



# 2021

# ANNUAL

# REPORT

Inspiring social entrepreneurs

# FOREWORD FROM THE CHAIRPERSON ADVISORY BOARD



**Jackie Namara Rukare (CMI)  
Chairperson, Advisory Board**

On behalf of the Advisory Board, I wish to extend my gratitude to the social entrepreneurs in Uganda and Africa at large that believed and trusted Capital Solutions to transform and inspire their enterprises.

Despite 2021 being an abnormal year for businesses all over the world due to COVID-19 pandemic and abrupt shutdowns, Capital Solutions Ltd (CSL) continued to inspire and transform social entrepreneurs within Africa. Below I will highlight some of the key achievements we made during 2021.

Our role as the Advisory Board was mainly to strategically guide CSL management in order to grow the company to serve Africa in a sustainable manner mainly through meetings. This was done by having a strong leadership team which is led by a very able CEO, a passionate and committed team of young people.

CSL worked to improve partnership engagements and visibility over the year. This included participating in high-level meetings, conferences such as the 6th Annual Africa Conference on Social Entrepreneurship (AACOSE) where the CEO was a panelist, the dissemination of the research on Social Entrepreneurship with Makerere University COBAMS and organizing events such as the Annual Social Entrepreneurship Symposium and the Social Business Accelerator graduation among others.

I and the entire Advisory Board, commit our untiring support to CSL to scale and become the leading Social enterprise in Africa and realize its dream of an economy where Social Enterprises thrive.

I thank you all, and wish you a blessed 2022!

## MESSAGE FROM CEO



**Dr. Joyce Namirimo Tamale  
(FCCA) - Co-Founder & CEO**

Since Capital Solutions embarked on this exciting journey to transform and inspire social entrepreneurs in Africa to access finance and build sustainable businesses, we have demonstrated passion, innovation, and sustainable approaches to transforming local social enterprises and also recorded a couple of achievements.

I attribute this to the CSL Advisory Board, Social Entrepreneurship Forum Members, the CSL management and staff and our partners.

Following the launch of the Research Report on “The status of social entrepreneurship in Uganda”, in 2020, I am glad to record that we have registered over 220 members so far and held our first ever Social Entrepreneurship Forum Symposium in November 2021.

We want to be a depository of information and research on social entrepreneurship, we therefore, worked with Makerere University College of Business and Management Science (COBAMs) to launch a research on social entrepreneurship in December 2021.

We are excited to report that 56 participants graduated from our Social Business Accelerator Programme, which is a milestone for our social program. We are happy to have managed to start off the fundraising for the Social Investment Fund (SIF).

What kept CSL afloat during the year 2021 was its Advisory Services unit and Accelerator Programme where we offered consultancy services to NGOs and social enterprises in; Business and Strategic Plan development/ evaluation, Master Class training in Social entrepreneurship and establishing social enterprises. The Social Business accelerator programme attracted up to 100 participants and we were able to on board some partners who supported some of the trainings.

In order to drive the Social Entrepreneurship agenda further, We are in talks with the Ministry of trade and industry to lobby for a Social Entrepreneurship policy in Uganda and we are committed to contribute towards the 17 Sustainable Development goals specifically Goal 1, 3, 5 and 17. In line with Uganda's vision 2040 and the National Development plan 2030.

We pledge to continue to focus and build very strong relationships that will propel our work that will stimulate the “Social Entrepreneurship Movement in Africa”.

A blessed 2022!

## THE BOARD OF DIRECTORS



**Mrs .Nadine Byarugaba:** She is an accomplished banking professional with experience spanning over 25 years. Mrs. Byarugaba is the chairperson ABSA bank Uganda limited, previously she served as a Trust on board of aBi Trust, a multi –donor entity which was devoted to private sector agribusiness development and new face voices, a pan African Advocacy Group. She holds an MBA from Heriot Watt university in UK , She has an ACI Dealing Certificate by financial markets Association ,Paris ,She has trained in Entrepreneurship in

emerging economies by Harvard Business school , USA and attended many leadership courses including one INSEAD ,Singapore , Most recently ,she completed a women on boards program at the university of Yale, USA . She is a member of NEDon board, a UK professional body fo non -executive directors and board members



**Mr. Charles Nalyaali;** He is a freelance financial and banking consultant and a Senior Training Expert in Microfinance and Supervision attached to the Frankfurt School of Finance and Management, Germany. Previously he was the CEO and Managing Director of two well established banks in Uganda and also the co-founder and CEO of Uganda Microfinance Limited (MDI), the leading Microfinance Institution at that time.Prior to that Charles was Chief Bank Examiner at Bank of Uganda in the Bank’s Supervision Department. He holds

a Master’s degree in Sustainable International Development from Brandeis University, USA and a Bachelor of Commerce degree, majoring in Finance from Makerere University.



**Dr .Joyce Tamale:** She is founder and CEO at Capital Solutions limited, she is passionate about enterprise building and scaling in Africa , a strategic leader with 20 years’ experience working in both private and social sector. A Professional accountant, sustainability expert and strategist with wide experience serving different boards .She has wide experience in corporate governance, currently chairs the board of Forum for Women in Democracy (FOWODE) , and she served several organizations in different capacities including

Uganda Health Marketing Group as a Managing Director, Humentum USA and also chaired the ACCA members network panel, Institute for Social Transformation, and Land & Equity Movement in Uganda .

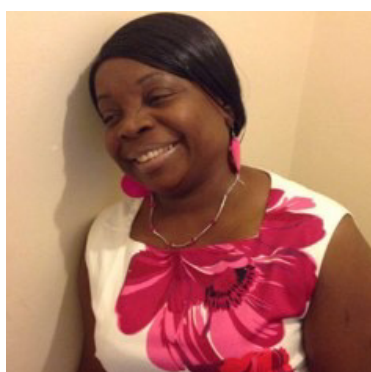
## THE BOARD OF DIRECTORS



**Ms. Jackie Namara Rukare:** She is the CEO of Iguru Consult Ltd, an organization that works with people and businesses to embed marketing as a key driver for business growth in conjunction with a network of business experts. She is chartered Marketer and Fellow of the Chartered Institute of Marketing (UK) with over 20 years' experience in growing brands and delivering business growth at Unilever Uganda, Uganda Breweries (Diageo), Airtel Uganda, Stanbic Bank Uganda (a member of the Standard Bank Group) and Vodafone Uganda . She is a lecturer at the Uganda Management Institute and the MAT Abacus Business in marketing.



**Mr. Chris Pirie:** He is the CEO of the Learning Futures Group and was formerly the General Manager for Global Learning at Microsoft, where he served as Chief Learning Officer for the Microsoft Global Salesforce. The Learning Futures Group is a rapidly-expanding global network of high-skill, high-energy experts from the workplace learning and learning technology fields, focusing on offering practical and strategic help to the Chief Learning Officer and, Training and Talent leadership. Chris has worked in the software industry for Oracle and Microsoft, focusing on running workplace learning, computer-based education, assessment, and e-Learning business units. He was Vice President of E-Learning at Oracle Corp, and has served on the board (2012 chair) of workplace learning association – ATD. Chris is a founding board member of Humentum.org and former Chair of Lingos. He is obsessed with the digital transformation of modern workplace learning and the power of learning and teaching to drive competitive advantage in business and accelerate social impact to make the world a better place. He is a Former Oracle Global VP of Online Learning, where he launched the Oracle Learning Network, Microsoft's Chief Learning Officer for Microsoft's entire global sales force for the past 7 years, and previously Head of Sales and Marketing for the Microsoft Learning Division where he orchestrated the move from a product to a cloud sales approach,



**Ms. Alberta Boston Mammah :** She is a chartered accountant at Greenwich Community college and the founder of Aureol training consultancy , she holds a master's degree on Science , MS International Development with Management.

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# LIST OF ABBREVIATIONS

CSL- Capital Solutions Limited

SEF –Social Entrepreneurship Forum

SIF –Social Investment Fund

CEO-Chief Executive Officer

NGO –Non Government Organization

CFO –Chief Finance Officer

FCCA-Fellow of the Association of Chartered Certified Accountant

SDG's –Sustainable Development Goals

COBAMS- College of Business and Management Studies

AACOSE - Annual Africa Conference on Social Entrepreneurship

MOU - Memorandum of Understanding

IST - Institute of Social Transformation

UAF - Urgent Action Fund

M & E - Monitoring and Evaluation

MSMES - Micro Small Medium Enterprises

SME - Small and Medium sized Enterprises

CSO - Civil Society Organization

## ABOUT CAPITAL SOLUTIONS

Capital Solutions Ltd (CSL) is a Social Enterprise incorporated in Uganda in 2008 to inspire, transform and build capacity of social entrepreneurs working with low-income communities in Africa.

Our story began in October 2008, and was inspired by the economic depression which saw many civil society organizations close or shrink due to inability to access grants to deliver on their mission. This background pushed our Directors who at that time were working in the NGO sector to think innovatively on how social businesses could become sustainable through alternative funding models to deliver social good.

The two female founders of Capital Solutions, agreed to start a Company that would provide capacity building, research and business development to Social enterprises, SMEs, NGOs and private sector in order to support them to grow towards financial sustainability. Capital Solutions Ltd (CSL) is a Social Enterprise incorporated in Uganda in 2008 but started operations in 2014 with a purpose to inspire, transform and build capacity of social entrepreneurs working with low-income communities in Africa. CSL provides high quality services to build sustainable social enterprises through improved financial accessibility and designing innovative and impactful solutions.

### Our Vision, Mission, Values and Strategic Focus

Vision: An economy where Social Entrepreneurs thrive.

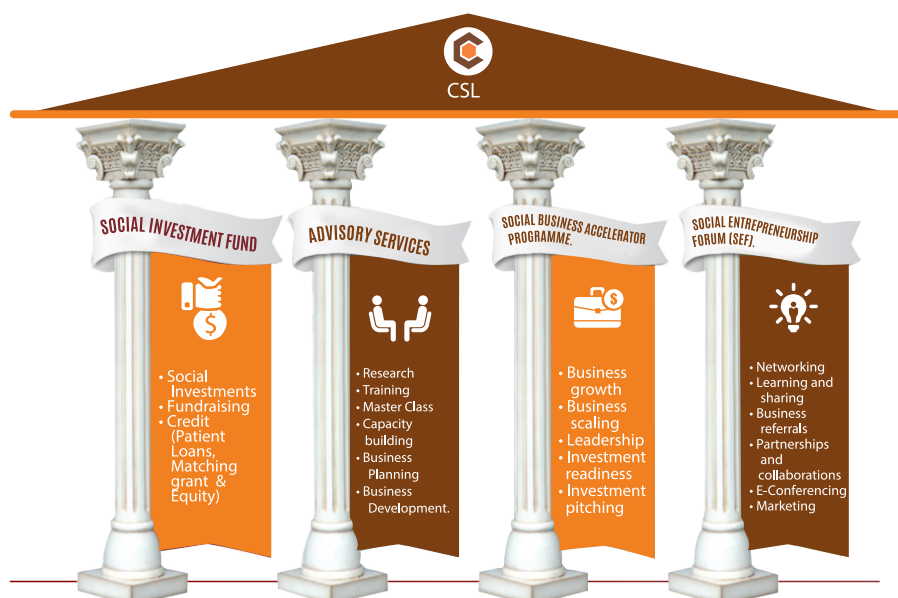
Mission: To inspire and transform Africans to become successful social entrepreneurs through improved access to finance and innovative community solutions for sustainable social impact.

### Our core values (HEAT)

H – Human Centered      E - Excellence      A - Agility      T - Transparency

### Our Services

We bring an innovative and unique approach to organizational sustainability to through using a social entrepreneurship model under our four pillars: Advisory services, Social Business Accelerator programme, Social investment Fund (SIF) and Social Entrepreneurship Forum (SEF).





## ACTIVITIES IMPLEMENTED IN 2021

It goes without saying that 2021 has been a relatively bad year for the business sector and economy as covid-19 pandemic and abrupt country lockdowns disrupted our work and created much anxiety at individual, family, society and work level.

We are thankful to God, that we have managed to persevere and delivered much more than we anticipated. Our dedicated Team at Capital Solutions Ltd worked hard towards achieving the Organizational Goals and objectives. We pride in the strong relationships we built with our clients who trusted our work and were willing to contract CSL.

CSL has been engaged all year through and the following are the key highlights in the different departments:

### 1. THE SOCIAL BUSINESS ACCELERATOR PROGRAMME DEPARTMENT

The following were the achievements realized in the Social Business Accelerator Programme during the calendar year 2021.

#### 1.1. The launch of the Women Cohort Social Business Accelerator Programme.

We launched the Women Social Business Accelerator Programme in Uganda in partnership with Urgent Action Fund (UAF) for women social business owners aimed at empowering women with skills to scale their businesses and be able to support the community by addressing the most pressing societal needs



The virtual launch was held via zoom on Women's Day, March 8, 2021 under the theme "Economic empowerment of women in social business for sustainability".

This Programme saw 50 women social business owners trained in Business and personal profiling, financial management, human resource basics, sales and marketing, business planning with gender lenses, women leadership, risk management, M & E, investment pitch training, biweekly check-ins for business growth among others from March to August 2021. The women cohort Social Business accelerator programme is a training program by Capital Solutions in partnership with Urgent Action Fund (UAF) for women social business owners aimed at empowering women with skills to scale their businesses and be able to support the community by addressing the most pressing societal needs.

## 1.2. The Social Business Accelerator Programme graduation ceremony.

We held our first ever social business accelerator graduation ceremony on the 3rd of September 2021 under the theme “Fostering a Culture of Social Entrepreneurship for business growth and sustainability in Uganda”. The graduation ceremony was presided over by Dr. Peter Turyakira, a senior lecturer and Head of Department of Marketing, Makerere University.

The event was historical to Capital Solutions because the Accelerator Programme was a result of the research report carried out in 2020 on “The Status of Social Entrepreneurship in Uganda” which emphasized the need to build capacity of Social enterprises in order to scale them.



### 1.3. Legal and Taxation training for Women Social Entrepreneurs

We partnered with TASLAF Advocates to train over 30 women social business owners in Legal and Taxation matters.

TASLAF Advocates is a team of lawyers and Consultants that offer legal support to SMEs and social entrepreneurs based in Uganda. The overarching objective of this training was to help women led SMEs to better understand the legal aspects embedded in running an SME and to grow their enterprises without falling short of the taxation aspects. One of the biggest challenges for entrepreneurs is taxation and legal matters, and so TASLAF Advocates supported in ensuring women entrepreneurs could get the fear out of the 2 topics. We sincerely appreciate TASLAF for the pro bono support given.

Post training evaluation and feedback from participants revealed that the training was engaging as it helped participants to gain more insight on employment laws and how to manage taxes. This training was organized for Women social business owners who were

### 1.4. The launch of Cohort three of the Social Business Accelerator Programme



Following the successful graduation of over 56 social entrepreneurs from Cohorts one and two of the Social Business Accelerator Programme, Capital Solutions Ltd launched Cohort three of the Social Business Accelerator Programme on November 24, 2021 with over 20 participants who were carefully selected from over 100 participants.

At the launch of Cohort 3, we invited a seasoned Social Entrepreneur Mr. Charles Nalyaali who gave the Social Entrepreneurs an inspirational talk on his career and business journey. The six months accelerator Programme is an exciting journey that prepares social enterprise leaders to scale their businesses.

This Programme will continue to offer practical business and soft skills training to support Social Entrepreneurs through the emotional distress from the pandemic side effects. Since the launch of the Programme in 2020, it has supported social businesses to grow, social business that were not formally registered with the Uganda Registration Standard Bureau have been registered and are now trading as legal entities, social businesses have increased their market reach even during the Covid-19 Pandemic due to the increased social media engagement via Capital Solutions platforms such as twitter, Facebook and LinkedIn hence growing their sales.

Capital solutions continues to inspire Social Entrepreneurs to scale through the 6 months Social Business Accelerator Programme.



### 1.5. Field Visits

We carried out field visits for social entrepreneurs undertaking the Social Business Accelerator Programme to better understand and appreciate their businesses to enable us to serve them better.



## 2.0. THE SOCIAL ENTREPRENEURSHIP FORUM & COMMUNICATIONS DEPARTMENT

The following were the achievements realized in the Social Entrepreneurship Forum and Communications Department during the calendar year 2021.

### 2.1. The SEF AGM and advisory Committee legally constituted



In a bid to serve social entrepreneurs better, Capital Solutions Ltd held its first ever General meeting for the Social Entrepreneurship forum to appoint the first board committee. The meeting was presided over by Dr. Joyce N Tamale, The CEO and Cofounder Capital Solutions Ltd. The elected members will serve for three years.

We also took a quick survey which our members participated in, as a way to enable us to serve them better and appreciate their needs. A self-administered online questionnaire was used. Responses from members enabled a qualitative analysis of the results and these were shared with members in an online coffee session on Friday 30th July 2021.

The findings of the survey indicated that 88.8 % of the respondents confirmed that their businesses were social enterprises whereas 11.1 % were not sure. We noted that majority of the social enterprises, were in Agribusiness, Health services, education (capacity building and schools), solar energy, transport and mechanics, fashions and design, economic empowerment of youth and women, and climate change

## 2.2. The Annual Social Entrepreneurship Forum (SEF) Symposium

As we continue to push the Social Entrepreneurship Agenda forward, we held our first ever social entrepreneurship Symposium under the theme “Building sustainable enterprises for economic growth in Uganda”

The Key note speaker was Azadeh Alian-Söderqvist the Head of section Political and Commercial Affairs Embassy of Sweden Uganda. She highlighted that the state needs to offer a conducive environment for entrepreneurship to thrive as Corruption is an obstacle to economic growth.

We had several speakers who gave insights on financing and networking, shared case studies from the United Kingdom and Kenya wrapping it up with two success stories of social entrepreneurs under the social entrepreneurship forum.

From this symposium, we observed that we need to conduct a change map market for Uganda similar to the one conducted by ASHOKA in Kenya. If you missed attending the symposium, we have a recording on YouTube for your inspiration and learning.

We also have a large network of social enterprises. You can join the community by sending us an email on [info@capitalsolutionsug.com](mailto:info@capitalsolutionsug.com) or [capitalsolutionsug@gmail.com](mailto:capitalsolutionsug@gmail.com).



### 2.3. SEF Registration with URSB

We registered the Social Entrepreneurship Forum (SEF) and reserved the name with URSB and also prepared a constitution that governs the forum.



### 2.4. Social media engagement and growth

Capital Solutions has been actively involved in the social media engagements to reach our intended customers and this is the brief of our reach on our platforms as at January 2021 to December 2021. We ran two social media campaigns and tweet chats for the Annual Social Entrepreneurship Symposium and accelerator graduation Ceremony which increased our social media engagement and following.

No	Platform	As of January 2021	As of December 2021
1	Twitter	<ul style="list-style-type: none"> <li>❖ 378 tweets</li> <li>❖ 248 followers</li> </ul>	900 tweets 492 followers
2	Facebook	<ul style="list-style-type: none"> <li>❖ 403 page likes</li> <li>❖ 452 followers</li> </ul>	511 page likes 540 followers
3	Instagram	<ul style="list-style-type: none"> <li>❖ 52 followers</li> <li>❖ 25 posts</li> </ul>	68 followers 80 posts
4	LinkedIn	<ul style="list-style-type: none"> <li>❖ 194 followers</li> </ul>	459 followers
5	You tube	<ul style="list-style-type: none"> <li>❖ 6 videos</li> <li>❖ 18 subscribers</li> </ul>	23 videos 60 subscribers



### 2.5. The Social Entrepreneurship In Africa Podcast

We recorded and published 10 episodes of the Social Entrepreneurship in Africa podcast. Our podcast explores the landscape of Social Entrepreneurship across Africa today. Dr. Joyce Tamale hosts conversations with leaders and practitioners who are making an impact, and helps you learn how to build a business with social impact.



## 2.6. E-Coffee Sessions

We carried out 23 E-Coffee sessions in 2021. We were able to bring on board experienced personnel to train Social Entrepreneurs in different topics like financial management, accounting systems, fundraising for Social enterprises, Sustainability among others.



## 2.7. Profiling Social Entrepreneurs

We profiled 25 Social Entrepreneurs on our Social media platforms. This helped to increase their visibility.



## 2.8. Registering new members

The Social Entrepreneurship membership grew from 70 members to 180 members by the end of 2021.



### 3.0. ADVISORY AND MARKETING DEPARTMENT

#### 3.1. Capacity Building through the online master class.

We held two online master classes on deepening Social Entrepreneurship in the year 2021. The 3 days course provided the basics on Social Entrepreneurship and guidance on finding solutions to some of the most defining problems of our time to business owners in diverse sectors.

We had participants from the development sector, Private sector, SME's and individuals who were interested in learning how to build sustainable Social Enterprises.

The trainings were facilitated by Dr. Joyce Tamale an expert on Social Entrepreneurship and investment and MCIM Jackie Namara Rukare who is a chartered marketer and also Chairperson of the Capital Solutions Ltd Advisory board.

The aim is to help organizations build sustainable entities Post Covid -19 challenges.

**!DONT MISS!**  
The 4-day Online master class

**On Social Entrepreneurship**

Dates : 6th -9th September  
Time : 11:00am -12:30PM

To Register go to:  
<https://capitalsolutionsug.com/online-masterclass/>

Call : 0750379838/0701759377  
Email : angel@capitalsolutionsug.com

Facilitator : Dr Joyce Tamale

**!DONT MISS!**  
The 3-day Online master class

**Social Entrepreneurship Deepening**

Dates : 9th -11th December 2021  
Time : 10 :00am -12:00PM  
Daily

To Register go to:  
<https://capitalsolutionsug.com/online-masterclass/>

Call : 0750379838/0701759377  
Email : angel@capitalsolutionsug.com

Facilitator : Dr Joyce Tamale

#### 3.2. Participated in the research launch and Dissemination at Makerere University (COBAMS).

We participated in the launch and dissemination of the research undertaken by Makerere University College of Business and Management Sciences (COBAMs) on “Social entrepreneurship as a catalyst for business growth in Uganda”. December 8, 2021.

The chief guest was the Permanent Secretary Ministry of Trade Industry and Cooperatives Ms. Geraldine Ssali Busulwa. The ministry is excited about the research recommendations and is willing to collaborate in implementation.



### 3.3. Signed 18 consultancy contracts.

We delivered 18 consultancy contracts for different organizations in the year 2021. This gave us an opportunity to serve small and medium social enterprises as well as GIZ.



## 4.0. THE SOCIAL INVESTMENT FUND DEPARTMENT

### 4.1. SIF Fundraising

In 2021, we operationalized the Social Investment Fund. We started off with fundraising and we were able to raise up to UGX10m from family and Friends.

This amount will support Social Entrepreneurs to boost their businesses in the form of cheap loans with a 12% interest.

The fund is in the form of equity, patient loans and matching grants to micro and medium sized social entrepreneurs, and aims at supporting promising start-ups, scale ups and building innovative social businesses for the target populations of the youth and women. The main aim is to demonstrate that small amounts of equity capital, patient loans, and matching grants, combined with entrepreneurial capacity building can result in thriving enterprises that serve vast numbers of the most vulnerable populations.



## 5.0. HUMAN RESOURCES DEPARTMENT

In the year 2021, we grew our HR team from four full time staff to now seven as illustrated in the figure below:



**Our staff;** as an employer, CSL is dedicated to attracting, building and retaining great talent that delivers quality results. Building a culture that is agile, Human centered, transparent and excellence. This is essential to CSL achieving its vision to be an economy where social entrepreneurs to thrive;

We maintain a lean employee structure of 7 staff and ensure that they are productive and trained. We had one staff turnover in 2021 who had to pursue further studies abroad. We undertake performance measurement which includes performance indicator settings and goals for each staff. An open door policy is encouraged so that the staff can easily iron out their challenges and obtain quick remedies

## 6.0 SUSTAINABILITY REPORT

Sustainability reporting is considered an integral part of Capital Solutions because it enables us understand, measure and communicate the company's wide performance, the board and management ensure that the objectives and goals of the company don't only focus on financial performance but encompass all aspects of the economic, social and environmental performance.

We ensure that reporting of these aspects is done annually and meets widely accepted principles and is in compliance with the provisions of international financial reporting standards, the company's act 2012.

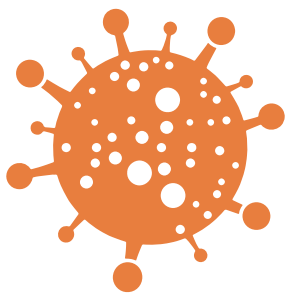


**Risk management;** Capital Solutions operates in an environment that is growing and has potential for Social entrepreneurship. There's little awareness on the sector coupled with the COVID 19 post effects to businesses in the country which destabilized the economy. All above the pose risks for the company for which successful management of both existing and emerging risks critical to the long term success of our business and to the achievement of the strategic objectives. The ultimate responsibility of the risk management with CSL is to present with the board who are supported by senior management.

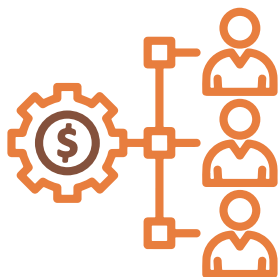
The Board established a risk management system to identify, assess, manage and monitor risks that would threaten the existence of CSL or have significant impact on the achievement of the strategic objectives. The risk management system risk includes an internally written risk management manual which instills the risk culture in the company where all staff are expected to be risk aware and expected to do the right thing.



**Business continuity plan;** Capital Solutions views Business continuity of operations as vital to its success and growth. The Business continuity plan addresses operational risks and strives to minimize any threats posed by short comings or failure of internal processes and systems. As well as external events, including natural disasters.



**Response of COVID 19;** The Covid -19 pandemic has significantly changed the landscape of all businesses across the globe, Although the number of confirmed and death cases in Uganda remains very low in comparison to other countries, the strategies adopted by government to mitigate the spread which affected many business operations. At the same time this created some opportunities to accelerate our digital platforms to reach our clientele and support Social entrepreneurs.



**Stakeholder engagement;** CSL has good governance structures which demands active engagement with stakeholders to achieve strategy. The scope of CSL and interactions with them are determined by the business operations. These engagements help the company to better manage expectations, risk, innovations and process improvements.


## OUR KEY STAKE HOLDERS

We believe that constant engagement of stakeholders will enhance our growth and sustainability to enable us understand their needs and how to better serve them




**Governance;** We proud of the ethics, governance and risk management practices that are part of who we are and how we operate. We maintain a strong relationship with our partners


## THE GOALS OF THIS EXTERNAL DIVERSITY OF PARTNERSHIPS ARE

- 


Demonstrate Longer-term Commitment

**1**
- 

Establish strong relationships

**2**
- 

Increase brand awareness & improve image

**3**
- 

Promote Social entrepreneurship to the general public

**4**

## 7.0 ECONOMIC SUSTAINABILITY



We strive to make a balance in helping our stakeholders to achieve their aspirations by conducting our business in a transparent and ethical manner that meets the requirements of good governance .To position the CSL as leading Social entrepreneur expert in Uganda , the board sets the tone for economic sustainability and has ensured that mechanisms are in place to ensure value added to our stakeholders.

Some of these mechanisms include;

1. Approval of budgets to achieve the set strategic goals
2. Review key performance indicators set
3. Holding quarterly Advisory board meetings to review and discuss strategy and actions towards improving CSL performance.

7.1 Environmental sustainability; our environmental sustainability practices are good governance and we ensure that these follow the right policies, procedures and complaint reporting arrangements.

CSL has invested in responsible printing by recycling used paper, using online document sharing internally.

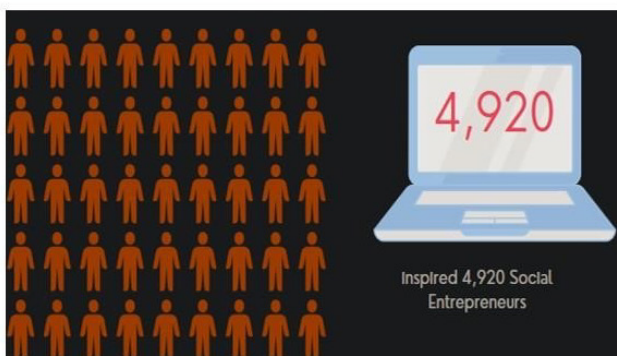
### 7.2 Social Sustainability;

CSL Directors and management of CSL focus

- Good human resource practices and decency of work.
- Creating social entrepreneurship awareness and inspire social businesses.
- Responsibility and excellence in service delivery

## 8.0. OUR IMPACT

In 2021 alone, we were able to reach over 1,850 people through our various engagements including Master classes, tweet chats, e-coffee sessions and social media among others.



## **9.0. GRANTS AND MOU'S**

We successfully implemented one Grant from Urgent Action Fund to train the women social business owners, Signed 2 MOUs with Ashoka a leading global social entrepreneurship movement building organization and also signed a partnership contract with ECO Bank.

## **10.0. CAPITAL SOLUTIONS STRATEGIC ACTIVITIES.**

We are pleased to report that in the year 2021, we were able to engage in a couple of strategic activities as listed below;

- i. We participated in the CSO sustainability meeting held on 21st September 2021 organized by CiVsource Africa where Dr. Joyce Tamale was a panelist.
- ii. Capital Solutions participated in the 6th Annual Africa Conference on Social Entrepreneurship (AACOSE). The conference was organized by Ashoka East Africa from November 25 to November 26 2021, under the theme; “Scaling Social Entrepreneurship and Change making Movement for Resilient and Sustainable Economies in Africa”. In her presentation on the transformative power of Innovation, Education & Research, Dr. Joyce Tamale, CEO Capital Solutions Ltd noted that the education sector in Africa is still traditional. She emphasized the need for critical thinking, practical skills beyond class room, problem solving and gender responsiveness. The Annual Africa Conference on Social Entrepreneurship (AACOSE) is a Pan African convening that brings together and connects first and foremost practitioners and academia in the field of social entrepreneurship, leading players in these two ecosystems and key decision makers from the private and policy sectors. AACOSE is convened by the Institute of Social Transformation (IST) at Tangaza University College and Ashoka East Africa Annually. Capital solutions is in partnership with Ashoka and are planning a research on deepening social entrepreneurship in Uganda in 2022
- iii. We had a strategic meeting with Eco bank Uganda to seek for a partnership. Eco bank partnered with Capital Solutions to Sponsor the Social Business Accelerator graduation ceremony.
- iv. We partnered with Ashoka to do a research on Social Entrepreneurship in Uganda. Meetings are ongoing.
- v. We partnered with Taslaff to train women social business owners in legal and taxation.

## 11.0. PARTNERSHIPS

Below are some of our key clients and partners.

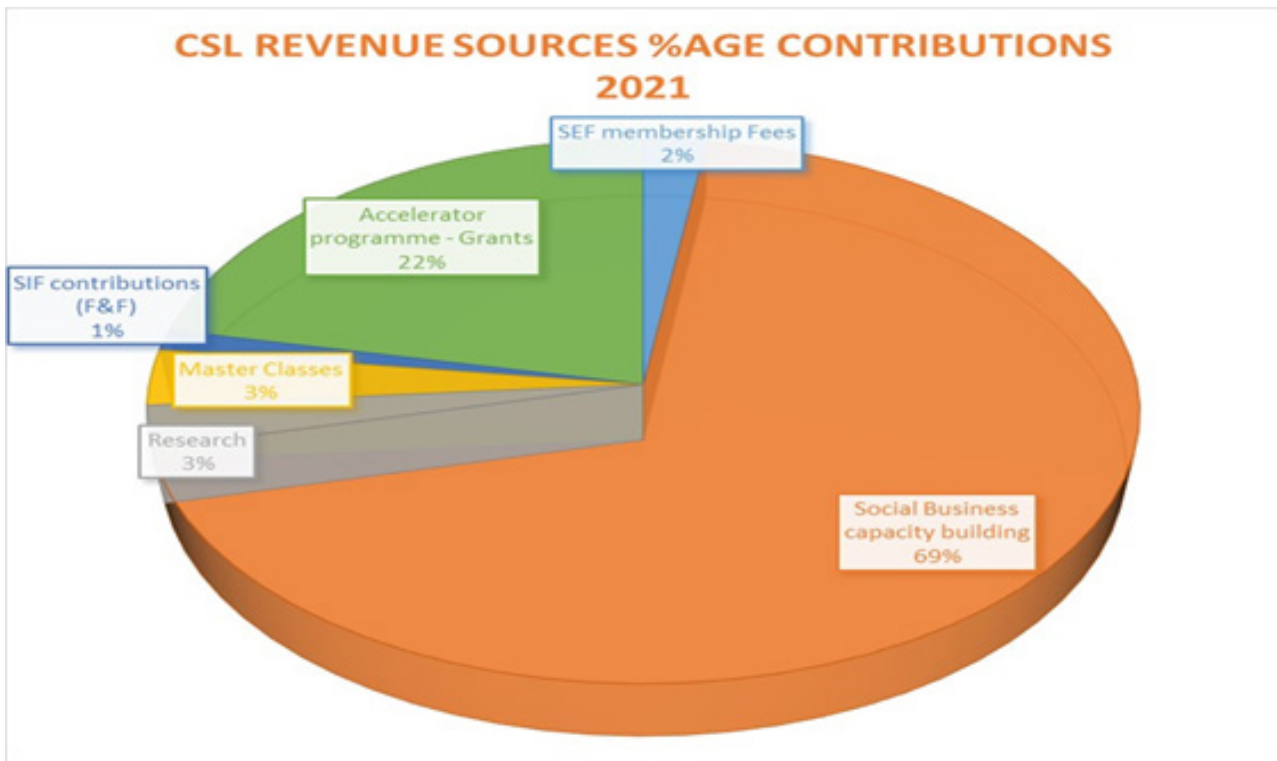
# Some of Our work Partners over the years





## 11.0. FINANCIALS

Our financial performance for the year 2021 is as illustrated in the image below with the highest revenue sources being from Social Business Capacity building.



## 13.0. APPENDIX





Plot 9-11 Coral Crescent Kololo,  
P.O. Box 75302 Kampala, Uganda  
Social Entrepreneurship Hub  
Plot No. 177, Busiro Block 375, Kajjansi  
Email: [capitalsolutionsug@gmail.com](mailto:capitalsolutionsug@gmail.com),  
[info@capitalsolutionsug.com](mailto:info@capitalsolutionsug.com)  
Website: [capitalsolutionsug.com](http://capitalsolutionsug.com)  
☎ +256 701 759377 | +256 770 679092