | Empower East Africa Ltd | 19,530,000 | 5,487 |
| 125 | HK Industries Ltd | 19,968,000 | 5,610 |
| 126 | Biggi Herbal Clinic | 8,351,200 | 2,346 |
| 127 | Paper Toils Ltd | 12,521,538 | 3,518 |
| 128 | Okecho and Sons Construction and Metal Fabrication | 27,070,183 | 7,606 |
| 129 | Cable-sult Civil and Electrical Engineering Ltd | 134,400,000 | 37,763 |
| 130 | DI International Ltd | 215,040,000 | 60,420 |
| 131 | Mukusu Motors & Properties Ltd | 65,172,744 | 18,312 |
| 132 | Sezzibwa Falls Resort Ltd | 43,200,000 | 12,138 |
| 133 | Bouch Uganda Ltd | 54,000,000 | 15,173 |
| 134 | Kazinga Channel View Resort Ltd | 4,400,000 | 1,236 |
| 135 | Granite Dyke (U) Limited | 18,574,499 | 5,219 |
| 136 | Prutaz Construction and Vocational Training Centre | 6,316,800 | 1,775 |
| | Sub total | 2,798,401,114 | 786,273 |
| | Window two-informal sector | | |
| 137 | Buwenge Town Council Farmer's SACCO. | 8,400,000 | 2,360 |
| 138 | Pallisa Civil Society Organisation Network | 21,600,000 | 6,069 |
| 139 | Uganda Small Scale Industries Association-Rakai | 25,200,000 | 7,081 |
| 140 | Kayunga District Farmers Association | 21,000,000 | 5,900 |
| 141 | Women Together for Development | 8,400,000 | 2,360 |
| 142 | Makerere Innovative Systems and Clusters Program | 5,000,000 | 1,405 |

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| | | | |
|-----|--|------------|--------|
| 143 | kakuuto community development project. | 30,000,000 | 8,429 |
| 144 | Buganda Cultural and Development Association | 21,000,000 | 5,900 |
| 145 | Lutino Aduno | 5,000,000 | 1,405 |
| 146 | National Organisation of Trade Unions | 24,000,000 | 6,743 |
| 147 | Uganda National Association of the Blind | 13,502,800 | 3,794 |
| 148 | Uganda Women Basketry Association | 30,000,000 | 8,429 |
| 149 | Local Skills Development Network | 25,200,000 | 7,081 |
| 150 | Shelter and Settlements Alternative | 8,000,000 | 2,248 |
| 151 | Rural Aids Orphans and Mother Support | 9,439,520 | 2,652 |
| 152 | Namutumba NGO Forum | 24,120,000 | 6,777 |
| 153 | Kokwech Agro Based Youth Project | 8,000,000 | 2,248 |
| 154 | Mother Dream | 7,800,000 | 2,192 |
| 155 | Community Effort for Development | 21,000,000 | 5,900 |
| 156 | Kiwemba Farmwers Coop Society | 22,800,000 | 6,406 |
| 157 | The Registered Trustee of Masaka Diocese | 50,960,000 | 14,318 |
| 158 | Bufa Cooperatives | 31,230,000 | 8,775 |
| 159 | Uganda Women Effort to Save Orphans | 63,000,000 | 17,701 |
| 160 | Bundibugyo Cocoa Farmers | 32,900,000 | 9,244 |
| 161 | Kwagalana Women Development | 8,458,400 | 2,377 |
| 162 | Bidhampola Community | 8,130,000 | 2,284 |
| 163 | Tukolere wamu Youth Devt | 3,600,000 | 1,012 |
| 164 | Uganda Small Scale Industries Association-Kabarole | 3,712,000 | 1,043 |
| 165 | Olok Farmers Development Forum | 9,350,000 | 2,627 |
| 166 | Help Disabled Children Excel | 3,300,000 | 927 |
| 167 | Uganda Banana Producers | 11,600,000 | 3,259 |
| 168 | Kiira Youth opportunity network | 13,550,000 | 3,807 |
| 169 | Namwendwa Dairy Farmers | 38,500,000 | 10,817 |
| 170 | Nakaseke Vocational | 9,900,000 | 2,782 |
| 171 | Kabunyata Bazimbi | 9,900,000 | 2,782 |
| 172 | Kisenyi Juakali Community | 3,670,000 | 1,031 |
| 173 | Pokino multi -purpose Group | 12,159,503 | 3,416 |
| 174 | Arise Women Advancement | 8,250,000 | 2,318 |
| 175 | Uganda Agribusiness Alliance | 5,393,344 | 1,515 |
| 176 | Dr. Sarah Nkonge | 21,200,000 | 5,957 |
| 177 | Hands of Mercy | 7,920,000 | 2,225 |
| 178 | Uganda Tourism Association | 23,000,000 | 6,462 |
| 179 | Coalition for Health Promotion | 8,250,000 | 2,318 |
| 180 | Divine off springs mercy ministries | 2,772,000 | 779 |
| 181 | Uganda small scale Agency | 6,930,000 | 1,947 |
| 182 | Wairama Development | 5,200,000 | 1,461 |

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| | | | |
|-----|---|----------------------|----------------|
| 183 | Ubuntu Community Empowerment | 44,100,000 | 12,391 |
| 184 | Women of Substance | 8,250,000 | 2,318 |
| 185 | Hands of Grace Childcare Center | 9,280,000 | 2,607 |
| 186 | Mubende Agri-Business development Initiative | 32,900,000 | 9,244 |
| 187 | Kalamba Community Development Organisation | 7,320,000 | 2,057 |
| 188 | Jinja Municipality East Development Initiative (JIMEDI) | 9,100,000 | 2,557 |
| 189 | Kalangala Fish Association | 11,130,000 | 3,127 |
| 190 | Nkonge Community Development Group | 6,625,000 | 1,861 |
| 191 | Kitgum District Association | 7,217,000 | 2,028 |
| 192 | Uganda Development Services | 7,250,000 | 2,037 |
| 193 | Busaala Investments | 7,920,000 | 2,225 |
| 194 | Bugiri Female Youth Tailoring and Designing Association | 8,250,000 | 2,318 |
| 195 | Agali Awamu | 3,708,250 | 1,042 |
| 196 | Irirak United Producers | 9,100,000 | 2,557 |
| 197 | Rays of Glory Ministries | 8,250,000 | 2,318 |
| 198 | The Access Centre | 10,150,000 | 2,852 |
| 199 | Olok United Farmers Association | 29,750,000 | 8,359 |
| 200 | Karamoja Integrated Development Programme | 22,260,000 | 6,254 |
| 201 | African Development Model | 15,600,000 | 4,383 |
| 202 | Lwengo Development Foundation Ltd | 37,100,000 | 10,424 |
| 203 | Miisa Foundation | 7,920,000 | 2,225 |
| 204 | Lwensambya Twegatte Women's Group | 8,950,000 | 2,515 |
| 205 | Budaka Women Catholic Guild | 6,800,000 | 1,911 |
| 206 | Rakai Community Initiative | 7,810,000 | 2,194 |
| 207 | Rural Livelihood Support Initiative | 6,600,000 | 1,854 |
| 208 | Kigezi Action for Development | 33,000,000 | 9,272 |
| 209 | Kyebando Cooperative Society | 9,900,000 | 2,782 |
| 210 | Kisoro Women United | 29,400,000 | 8,261 |
| 211 | Sseninde Foundation | 28,700,000 | 8,064 |
| 212 | Uganda Manufacturer Association | 33,000,000 | 9,272 |
| 213 | Bugweri Disabled Persons | 6,060,000 | 1,703 |
| 214 | Kasaali Farmers' Cooperative | 6,550,000 | 1,840 |
| 215 | Uganda Fish Processors and Exporters Association | 18,270,000 | 5,133 |
| 216 | Nakosi Mixed Farm | 14,500,000 | 4,074 |
| 217 | Council for Economic Empowerment of women in Africa | 8,572,360 | 2,409 |
| | | 1,263,590,177 | 355,034 |
| | Window three-Innovative Training | | |
| 218 | Datamine technical Business School | 87,556,995 | 24,601 |
| 219 | Muni University | 136,034,800 | 38,222 |
| 220 | Life Care Charity Limited | 88,898,900 | 24,978 |

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| | | | |
|-----|--|----------------------|------------------|
| 221 | Uganda Technical College Kichwamba | 200,000,000 | 56,194 |
| 222 | Mbarara University Of Science and Technology | 41,068,000 | 11,539 |
| 223 | Uganda Freight Forwarders Association Ltd | 200,006,075 | 56,196 |
| 224 | ISBAT University | 123,375,000 | 34,665 |
| 225 | Uganda Christian University | 95,212,500 | 26,752 |
| 226 | Africa College Of Commerce technology | 112,310,000 | 31,556 |
| | | 1,084,462,270 | 304,704 |
| | Window four-Recognition of prior learning | | |
| 227 | Nawanyago Technical Institute | 88,578,002 | 24,888 |
| 228 | Nile Vocational Institute | 3,401,800 | 956 |
| 229 | Uganda Petroleum Institute Kigumba | 63,488,670 | 17,839 |
| 230 | Uganda Chamber of Mines and petroleum limited | 7,400,000 | 2,079 |
| 231 | Mamza Consulting | 43,957,820 | 12,351 |
| 232 | Maganjo Institute of Career Education Ltd | 543,000,000 | 152,568 |
| 233 | Safeway Right way | 147,000,000 | 41,303 |
| | | 896,826,292 | 251,983 |
| | Grand Total | 6,710,153,713 | 1,885,367 |
| | Exchange rate: 1USD=Ugx.3,559.07 | | |