



BUSINESS DEVELOPMENT SERVICE
PROVIDERS NETWORK

ANNUAL REPORT

2025

- BDSPN Overview
- Our Achievements
- Financial Highlights



OUR CONTACT INFO



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TABLE OF CONTENTS



- 01** EXECUTIVE SUMMARY

- 02** INTRODUCTION

- 03** ABOUT BDSPN

- 04** GOVERNANCE & SECRETARIAT

- 05** Goal 1 – Ensure Accessibility Of Business Development Services

- 06** Goal 2 – Build The Capacity Of Business Development Service Providers

- 07** Goal 3 – Develop And Maintain Strategic Alliances

- 08** Goal 4 – Membership Mobilisation, Retention & Development

- 09** FINANCIAL MANAGEMENT SUMMARY (2025)

- 10** 2026 OUTLOOK & PRIORITIES

LIST OF ACRONYMS



- AGM** → Annual General Meeting
- BDS** → Business Development Services
- BDSP** → Business Development Service Provider
- BDSPN** → Business Development Service Providers Network
- BOD** → Board of Directors
- BOT** → Board of Trustees
- CEO** → Chief Executive Officer
- CPD** → Continuous Professional Development
- ESRF** → Economic and Social Research Foundation
- EU** → European Union
- EUDR** → European Union Deforestation Regulation
- EYB** → Expand Your Business
- GET Ahead** → Gender and Entrepreneurship Together
- GIZ** → Deutsche Gesellschaft für Internationale Zusammenarbeit
- ILO** → International Labour Organisation
- IYES** → Improve Your Exhibition Skills
- MARKUP II** → Market Access Upgrade Programme Phase II
- M&E** → Monitoring and Evaluation
- MSME** → Micro, Small and Medium Enterprise
- MT** → Master Trainer
- NSSF** → National Social Security Fund
- OCAs** → Organizational Capacity Assessments
- PRUDEV II** → Promoting Rural Development Project – Phase II
- PSFU** → Private Sector Foundation Uganda
- Q1 / Q2 / Q3 / Q4** → Quarter 1 / Quarter 2 / Quarter 3 / Quarter 4
- SIYB** → Start and Improve Your Business
- SME** → Small and Medium Enterprise

Executive Summary





01. EXECUTIVE SUMMARY

In 2025, the Business Development Service Providers Network (BDSPN) made significant strides in strengthening its institutional capacity, expanding its national footprint and enhancing the accessibility coupled with quality of business development services across Uganda. Guided by its strategic plan, the Network focused on consolidating internal systems, elevating member value, and deepening its engagement with key stakeholders in the enterprise development ecosystem. This deliberate approach resulted in improved operational efficiency, greater visibility, and stronger positioning as a credible national platform for trainers, consultants, and enterprise support professionals.

Throughout the year, BDSPN implemented a range of strategic initiatives that enhanced service delivery and market presence. The Secretariat reinforced governance processes, developed high-quality training materials and facilitated consistent engagement with partners, development agencies, and government actors.

The successful collaboration with GIZ under PRUDEV II, increasing representation in national coordination structures, and active participation in high-level private-sector events strengthened BDSPN's influence and credibility in shaping enterprise development interventions. At the same time, the Network's communication efforts digital outreach, newsletters, events, and exhibitions played a central role in attracting new partners and positioning BDSPN as a reliable player in the sector.

Membership growth remained a major highlight, reflecting rising confidence in the Network's direction and value proposition. The year saw improved member engagement, stronger governance participation, and enhanced records management, all contributing to a more cohesive and professional association. Collectively, these achievements demonstrate a year of consolidation, alignment, and strategic progress, setting a strong foundation for expansion, deeper partnerships and increased sector leadership in 2026 and beyond.

Looking ahead, BDSPN enters 2026 with renewed momentum, strengthened systems, and a growing member base. The Network is positioned to scale its programs, deepen strategic alliances, and expand its role in national enterprise development initiatives. With clearer structures, stronger partnerships, and rising sector visibility, BDSPN is set to deliver greater value to its members and drive wider impact across Uganda's business development ecosystem while ensuring efficiency and effectiveness.



“

Robert Twesigye
Chairperson BDSPN BOD

Chairperson's Message

It is my distinct honour to present this Annual Report on behalf of the Board of Directors. The year 2025 has been a remarkable period of growth, learning, and transformation for BDSPN, one defined by strengthened systems, deepened partnerships, and heightened visibility within Uganda and across the region.

We warmly commend the Secretariat for demonstrating exceptional commitment and operational discipline. Their efforts have delivered a significant portion of our annual targets, with notable achievements in proposal development, membership expansion, institutional compliance, and digital engagement. The relocation of the Secretariat to a more central and accessible location, the onboarding of key consultants, and our strategic inclusion in the National BDS Framework Steering Committee all mark important milestones that enhance BDSPN's credibility, visibility, and influence.

As we advance our mandate, we continue to prioritise making BDSPN visible, making our information highly valuable as we advance, and ensuring that the knowledge products we develop are fully usable commodity to be utilized, market-ready, and accessible to those who need them most. This commitment positions BDSPN not only as a think tank leader but also as a practical engine for enterprise growth in Uganda's evolving business ecosystem.

The Board also recognises areas where progress has been slower—particularly in training programmes and stakeholder engagement events. These remain central to our mission and will receive renewed strategic attention in the coming months to ensure full alignment with our long-term aspirations.

As custodians of governance, we reaffirm our dedication to steering BDSPN with transparency, accountability, and strategic foresight. With the unwavering commitment of the Secretariat, the trust of our members, and the collaboration of our partners, we are confident that BDSPN will continue to generate measurable impact, elevate the standards of business development services, and contribute meaningfully to enterprise transformation across Uganda and beyond.

Stay united, stay well!

“

Simon Agumenaitwe

BDSPN CEO



CEO's Message

The year 2025 has been both rewarding and instructive for BDSPN, marking our first year of implementing the 2025–2030 Strategic Plan. The management team has been able to achieve 86% implementation of the annual work plan 2025. This performance demonstrates disciplined execution and growing institutional capacity, while highlighting areas that require renewed focus in 2026 particularly strategic alignments with key partners, membership centred programs, and internal organisational growth.

Our national visibility and influence strengthened meaningfully. BDSPN's participation on the Steering Committee for the National BDS Framework and Standards and our membership in the Private Sector Foundation Uganda (PSFU) the apex body for private business associations reflect our commitment to shaping policy and practice in the BDS ecosystem. These milestones position the Network for deeper collaboration, credibility, and advocacy, and they align directly with our strategic ambition to champion standards and quality across the industry.

I am deeply grateful to our team for their dedication and professionalism. The Secretariat's progress was made possible by the consistent effort of the staff members stewarding core functions: administration, membership affairs, and accounts. Their reliability in operations, member support, and financial discipline underpinned our achievements in compliance, external audit completion, regulatory records, digital engagement, and member growth.

We also celebrate the development of a strategic partnership with GIZ. This collaboration will strengthen BDSPN's structures in Northern Uganda, expand our regional presence, and intensify membership engagement and recruitment. Importantly, it offers a platform for visibility and awareness of the National BDS Standards while positioning BDSPN as the resourceful, go to Network for BDS providers nationwide facilitating practical alignment between policy, capacity building, and market needs.

Key gains in half-year; 76% membership growth against a 10% target, sustained social media engagement at 20%, completion of external audits and regulatory systems, successful resource mobilisation, and successful partner engagements gave us confidence. We are equally candid about the gaps in training of trainers, refresher workshops and program re-launches. These are central to our mission and will be prioritised in 2026 with clear timelines, accountable leads, and partner co delivery leveraging our alliances with GIZ, Steadman Global, PSFU, ILO, UGEFA, Stanbic Business Incubators, UNDP, Stanbic Bank, Centenary Bank among others.

BDSPN Management remains committed to transparency, accountability, and innovation. In the second half of the year, we will deepen member engagement, accelerate capacity building initiatives, strengthen service provider onboarding, and leverage our national alliances to deliver measurable impact. With the support of the Board, our membership, partners and the Secretariat team, we are confident to close the year with renewed momentum and tangible progress toward our 2025–2030 strategic outcomes.

02. INTRODUCTION

This Annual Report presents the key achievements, progress, and institutional developments of the Business Development Service Providers Network (BDSPN) for the year 2025. It reflects the first year of implementing the BDSPN Strategic Plan 2025–2030 and is therefore structured around the four strategic goals that guide the Network’s mission and long-term direction. These goals are; expanding access to business development services, strengthening the capacity of service providers, building strategic alliances and growing a vibrant membership base that form the framework through which BDSPN’s performance and milestones are reported.

The report highlights the Network’s efforts to enhance its internal systems, deepen stakeholder engagement, professionalise training services, and strengthen national representation within the enterprise development ecosystem. By documenting progress under each strategic goal, the Annual Report provides a clear and comprehensive account of how BDSPN is positioning itself as a credible, coordinated, and impactful institution that supports entrepreneurs, trainers, and business development practitioners across Uganda.



BDSPN Secretariat

03. ABOUT BDSPN

Business Development Service Providers Network (BDSPN) is a member-based organisation composed of International Labour Organisation (ILO) certified and licensed Master Trainers and Trainers who fall under individual membership category and URSB registered corporate companies. The Network was legally registered in 2014 as a company limited by guarantee under the Companies Act (2012).

BDSPN was formed in 2013 through the collective efforts of Start and Improve Your Business (SIYB) and Gender & Entrepreneurship Together (GET Ahead) Trainers and Master Trainers, with support from ILO Uganda.

BDSPN is an accredited ILO training provider offering: ILO packages –SIYB, GET Ahead, Financial Education, Coop Development, Building Women Economic Association, Improve Exhibition Skills, Formalize your Business, Green Your Business, Work Improvement in SMEs, Entrepreneurship and cooperative training, Mentorship and coaching, Business advisory support, and Enterprise development services.

The Network supports both women and men—especially youth and MSMEs—across Uganda’s five regions: West Nile, Central, Western, Eastern, and Northern Uganda. Through a national system of regional coordinators and a strong pool of over 300 Trainers and Master Trainers, BDSPN maintains an extensive outreach that ensures inclusive and sustainable enterprise development.



Company Overview

OUR VISION



"A world with innovative, sustainable businesses."

OUR MISSION



"Provision of tailored professional business development services to the private and public sectors."

CORE VALUES



Credibility

Flexibility



Quality

Centrality



Accessibility

04. GOVERNANCE & SECRETARIAT

Overview

The governance of BDSPN is anchored in a well-structured, accountable, and participatory leadership framework. At the apex of this structure is the Annual General Meeting (AGM), which serves as the supreme decision-making organ of the Network. The AGM provides overall direction, approves key policies, and delegates authority to the Board of Directors (BOD) to act on its behalf.

The Board of Directors, composed of seven positions, is entrusted by the AGM to provide strategic leadership, policy guidance, and oversight over the affairs of the Network. Each Board member plays a vital role in ensuring BDSPN remains aligned with its mission, strategic plan, and long-term vision.

Supporting the Board is a dedicated and efficient Secretariat, responsible for managing the day-to-day operations, coordinating programs, and delivering member services.

The Secretariat is composed of four experienced and motivated staff:

- **Chief Executive Officer (CEO)** → Provides overall administrative and strategic leadership.
- **Membership Affairs Officer** → Oversees membership recruitment, retention, engagement, and member services.
- **Accounts Officer** → Manages financial operations, reporting, and accountability systems.
- **Office Administrator** → Handles administrative support, coordination, and office management.

Together, the Board and Secretariat form a cohesive governance and operational system that drives BDSPN's mandate, strengthens partnerships, and ensures the delivery of high-quality business development services across the country.

Meet The BDSPN BOD



Robert Twesiye:
Chairperson BDSPN BOD



Katushabe Vastine:
Vice Chairperson BDSPN BOD



Tasenga Nelson:
Treasurer BDSPN BOD



Katantazi Dorothy:
General Secretary BDSPN BOD



Ahabwe Ramuel:
Corporate Members' Representative BDSPN BOD



Steven Nkumbi Mukiibi:
Master Trainers' Representative BDSPN BOD



Twinorusa Samuel Kahungu:
Trainers' Representative BDSPN BOD

Meet The BDSPN Secretariat



Simon Agumenaitwe
CEO, BDSPN

Simon Agumenaitwe is the Chief Executive Officer of the Business Development Service Providers Network (BDSPN), a role he has held since November 2023. Over his tenure, he has led the organization through digital, operational, and governance transformation, strengthening Uganda's entrepreneurial ecosystem. Recognized for his dedication, transparency, and inclusive leadership, Simon combines strategic planning, governance expertise, and financial oversight to drive BDSPN toward sustainable growth and organizational renewal.

Abbo Marilyn
Office Admin, BDSPN



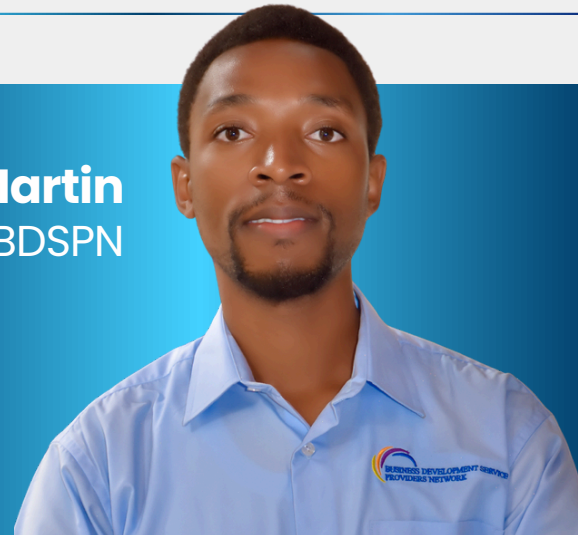
Marilyn Abbo is the Office Administrator at BDSPN, with extensive experience in office operations and a strong foundation in finance. She provides strategic support in planning, documentation, organizational communication, logistical management, and events coordination, while fostering a great team spirit to drive clarity and efficiency across processes.

Balunga Mariam
Membership Affairs Officer,
BDSPN



Mariam Balunga is the Membership Affairs Officer at BDSPN, supporting membership relationship management, data systems, communication, and stakeholder engagement. She leverages digital tools and structured processes to enhance member services and organizational efficiency. Her interests lie in inclusive economic development, capacity building, and strengthening professional networks for sustainable enterprise growth.

Mujuni Martin
Accounts Officer, BDSPN



Mujuni Martin is the Accounts Officer at Business Development Service Providers Network (BDSPN). He is a results-driven accounting professional with more than two years of experience, specializing in financial reporting, tax compliance, and inventory management. He has demonstrated ability to analyze financial data, resolve complex issues, and support informed decision-making.

05. GOAL 1

Ensure Accessibility Of Business Development Services

Goal Overview

A strong and accessible enterprise support ecosystem is central to Uganda's MSME growth. Under the BDSPN Strategic Plan 2025–2030, Goal 1 focuses on improving the availability, distribution, and quality of business development services while strengthening institutional systems that enable sustainable market access. In 2025, BDSPN's efforts centred on expanding access to high-quality training materials, increasing market visibility, strengthening client retention, and ensuring full institutional compliance. Progress under this goal reflects BDSPN's commitment to enabling inclusive, professional, and affordable enterprise support for entrepreneurs, trainers, and business development actors across the country.

Key Outputs & Annual Achievements – Goal 1

01 Increasing Access to High-Quality Training Materials and Tools

A core requirement for accessible BDS delivery is the reliable availability of standardized training tools. Throughout 2025, BDSPN maintained a continuous supply of ILO-accredited SIYB manuals and game kits to trainers and partner institutions. Quarterly performance demonstrated strong and growing demand, particularly in Q3, where distribution peaked due to multiple large placements from returning institutions such as ILO Rwanda and World Resilience.

Consistent availability strengthened BDSPN's national role as a dependable supplier of enterprise training materials. Additionally, the high volume in peak months prompted the development of an internal printing strategy—an important systems improvement aimed at reducing costs and delivery timelines. This output significantly contributed to wider MSME access to structured, standardized entrepreneurship training tools.

Strategic Objectives



Material Supply

Ensure a consistent supply of high-quality training materials.



Brand Visibility

Enhance brand visibility and stakeholder awareness.



Compliance

Strengthen institutional compliance with regulatory frameworks.



Service Delivery

Promote cost-effective and sustainable service delivery.



Market Expansion

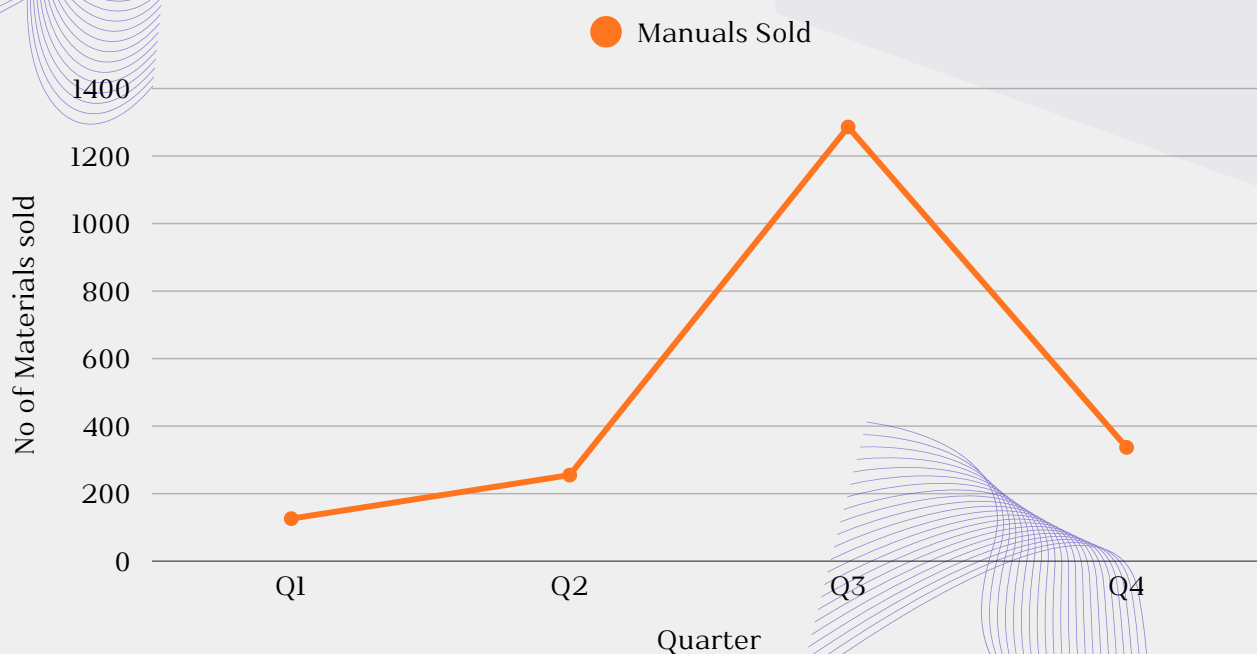
Expand market penetration and user access to BDS services.

2025 Material Quarterly Distribution Summary:

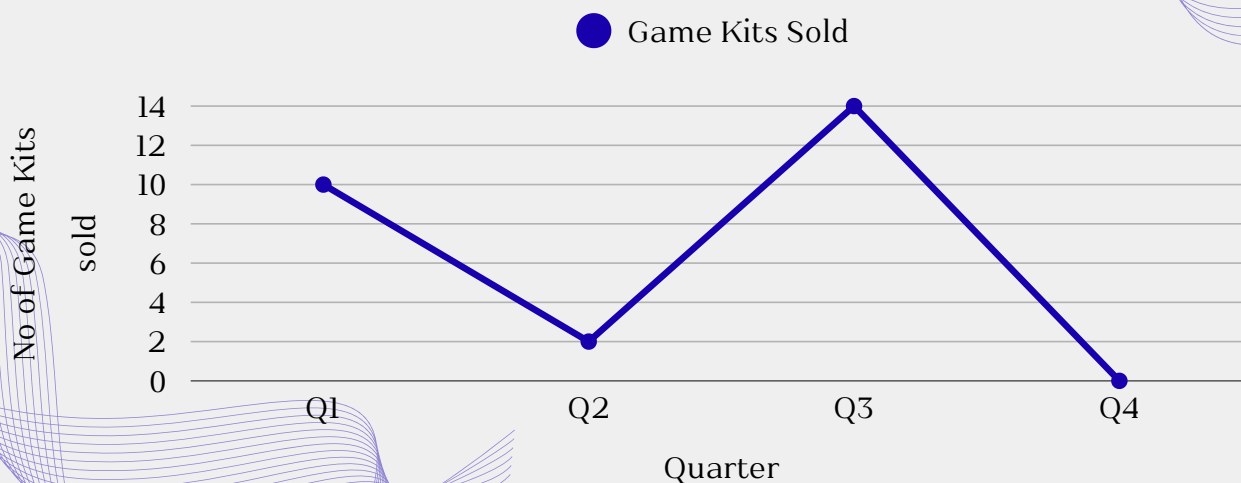
- Q1: 126 SIYB manuals, and 10 Game Kits supplied
- Q2: 255 manuals, and 2 Game Kits supplied
- Q3: 1,286 manuals, and 14 Game Kits supplied
- Q4: 337 SIYB manuals supplied

Material Sales in 2025

2025 Material Sales per quarter



Game kits sold per quarter



Supporting Service Accessibility Through Return Jobs

Return jobs served as a strong indicator of client satisfaction and trust in BDSPN services.

In 2025, BDSPN recorded substantial repeat engagements from institutions, trainers, and walk-in clients, surpassing annual expectations. Repeat business from partners such as ILO Rwanda, Right to Play, World Resilience, Individual Trainers (e.g., Magister Training Associates), KAKA LTD, etc.), individual trainers, Exhibition walk-ins (Namasuba Meet & Greet, UGEFA), and Repeat institutional buyers demonstrated market confidence in BDSPN's reliability and quality.

Cumulatively, BDSPN achieved 13 return jobs against an annual target of 12 (108.3%), demonstrating strong client satisfaction and trust in the Network's services. These engagements not only supported income stability but also improved demand forecasting, helping the Secretariat plan more efficiently for material production, stock management, and customer service.



Expanding Market Visibility and Outreach

BDSPN's participation in national forums, exhibitions, and sector coordination meetings significantly enhanced its visibility in the enterprise development landscape. The Secretariat actively engaged in key exhibitions, forums, and stakeholder meetings throughout 2025.

These engagements positioned BDSPN as an active contributor to national enterprise development discussions, particularly in areas such as standardization of BDS services, gender-responsive programming, and sustainable finance. The exposure reinforced BDSPN's credibility, attracted new partners, and created opportunities for future collaboration and visibility growth.



Key Events & Engagements:

I. BUBU Expo 2025

Event Overview: Held from 24th–27th July 2025 at Kololo Independence Grounds, the Buy Uganda Build Uganda (BUBU) Expo aimed to promote local production, showcase Ugandan enterprises, and strengthen linkages among producers, buyers, and sector partners. BDSPN participated actively on 26th July, represented by the Secretariat, due to access restrictions and prior engagements on other days.

Key Observations:

- Networking with enterprise support institutions and industry leaders.
- Showcasing Ugandan innovation and promoting local content awareness.

II. 2025 UGEFA Green Finance Dialogue Forum

Event Overview: Held on 16th October 2025 at Mestil Hotel, Kampala, organized by UGEFA, European Union and Adelphi. The forum focused on main streaming green finance for SMEs under the theme "From Risk to Opportunity."

Objectives:

- Gain insights into emerging opportunities in green SME financing.
- Explore potential partnerships and innovations shaping Uganda's sustainable finance ecosystem.
- Support SMEs in scaling climate-smart and inclusive business models.

Impact:

The forum provided BDSPN with networking opportunities, practical insights, and pathways to support SMEs in adopting sustainable, inclusive, and climate-resilient business practices. The launch of UGEFA II opened new avenues for collaboration and enterprise growth.

Strengthening Institutional Compliance & Standards

This year, BDSPN reinforced commitment to institutional compliance and standards by successfully completing statutory filings, external audits for 2024, 2025 and maintaining 100% tax and NSSF compliance.

These achievements ensured strong governance, enhanced donor readiness, and reinforced stakeholder confidence in the Secretariat's operational integrity.

Systems improvements such as better procurement documentation aligned to the GIZ PRUDEV II preparatory processes further strengthened BDSPN's institutional credibility.



Overall Performance – Goal 1

In 2025, BDSPN made substantial progress in ensuring that business development services were accessible to enterprises of all sizes. The Secretariat effectively strengthened the availability and quality of training materials, built market trust through return engagements, and expanded its visibility via strategic events and forums. Institutional compliance and governance were maintained at a high standard, supporting sustainable service delivery and readiness for donor-funded programs.

Overall, Goal 1 was successfully achieved, with measurable improvements in service accessibility, client satisfaction, market reach, and institutional credibility, reinforcing BDSPN's position as a key enabler of enterprise development in Uganda.



06. GOAL 2

Build The Capacity Of Business Development Service Providers

Goal Overview

BDSPN's mandate to professionalize business development service provision focuses on ensuring that trainers, consultants, and enterprise development practitioners have access to high-quality, internationally recognized capacity-building pathways. In 2025, BDSPN invested in strengthening individual trainer competencies, improving institutional certification systems, and deepening the quality and reach of training delivery.

Success for this goal is tracked by the number of certified trainers, the effectiveness of training sessions, and the impact on enterprises supported.

Strategic Objectives



Membership Database

Maintain a comprehensive and up-to-date database of all members.



Capacity Building

Gather data on the training and professional development needs of members to inform capacity-building initiatives



Training Programs

Design and deliver high-quality training programs that address identified needs, enhancing skills and expertise.



Training Delivery Skills

Improve training delivery skills through targeted TOTs, complemented by ongoing support and mentorship.



Refresher Workshops

Ensure members maintain up-to-date knowledge and skills through regular refresher workshops.



ILO Programs

Revitalise and re-introduce previously successful ILO programmes (IYES, EYB, WEAS, work improvements in SMEs).



Training Packages

Promote and deliver new demanded training packages (Financial Education, Digitalise Your Business, Cooperative Development, Green Your Business).



Monitoring & Evaluation

Track progress and impact through robust monitoring and evaluation.

Key Outputs & Annual Achievements – Goal 2

01 Certification and Professional Advancement of Trainers

The PROSPECTS – Improving Prospects for Forcibly Displaced Persons and Host Communities project, implemented by the Business Development Service Providers Network (BDSPN) in partnership with the ILO, concluded in March 2025 after a nine-month implementation period across Arua, Madi-Okollo, Terego and Isingiro districts.

Although most field activities, trainings, and institutional assessments were conducted throughout 2024, the reporting period (March 2025) captures the finalization, consolidation, and certification outcomes of the cooperative development capacity-building initiative.

→ Key highlights:

I. Twenty Candidate Trainers Successfully Certified:

By early 2025, all 20 trainer candidates had completed the full certification cycle under the ILO's cooperative development modules (Think.COOP, Start.COOP, My.COOP). Five were recommended for elevation to Master Trainer level, strengthening local training capacity in the targeted districts.

II. Capacity Strengthening for Seven Cooperatives / Farmer Groups:

The project supported 7 entities (original 5 plus 2 newly added based on needs) to undertake governance reforms, improve financial systems, formalize operations, and engage members through training and coaching.

III. Comprehensive Organizational Capacity Assessments (OCAs):

OCAs were conducted for all targeted entities, informing tailored action plans used to structure training, coaching, and follow-up.

IV. Improved Formalization and Documentation:

Multiple cooperatives made progress toward permanent registration, strengthening bylaws, establishing membership registers, improving record-keeping, and developing internal control systems.

V. Strengthened Inclusion & Participation:

Cooperatives engaged a high proportion of women, youth, and refugees, especially in Rubondo and Rwekanyisa cooperatives, which have large refugee memberships. - add percentage of membership.

VI. Enhanced Coaching & Follow-Up:

Follow-up sessions in early 2025 enabled entities to finalize key documents, activate dormant bank accounts, improve financial reporting, design membership tools, and conduct member satisfaction surveys.

→ Project Completion

The project formally concluded in March 2025, with final achievements demonstrating strengthened cooperative governance, improved service delivery frameworks, and enhanced local training capacity to support both refugee and host community economic empowerment.



A Group photo of members of Rushasha farmer group and candidate trainers after the training sessions.

Key Outputs & Annual Achievements – Goal 2

02 Capacity Building for TradeMark Africa's Women in Trade Empowerment Index (WITEI)

BDSPN participated in a capacity-building workshop led by Trade Mark Africa (TMA) and the Economic and Social Research Foundation (ESRF) to strengthen the Women in Trade Empowerment Index (WITEI). BDSPN joined four other partners—PSFU, SEATINI, EASSI, and Vanguard Economics—selected for expertise in business development, gender inclusion, research, and policy advocacy.

→ Objectives:

- Review WITEI domains for relevance and alignment with women's trade realities.
- Identify required data and tools for accurate measurement and future updates.
- Build internal TMA capacity to analyze and use WITEI data for inclusive trade programming.

03 Institutional Capacity Building & Secretariat Development

BDSPN invested in professionalizing its secretariat operations to support national programs.

Key Achievements:

- Recruitment of staff to fill in staff gaps and enhance financial management and donor compliance.
- Monthly staff performance reviews and weekly coordination meetings
- Improved filing systems, establishment of system that align with donor requirements, updated procurement processes
- Strengthened reporting culture through structured weekly reports, ToRs, contracts, and meeting minutes.
- Developed and presented the 2025 Annual Report draft to the Board of Directors for review.
- Prepared quarterly and project-specific reports, including PRUDEV II reporting templates.

04 Designing and Coordinating Training Initiatives for 2025–2026

In 2025, BDSPN prepared and implemented several key programs to expand trainer opportunities and enhance the national coverage of enterprise support services.

Key Initiatives Implemented:

Training of Trainers (TOTs): The Network partnered with its membership, master trainers to deliver high-quality Training of Trainers (TOTs). These initiatives aimed to strengthen the capacity of trainers and equip entrepreneurs with practical skills under the Start and Improve Your Business (SIYB) framework.

Objectives of The Training of Trainers (TOTs):

- To enable local public and private sector organizations involved in business development to effectively and independently implement SIYB training and related activities for potential and existing entrepreneurs.
- Enable potential and existing small entrepreneurs through these SIYB partner organizations to start viable businesses and increase profitability of existing enterprises, hence generating quality employment for others in the process.



Participants during a TOT led by KAKA LTD in partnership with BDSPN

Key Outputs & Annual Achievements – Goal 2

→ TOTs Implemented in 2025

- I. A TOT programme was conducted by Magister Training Associates in partnership with BDSPN and facilitated by BDSPN Master Trainers Joan Larok and Robert Rugirehe. Delivered through an online and blended learning approach from 6th–17th October 2025, the training engaged nine participants, including five women and four men, of whom five were youth. The programme focused on strengthening facilitation competencies and practical delivery skills to enhance the effectiveness and sustainability of entrepreneurship training interventions.
- II. Another TOT seminar organized by KAKA Ltd in partnership with FUE and BDSPN, held at the FUE Training Center from 20th–29th October 2025. The training brought together 10 participants, equally balanced between five women and five men, with five of the participants being youth, reflecting deliberate inclusion of young professionals in enterprise development training.



BDSPN representative giving a presentation at the TOT organized by KAKA LTD



Mr. Katenderi CEO KAKA LTD and other participants during the TOT seminar



A group photo of participants from the TOT Seminar held at FUE, organized by KAKA LTD in partnership with BDSPN

Key Outputs & Annual Achievements – Goal 2

05

GIZ PRUDEV II Project – Cohort I – Training Workshops (October–December 2025)

→ Project Background

The GIZ Promoting Rural Development (PRUDEV II) Program supports efforts to strengthen rural entrepreneurship and improve the delivery of business development services. One of its strategic interventions is to enhance the sustainability, visibility, and professionalism of lower-tier Business Development Service (BDS) providers. BDSPN, as Uganda's national network for BDS practitioners, is partnering with GIZ to implement this component in Northern Uganda.

→ Project Overview

Anchoring Lower-Tier BDS Providers within BDSPN

The project aims to:

- Integrate grassroots BDS providers into the national BDS network.
- Strengthen their capacity through Business Model Co-Creation Workshops.
- Promote awareness of the National BDS Standards.
- Build sustainable fee-for-service business models for BDS providers.
- Strengthen coordination structures at regional and district levels.

→ BDSPN – GIZ Partnership

The partnership focuses on:

- Enhancing the quality and sustainability of BDS services delivered to farmers and MSMEs.
- Building strong coordination mechanisms through BDSPN Master Trainers and district coordinators.
- Promoting national alignment with BDS standards and guidelines.
- Supporting evidence-based and impactful project delivery across regions.



Participants during the workshop in Kitgum

→ Workshop Overview

Under the GIZ Promoting Rural Development (PRUDEV II) Project, BDSPN implemented Cohort I capacity-building workshops between October and December 2025, targeting lower-tier Business Development Service (BDS) providers in Northern Uganda, specifically Gulu, Lira, and Kitgum.

- The objective of this intervention was to strengthen the business sustainability, service quality, and market readiness of BDS providers through structured, practical training aligned to national BDS standards. The cohort marked the transition from project preparation to field-level implementation and laid the foundation for subsequent roll-out phases under PRUDEV II.

→ Key Activities Implemented

I. Training Needs Assessment (TNA) for Cohort 1 – Kitgum, Lamwo, Pader, and Agago

During the reporting period, BDSPN conducted a rapid Training Needs Assessment (TNA) for Cohort 1 BDS providers from Kitgum, Lamwo, Agago, and Pader districts. The TNA was conducted through structured phone interviews led by the BDSPN Secretariat.

Participation Overview:

- Providers contacted: 35,
- Providers interviewed: 18 (51% response rate),
- Gender disaggregation: 10 Male, 8 Female.

The TNA focused on identifying:

- Skills and knowledge gaps,
- Barriers to effective BDS delivery and client uptake,
- Preferred support modalities.



Participants during a teamwork session at the workshop in Kitgum

→ Workshops Implementation Summary

BDSPN successfully coordinated and implemented two Workshops Trainings in December 2025 in Kitgum District. The workshops had 42 participants attending, representing a 76% participation rate. Participants comprised of 13 Female, and 29 Male drawn from the Northern region specifically, Kitgum, Pader, Lamwo, and Agago, at Little Palace Hotel Kitgum. The workshops were facilitated by BDSPN Master Trainers, MT Wasswa Ronald, and MT. Aceng Gloria, and focused on practical areas including business model development, service costing and pricing, market positioning, and quality assurance in BDS delivery.



Participants during the workshop in Kitgum

→ Training Outputs and Outcomes

Participants gained practical skills in business model development, clearer understanding of pricing BDS services, and sustainability. The participatory approach encouraged experience sharing and peer learning. Action plans were developed, and follow-up mechanisms proposed.

There was enhanced awareness of BDSPN membership benefits. Interest in SIYB certification was also noted.



A group photo of participants during the kitgum workshop trainings with their master trainers MT. Gloria, and MT. Ronald



A group photo of participants during the kitgum workshop trainings with their master trainer MT. Gloria



A group photo of participants during the kitgum workshop training with their master trainer MT. Ronald

→ Captured Moments from the workshop Trainings

Below are some of the photo moments from the Kitgum workshop trainings



A photo showing MT. Gloria conducting a training session during the workshop



A photo showing MT. Ronald conducting a training session during the workshop



A photo showing active participation from participants during the workshop training



A photo showing showing participants during a workshop session



A photo showing teamwork sessions during the workshop training



A photo showing teamwork sessions during the workshop training

Overall Performance

– Goal 2



In 2025, BDSPN made significant progress in professionalising business development service provision. The Secretariat successfully expanded Uganda's pool of certified trainers, strengthened Master Trainer systems, and engaged in capacity-building initiatives to enhance skills and institutional readiness. Internal processes and secretariat development supported program quality, donor compliance, and national coverage of enterprise support interventions.

The successful delivery of Cohort I workshops under the GIZ PRUDEV II Project strengthened the operational readiness and business sustainability of participating BDS providers, improved alignment with BDSPN quality standards, and enhanced local capacity for structured enterprise support. The intervention achieved its core objectives and provided valuable lessons to inform improved scheduling, mobilisation, and scale-up for Cohort II implementation in 2026.

Overall, Goal 2 was successfully achieved, demonstrating measurable improvements in trainer competencies, program delivery, and institutional capacity to support Uganda's enterprise development ecosystem.



07. GOAL 3

Develop And Maintain Strategic Alliances

Goal Overview

Strategic alliances are fundamental to BDSPN's mission of expanding the reach, quality, and impact of business development services. In 2025, the Secretariat strengthened its portfolio of partnerships, deepened institutional collaborations, and enhanced representation at national and regional levels.

Success for this goal is measured by the number and quality of partnerships, the implementation of collaborative projects, and the value generated for both BDSPN and its stakeholders.

Strategic Objectives



Stakeholder Engagement

Identify, map, and classify all key stakeholders for effective engagement



Proposal Development

Develop high-quality proposals to secure funding and partnerships.



Build strong Relationships

Foster strong relationships through regular engagement events and personalized communication.



Stakeholder Feedback

Gather and utilize stakeholder feedback to improve programs and services.



Funding Opportunities

Increase funding opportunities via strategic consortia and partnerships.



Recognize Partner Support

Recognize development partner support through publications and acknowledgments.



Programs Implementation

Effectively implement programs on behalf of strategic partners.



Increase Public Awareness

Increase public awareness and leverage strategic association memberships.

Key Outputs & Annual Achievements – Goal 3



01 Joining the Private Sector Foundation Uganda (PSFU)

A key institutional milestone in 2025 was BDSPN's successful admission as an Association Member of the Private Sector Foundation Uganda (PSFU) in Quarter 3. This membership significantly elevated BDSPN's national presence and unlocked new pathways for collaboration within Uganda's private-sector development ecosystem.

Through this affiliation, BDSPN obtained access to high-level policy advocacy platforms, private-sector engagement forums, and government-private sector coordination mechanisms. Membership also strengthened BDSPN's eligibility to participate in specialized PSFU-led programs notably, under the PSFU-MARKUP II Export Expansion Project, PSFU invited member institutions to nominate certified Trainers of Trainers (ToTs) for export readiness capacity building program targeting Ugandan MSMEs.

In response, BDSPN successfully nominated five of its Master Trainers to take part in the TOT program which was scheduled for 21st–25th July 2025, further positioning the Network as a credible source of high-quality trainers for national export-development initiatives.



02 National BDS Steering Committee Meeting

Event Overview: On 22nd July 2025, BDSPN attended the National Business Development Services (BDS) Steering Committee Meeting at the Ministry of Finance, Planning and Economic Development.

The meeting convened government ministries, private sector actors, development partners, and enterprise support institutions to review progress on the National BDS Framework (launched in 2022) and enhance coordination across Uganda's MSME ecosystem.

→ Key Observations:

- Strengthening coordination among government actors, BDSPs, and private sector players is critical.
- Capacity building, unified standards, and enhanced collaboration among associations are needed.
- Digitalization and decentralized implementation remain key enablers.
- Engagement with the education sector is essential for long-term BDS sustainability.

03 Participation in PSFU 29th Annual General Meeting (AGM)

BDSPN attended the AGM, represented by Board Chairperson, to engage with Uganda's private sector network, learn from PSFU's strategic direction, and explore collaboration opportunities.

→ Key Engagements:

- Participated in governance and policy discussions.
- Networked with private sector stakeholders and potential partners.
- Reviewed sector performance, strategic achievements, and financial reporting practices.



A Photo showing interactive session at the PSFU AGM

Key Outputs & Annual Achievements – Goal 3

04 Collaboration with GIZ under the PRUDEV II Project.

→ Overview

BDSPN continued to strengthen its collaboration with GIZ under the Promoting Rural Development (PRUDEV II) Project, particularly through the component focused on anchoring lower-tier Business Development Service (BDS) providers within BDSPN. This partnership has emphasised alignment of systems, coordination frameworks, and field operations necessary to deliver a high-quality and impactful intervention.

During the reporting period, BDSPN worked closely with GIZ and its other implementation partner, Friends Consult, to establish operational readiness for project roll-out across the Northern region. This included coordinated planning meetings, harmonization of technical documentation, and confirmation of implementation structures at both national and district levels.

→ Key Interventions

- I. **Master Trainer Engagement:** BDSPN successfully selected, contracted, and oriented a team of six Master Trainers who will support the technical delivery of project activities, including Business Model Co-Creation Workshops and district-level engagements.
- II. **Development of Project Tools and Implementation Templates:** Standardized tools—including reporting templates, mobilization guidelines, service provider assessment forms, and coordination frameworks—were harmonized with GIZ and Friends Consult to ensure uniform implementation across regions.
- III. **Field Readiness Missions:** Joint field missions were conducted in Lira, Kitgum, and Gulu to assess service providers, brief district coordinators, and confirm logistical arrangements ahead of training and awareness activities. These missions strengthened district-level partnerships and ensured proper groundwork for the workshops.
- IV. **Harmonization Meetings and Stakeholder Alignment:** Multi-stakeholder harmonization meetings brought together over 20 representatives, including BDSPN Master Trainers, GIZ teams, Friends Consult, GOPA, and Farm Africa. These meetings ensured alignment on the project's scope, timelines, deliverables, reporting structures, and quality assurance measures.
- V. **Operational Frameworks:** Procurement processes, budget structures, activity timelines, and quarterly work plans were established and aligned with both BDSPN and GIZ guidelines, enabling smooth coordination and timely implementation.

→ Impact of GIZ-BDSPN Collaboration

This collaboration significantly strengthened BDSPN's institutional capacity to deliver national programs by:

- Enhancing readiness for regional and district-level field operations
- Streamlining coordination between BDSPN, GIZ, Friends Consult, and other partners
- Improving technical and administrative alignment across project teams
- Establishing shared standards for reporting, quality assurance, and documentation

Overall, the PRUDEV II partnership continues to reinforce BDSPN's leadership role in advancing the visibility, professionalism, and sustainability of lower-tier BDS providers across Uganda.

→ Captured Moments from the workshop



BDSPN CEO during a presentation at the GIZ - Partners workshop



GIZ representative having an engaging moment with the partners during the workshop



Different partners during a brainstorming teamwork session at the workshop



A group photo of winning participants during the GIZ-Partners workshop



GIZ different partners during the GIZ-Partners workshop session in Gulu

Key Outputs & Annual Achievements – Goal 3



05 Strengthened Partnerships with Training Institutions & BDS Firms

BDSPN deepened relationships with key training institutions and business development service firms. Notable collaborations included KAKA Ltd for TOT model promotion, Magister Training Associates for co-delivery of entrepreneurship training, and support to SIYB TOT initiatives.

Partnerships with exhibition organizers and institutions such as Namasuba College of Commerce, UGEFA, and BUBU Expo facilitated increased visibility, material distribution, client acquisition, and brand reinforcement.

06 Enhanced Stakeholder Engagement and Communication

Throughout 2025, BDSPN maintained consistent communication with key stakeholders, including ILO, URSB, Stanbic Bank, UGEFA, TFO, UNDP other development partners, and members.

Tools included monthly newsletters, professional flyers, concept notes, calls for expressions of interest, governance updates, and branded materials.



07 Proposals Submitted to Key Partners (Q3–Q4)

During Q3–Q4, BDSPN intensified its resource mobilization efforts by submitting several strategic proposals to key partners, including GIZ, EU–GIZ EUDR, Right to Play, Humanity Calls, and Steadman Global. These submissions aimed at expanding BDSPN's program portfolio and securing support for upcoming 2026 initiatives.

A major achievement within this period was the successful approval of the GIZ proposal, marking a significant breakthrough in BDSPN's partnership development and project acquisition efforts. Additionally, the partnership with Steadman Global are progressing positively and implementation is hoped to be in the pipeline.

Overall Performance – Goal 3



In 2025, BDSPN made substantial progress in developing and maintaining strategic alliances. Membership in PSFU, active collaboration with GIZ PRUDEV II, partnerships with training institutions and exhibition organizers, and participation in the National BDS Steering Committee enhanced both national visibility and operational capacity. Stakeholder engagement was strengthened through consistent communication, collaborative initiatives, and strategic proposal submissions.

Overall, Goal 3 was successfully achieved, with BDSPN demonstrating measurable improvements in partnership quality, resource mobilization, and influence within Uganda's enterprise development ecosystem.

08. GOAL 4

Membership Mobilisation, Retention & Development

Goal Overview

BDSPN's sustainability and institutional identity are deeply rooted in the strength and active participation of its membership base. Throughout 2025, the Secretariat implemented a deliberate and well-structured membership strategy focused on growth, retention, engagement, and governance preparedness. A key milestone under this effort was the successful convening of the 2025 Annual General Meeting (AGM), which strengthened accountability, leadership participation, and member involvement in decision-making.

Collectively, these efforts led to steady expansion of the Network, increased confidence among service providers, and stronger systems that promote transparency, accountability, and meaningful member participation in the affairs of the organisation.

Strategic Objectives



Membership Database

Maintain a comprehensive and up-to-date database of all members



Members service catalogue

Develop and maintain a comprehensive and easily accessible service catalogue for members.



Membership Benefits

Clearly communicate the value proposition and benefits of BDSPN membership to potential and existing members.



Member Feedback

Gather and utilize member feedback to improve services and enhance the overall member experience.



Enhance Communication

Enhance communication and collaboration among regional chapters of BDSPN.



Member Recruitment

Actively recruit eligible and potential members to join BDSPN.



Member prioritization

Give priority to BDSPN paid up members in accessing training programs, funding opportunities, and other benefits.



Member – Member recruitment

Encourage members to actively recruit new members and stakeholders to participate in BDSPN opportunities.



Member recognition

Recognize and appreciate the contributions of loyal members and foster a sense of community.



Online Visibility

Enhance BDSPN's online visibility and engagement through effective social media.



Key Outputs & Annual Achievements – Goal 4

01 BDSPN Annual General Meeting (AGM) 2025

The Annual General Meeting (AGM) is the highest governance platform of BDSPN and remains the backbone of the Network's accountability, transparency, and member participation. It provides a structured forum where members review organisational performance, contribute to strategic direction, and exercise their governance responsibilities. In 2025, the AGM played a critical role in strengthening institutional leadership, reinforcing accountability systems, and renewing alignment with BDSPN's strategic priorities.

The BDSPN Annual General Meeting 2025 was held on 23rd May 2025 at the BDSPN headquarters along Sentema Road. The meeting registered strong engagement, with approximately 77% of the confirmed members attending physically and an additional 9% participating online, reflecting a high level of commitment to governance processes. The hybrid format enhanced inclusiveness and allowed members to take part in key deliberations despite logistical constraints faced by some participants.

During the meeting, members successfully conducted elections to fill key leadership positions on the Board of Directors; Madam Dorothy Katantazi was elected as the General Secretary – BDSPN BOD and Mr. Steven Nkumbi Mukiibi was elected as the Master Trainer Representative on the BDSPN Board of Directors. These elections strengthened the governance structure and ensured continuity of leadership within the Network.

The Secretariat presented the BDSPN Annual Report 2024, which provided an overview of performance, achievements, and lessons learned, and members engaged in meaningful discussions to guide future improvements. The AGM also reviewed trends in membership growth and engagement, demonstrating the Network's expanding relevance and professional cohesion. Financial accountability updates were shared, reinforcing BDSPN's commitment to transparency and responsible stewardship of resources. In addition, members were briefed on upcoming capacity-building initiatives, ensuring they remained informed about future professional development opportunities.

Overall, the 2025 AGM served not only as a platform for accountability and reflection but also as a catalyst for renewed energy and direction, reaffirming BDSPN's commitment to inclusiveness, strong governance, and continuous capacity building.

→ Captured Moments from the BDSPN AGM 2025



BDSPN BOD chairperson giving a speech at the 2025 AGM



Active participation from BDSPN membership during the AGM



Membership actively participating in the voting for the General secretary BDSPN BOD



Members congratulating the elected General Secretary BDSPN BOD MT.Dorothy Katantazi



Mr.Kasule who lost to MT.Dorothy congratulating her for winning the vote for BDSPN BOD General Secretary



Participants lively during the BDSPN AGM 2025



Lively session from participants during the BDSPN AGM 2025

Key Outputs & Annual Achievements – Goal 4



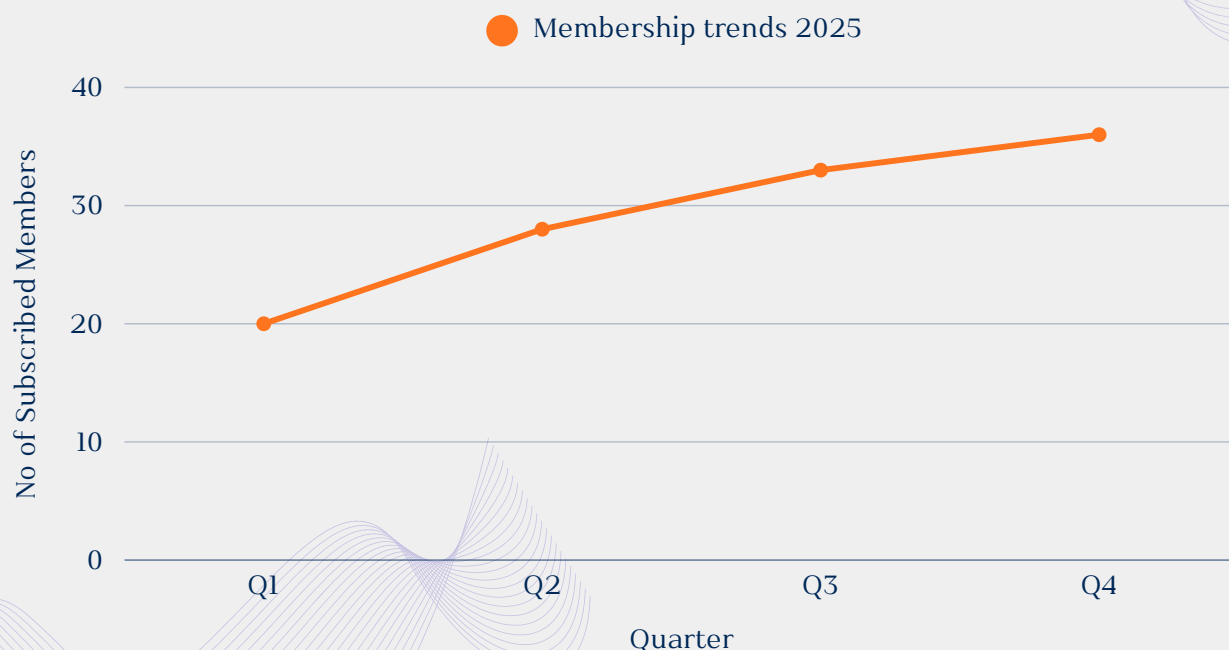
02 Membership Growth and Retention Trends

The year registered consistent growth in membership across all quarters, reflecting both improved visibility and deliberate mobilization efforts. Beginning with 20 subscribed members in Q1, the Network expanded to 28 by the end of the Q2, marking a 40% increase driven by direct outreach, follow-up calls, and clearer communication of membership benefits, efforts that were significantly strengthened by the presence of a dedicated Membership Affairs Officer coordinating member recruitment and engagement.

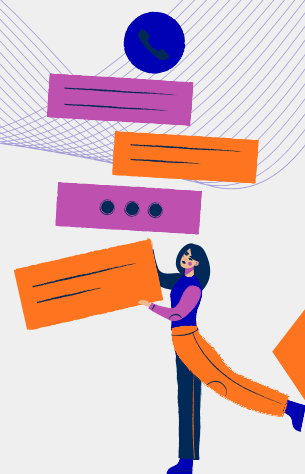
Growth continued through Q3 as more practitioners responded to BDSPN's strengthened presence, culminating in 33 subscribed members by mid-year as the organization intensified its engagements through platforms such as WhatsApp, email newsletters, and targeted sensitization.

By Q4, membership had risen to 36, an unprecedented level for the Network and an indication of rising interest in structured professional alignment. Importantly, the renewal cycle for 2026 began strongly, with nine members already paying their 2026 subscriptions before the year closed. This early renewal behavior demonstrates increasing trust in the Network's direction, as well as improved retention linked to better communication, visibility, and service delivery.

2025 MEMBERSHIP TRENDS



Key Outputs & Annual Achievements – Goal 4

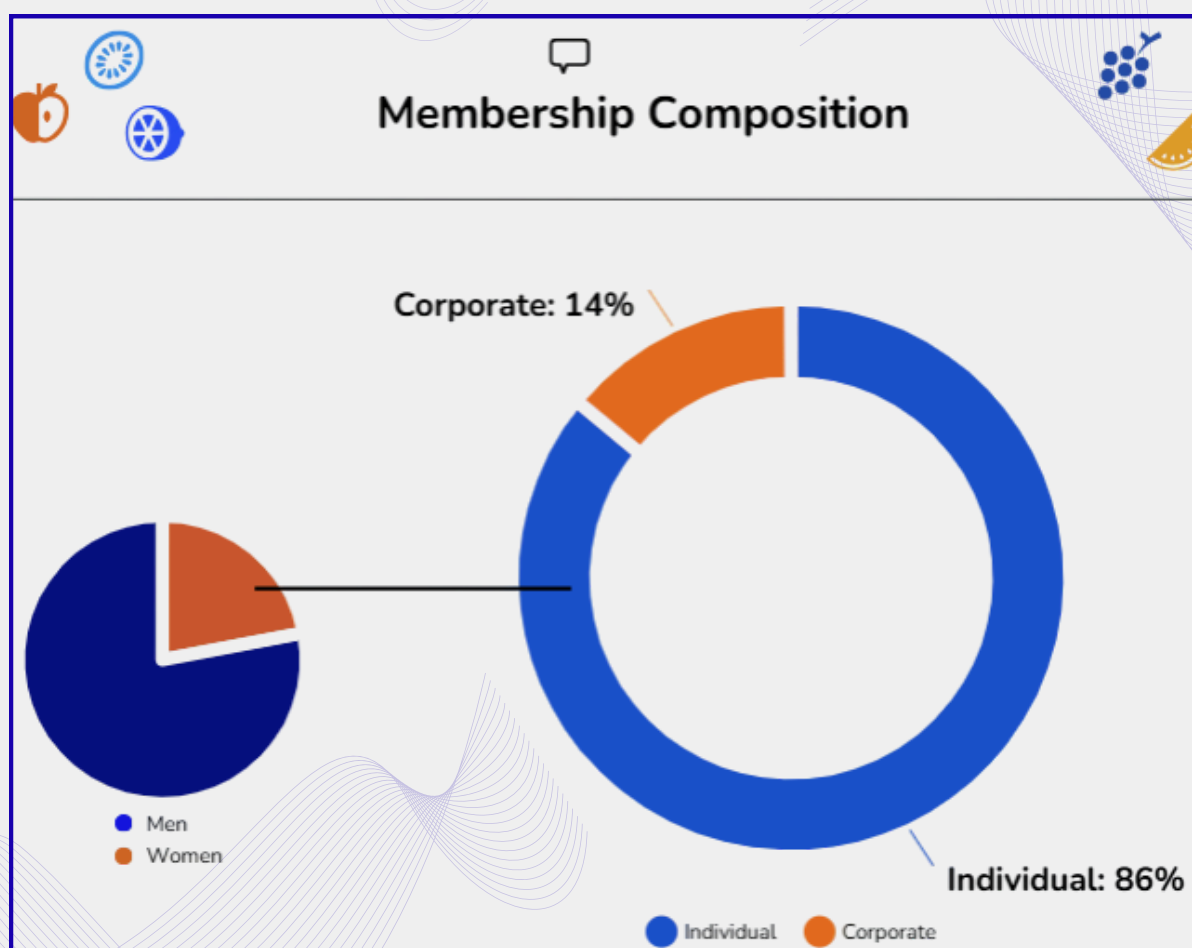


03 Composition and Diversity of Membership

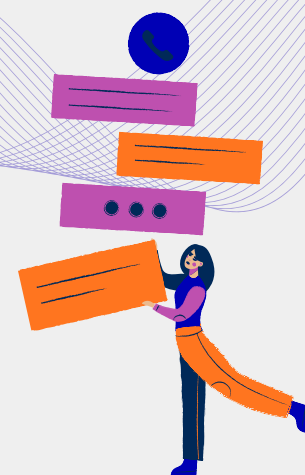
By Q4 2025, BDSPN's membership profile demonstrated both diversity and steady professional growth. The Network comprised 36 subscribed members, with 86% being individual business development service providers and 14% representing corporate entities.

While the gender distribution remained skewed—22% female and 78% male—the presence of women continued to grow gradually across the year, aligning with BDSPN's broader goal of mainstreaming women's participation in enterprise support services.

The composition of the service provider categories further illustrated BDSPN's expanding technical capacity. Fourteen of the subscribed members were Master Trainers accredited under various development partner frameworks, and 22 were operational trainers serving MSMEs across different regions. This mix of expertise enriched BDSPN's technical pool and increased the Network's ability to respond to training, consultancy, and capacity-building opportunities.



Key Outputs & Annual Achievements – Goal 4



04 Strengthened Member Engagement and Welfare Support

Beyond recruitment, the Secretariat prioritized retaining and supporting existing members through personalized communication, improved responsiveness, and regular professional updates.

Members received periodic newsletters, project briefs, and formal updates on opportunities creating a more informed and engaged community. Consistent follow-ups, recognition of new members, and timely onboarding contributed to improved satisfaction levels.

BDSPN also strengthened its welfare culture; During the year members have informally mobilized support for members, reinforcing solidarity and trust within the Network. Throughout the year, member records were cleaned, digitized, and systematically updated, creating a more reliable foundation for accountability, audits, and future planning.

05 Governance Participation and Election Preparedness

A major governance achievement in Q4 was the issuance of the Expression of Interest for Board positions to all paid-up members. All 36 eligible members were invited to participate, and the Secretariat received 12 applications. The level of response signalled rising ownership and confidence in the Network's institutional direction.

Earlier in the year, the Annual General Meeting (AGM) held on 23 May 2025 reinforced these governance gains. Paid-up members and invited stakeholders reviewed and approved the financial statements, received the Secretariat's performance report, and endorsed the governance and operational reforms planned for the coming two years.

The launch of the BDSPN Board Election Roadmap (2025–2027) further strengthened transparency and laid the groundwork for a more structured transition cycle.

06 Insights from the Membership Feedback Survey

In 2025, BDSPN conducted a Membership Feedback Survey to assess member satisfaction across its core service areas, including Networking Opportunities, Training & Capacity Building, Access to Information & Resources, Events & Member Engagement, Communication & Responsiveness, and Value for Money.

The survey also measured members' likelihood to recommend BDSPN to others. A total of 16 members responded to the survey, providing valuable insights into the Network's performance and areas for improvement.

➔ Overall Satisfaction Trends

The results indicate a strong overall positive perception of BDSPN's services:

- I. Access to Information & Resources and Communication & Responsiveness recorded the highest satisfaction levels, each with 93.8% positive ratings (Good/Very Good/Exceptional).
- II. Training & Capacity Building and Events & Member Engagement both achieved 68.8% positive ratings, reflecting solid performance with room for enhancement.
- III. Networking Opportunities recorded 62.5% positive ratings, with 31.2% rating it as Fair, suggesting opportunities to strengthen member-to-member connections and partnerships.
- IV. Value for Money also recorded 62.5% positive ratings, though it had the highest proportion of "Poor" responses (18.8%), highlighting the need to better communicate benefits and enhance perceived membership value.

Average Satisfaction

(Across all categories)

→ Member Advocacy

Encouragingly, 93.8% of respondents indicated they would recommend BDSPN membership to others, demonstrating strong trust in the Network and high levels of member advocacy.

This recommendation rate is a key indicator of overall satisfaction and institutional credibility.

→ In Summary

The survey findings affirm that BDSPN is delivering meaningful value to its members, particularly in information sharing and communication. At the same time, the feedback provides clear direction for continuous improvement—especially in strengthening networking opportunities and enhancing the perceived value proposition of membership.

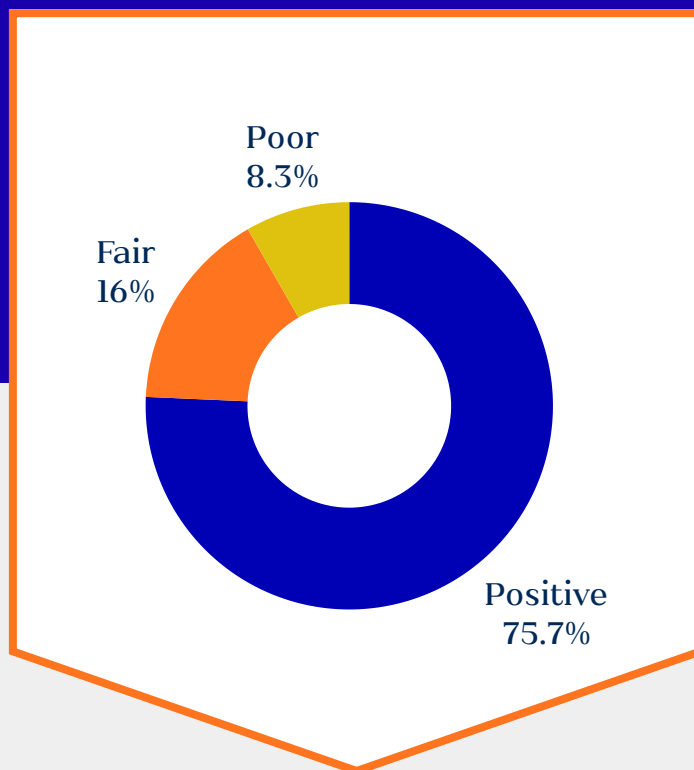
BDSPN remains committed to using member feedback to refine its services, deepen engagement, and ensure that membership delivers tangible professional and institutional benefits.

07 Strengthened Membership Records and Administrative Systems

A key milestone for the year was the establishment of a clean, updated digital membership register covering the 2025–2027 period.

This register integrated payment records, receipt numbers, subscription categories, and membership status that is creating a more transparent and reliable system for audits, governance processes, and annual renewals.

The improved registry not only streamlined administrative efficiency but also reinforced trust among members by demonstrating BDSPN's commitment to professional standards, accuracy, and accountability.



08

Digital Visibility and LinkedIn Expansion

LinkedIn emerged as BDSPN's fastest-growing communication and member-acquisition channel in 2025. The page grew from 138 followers in Q1 to 316 Q2 and later to 432 by the end of Q3, reaching 537 followers by Q4 December 2025.

This represented a 226% annual growth rate, driven by more consistent content, project visibility, and active engagement with the wider entrepreneurship ecosystem.

The digital traction significantly contributed to membership interest, professional credibility, and partner recognition, making LinkedIn a central tool for BDSPN's visibility strategy.



Overall Performance

– Goal 4



In 2025, BDSPN achieved steady membership growth, stronger engagement, and improved retention through consistent follow-ups, better communication, and increased visibility. Members actively participated in governance processes, including elections readiness and the AGM, reflecting growing confidence in the Network. Digital platforms especially LinkedIn—became key drivers of outreach and new subscriptions. The establishment of an updated membership register further strengthened transparency and administrative efficiency.

Overall, BDSPN made strong progress in expanding and sustaining its membership base, positioning the Network for continued growth in 2026.



FINANCIAL MANAGEMENT SUMMARY (2025)

Overview

In 2025, the Business Development Service Providers Network (BDSPN) maintained steady financial performance, supported primarily by grant funding and internally generated income. The financial resources mobilized during the year enabled the Network to implement key programmes, strengthen institutional operations, and deliver capacity-building initiatives for Business Development Service providers across Uganda.

Overall financial management during the year reflected BDSPN's commitment to accountability, transparency, and effective utilization of resources in line with its strategic objectives.

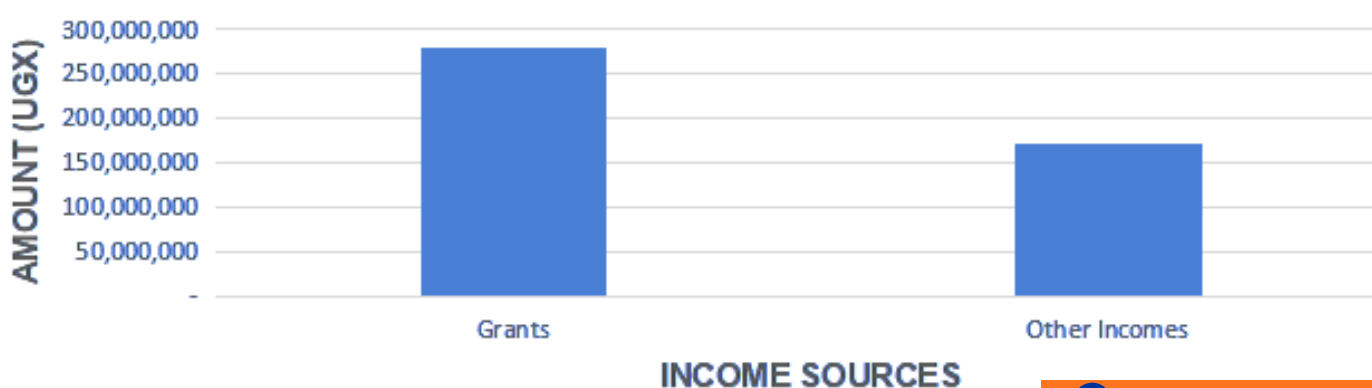
→ Income Performance

During the financial year 2025, BDSPN generated a total income of UGX 450,428,017, derived from two major sources. Grant funding constituted the largest share, amounting to UGX 279,408,514, representing approximately 62% of the total income. These grants largely supported programme implementation, including training and capacity-building initiatives under development partner projects.

In addition, BDSPN generated UGX 171,019,503 (38%) through other income streams, including membership-related activities, training services, and sale of entrepreneurship training materials such as SIYB manuals and game kits.

The combination of external support and internally generated income reflects the Network's growing capacity to diversify its funding base.

A GRAPH SHOWING INCOME SOURCES FOR THE YEAR 2025



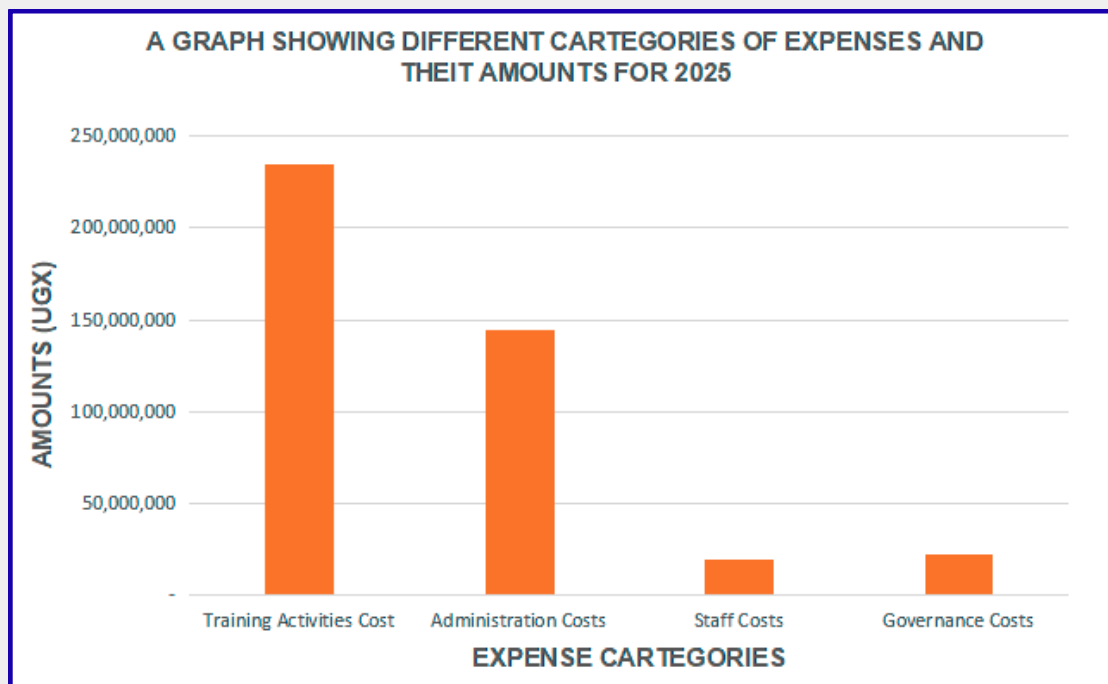
FINANCIAL MANAGEMENT SUMMARY (2025)

→ Expenditure Performance

Total expenditure for 2025 amounted to UGX 420,953,808, reflecting investments in programme delivery and institutional operations. The largest portion of the expenditure was allocated to training activities, which accounted for UGX 234,518,853 (approximately 56%) of the total expenditure. This reflects BDSPN's core mandate of strengthening the capacity of Business Development Service providers through workshops, training programmes, and professional development initiatives.

Administrative costs represented the second-largest expenditure category, amounting to UGX 144,123,827 (approximately 34%), supporting operational functions necessary for effective project management, coordination, and service delivery.

Staff costs accounted for UGX 19,697,128 (about 5%), while governance costs, which include board and statutory governance activities, amounted to UGX 22,614,000 (about 5%).



The financial results for 2025 demonstrate BDSPN's continued focus on directing resources toward programme implementation and member capacity building while maintaining prudent administrative and governance expenditures. The balance between grant funding and internally generated revenue provides a solid foundation for the Network to strengthen sustainability, expand service delivery, and enhance its impact in supporting entrepreneurship and business development services in Uganda.

2026 OUTLOOK & PRIORITIES

Overview

As Business Development Service Providers Network looks ahead to 2026, the organization will prioritize strengthening its institutional capacity, member value, and strategic partnerships to enhance the quality and reach of business development services in Uganda.

Key Focus Areas Include;

- Successful rollout of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) PRUDEV II Cohorts II and III,
- Continued digitalization of membership systems to improve efficiency and engagement,
- Nationwide awareness for the BDS standards.
- BDSPN will also intensify collaboration with development partners, institutionalize quarterly regional virtual meet-ups to strengthen member interaction nationwide, and diversify revenue streams to ensure long-term organizational sustainability and impact.





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