

# Yearbook

Yearbook  
2025

# CONTENT

Executive summary

Forward from the Team Principal

About Outbox

2025 Impact at a Glance

2025 in Review- Programs highlights

Partners Viewpoint

Stories of Impact

Learning, Challenges and Adaption

2026 Outlook

Pictorial

# FORWARD FROM THE TEAM PRINCIPAL



*By Richard Zulu*

Team Principal, Outbox



We are living in a time of profound change. The international development landscape is evolving, calling us to respond with innovation, integrity, and an unwavering commitment to the people we serve. In 2025, Outbox evolved from an entrepreneurship support organisation into a trusted implementation partner delivering scalable solutions for inclusive enterprise development. This year reaffirmed a key lesson: entrepreneurship is not simply about innovation it is about systems. Sustainable enterprises require enabling conditions that combine skills, finance, markets, infrastructure, trust, and policy alignment.

Through our work implementing national-scale programs, we have seen clear evidence that integrated interventions deliver stronger and more sustainable outcomes than fragmented support.

I extend my appreciation to our partners, development partners, delivery organisations, and entrepreneurs who continue to trust Outbox as a collaborator and implementer. As we look to 2026, our focus will remain on delivering measurable impact, strengthening learning and evidence systems, and scaling models that work so that our programs become a reliable pathway to inclusive economic transformation.

# EXECUTIVE SUMMARY

In 2025, Outbox strengthened its position as a leading implementation partner in Uganda supporting entrepreneurs, MSMEs, ecosystem actors, and development partners to unlock inclusive business growth and dignified work outcomes. Across its portfolio, Outbox moved beyond traditional incubation models to deliver implementation systems that integrate skills development, digital enablement, market access facilitation, finance linkages, and ecosystem strengthening.

A major highlight of the year was the continued implementation of the NSSF Hi-Innovator Program, which has been publicly reported to have supported over 81,078 entrepreneurs through training, enabled seed funding for 438 businesses, and contributed to 202,323 jobs created or supported. This program reflects Outbox's core capability: designing and delivering scalable entrepreneurship support models that translate learning into measurable work and enterprise outcomes.

In parallel, Outbox expanded its delivery of inclusive digital economy interventions through the 10X Program, which is designed to support young women including refugees and persons with disabilities to transition into dignified work and digitally enabled entrepreneurship. Through structured learning pathways, enterprise support cohorts, and ecosystem partnerships, Outbox contributed to increased digital adoption among MSMEs and strengthened the pipeline of entrepreneurs ready for markets, finance, and scale.

Outbox also deepened its ecosystem's convening role in 2025, collaborating with public and private stakeholders to accelerate innovation dialogue, mobilize entrepreneurs, and strengthen the national entrepreneurship support landscape. These efforts were supported by sustained communications and visibility work across Outbox's digital platforms, ensuring that opportunities, program milestones, and ecosystem learning were accessible to a wide audience.

*This report provides a consolidated overview of Outbox's 2025 achievements, evidence of impact, lessons learned, and priorities for 2026 as the organisation advances its strategic direction toward being a trusted implementer of inclusive economic transformation initiatives.*

# About Outbox



Outbox is the most trusted implementation partner delivering access-to-market and finance initiatives delivered through user-centred, service-oriented, and tech-enabled approaches for startups, MSMEs, investors, corporates, development partners and government where we operate. Outbox operates at the intersection of entrepreneurship support, digital transformation, ecosystem convening, and inclusive economic development.

Over the years, Outbox has developed the capability to deliver entrepreneurship and innovation programs at scale, grounded in user-centered design and evidence-based implementation.

**Outbox's core approach is built on combining:**

**Outbox's core approach is built on combining:**

## ■ Implementation-as-a-service



**Procurement  
-as-a-Service**



**Finance  
as-a-service**



**Project management  
as-a-service**



**Talent and  
organization**

---

## ■ Innovation as a service



**Technology advisory**



**Managed services**



**Investment Management**



# 2025 Impact at a Glance

*2025 was a year of scale and consolidation for Outbox, defined by strong program delivery, ecosystem partnerships, and measurable enterprise outcomes.*

## Impact summary:



**41,503**

TOTAL ENTREPRENEURS  
SUPPORTED



**48**

BUSINESSES RECEIVING  
SEED FUNDING



**\$743,500**

AMOUNT OF SEED  
FUNDING DEPLOYED



**2,759**

TOTAL JOBS SUPPORTED  
(NEW, IMPROVED,  
SUSTAINED)



**20,579**

TOTAL NUMBER OF YOUNG  
WOMEN SUPPORTED



**1,070**

TOTAL NUMBER OF  
BUSINESSES SUPPORTED  
(NANO, MICRO, SMALL  
AND GROWING)



**55**

DISTRICTS SERVED

■ Key sectors served:  
Agriculture, trade, services,  
digital startups, light  
manufacturing, health,  
MICE, fashion and design



# 2025 in Review Program Highlights



## NSSF Hi-Innovator Program

The NSSF Hi-Innovator Program remains one of Uganda's most visible entrepreneurship support initiatives, designed to strengthen the growth and sustainability of Ugandan enterprises while enabling job creation.

With the program now closed after five years of implementation, its cumulative impact reflects the scale and depth of what was achieved over the life of the program:

- 81,078 entrepreneurs trained
- 438 businesses seed-funded
- 202,323 jobs created or supported

Outbox contributed to program delivery through structured implementation of coordination, ecosystem engagement, and enterprise support systems that ensure entrepreneurs move from training to practical enterprise outcomes. Beyond capacity building, Hi-Innovator supports businesses through access-to-finance readiness, visibility opportunities, and business acceleration interventions that strengthen sustainability and job creation.

This program reflects Outbox's capability to implement high-scale initiatives that deliver measurable outcomes aligned to national development priorities.

## 10X Program

In 2025, Outbox advanced implementation of the 10X Program through the rollout of incubator and accelerator initiatives, deployment of digital skilling interventions, and strengthened partnerships with sub-partners and entrepreneurship support organisations. The program continued to support young women, including refugees and persons with disabilities, to access opportunities in the digital economy through practical skills, enterprise support, and pathways to dignified work.

A key milestone in 2025 was the onboarding and engagement of new implementation partners to expand program reach and deepen delivery across target communities. These included MKAZIPRENEUR Social Enterprises Ltd, dfcu Foundation, Stanbic Business Incubator Limited, Finding XY, Makerere University Business School, Private Education Development Network Limited, Challenges Capital Uganda Limited, Excel Hort Consult Agribusiness Incubator, AGDI Dairy Farm Limited, and Albertine Interventions for Development. Their participation strengthened the program's ability to reach women-led and women-inclusive MSMEs with tailored support in business growth, digital adoption, enterprise formalisation, and market readiness.

The 10X Program was structured to deliver more than training. It integrated:

- skills development and cohort-based learning
- MSME digital adoption support
- linkages to digital platforms and tools
- pathways into dignified work
- targeted enterprise growth support
- incubation and acceleration support for digital startups and MSMEs

Outbox also contributed to strengthening the pipeline of digital startups through structured challenge-based interventions aimed at supporting solution providers that enable MSMEs to digitize and scale.

# Partners Viewpoint

**Outbox's impact in 2025 was strengthened through strategic partnerships across government, development partners, private sector stakeholders, and ecosystem delivery organizations.**



**Alex Rumanyika,**  
Head of Strategy and  
Performance, NSSF

“

The key objective of the Hi-Innovator programme was to create and sustain jobs, which would translate into new members and contributions to the Fund. We therefore made it a requirement for businesses that qualify for funding, to register their employees for NSSF.

To date, the 438 SGBs that we funded have secured almost 2,000 new members and net contributions of UGX 1.7B. This is proof that our theory of change is working.

”

“

At Mkazipreneur, we support women to build self-reliant, tech-enabled businesses that create jobs and drive inclusive economic growth.

Joining the 10X Program was a natural fit, aligning with our mission to expand digital skills, strengthen financial readiness, and connect women-led enterprises to markets and funding.

”



**Immy Nakyeyune,**  
Founder & Lead,  
Mkazipreneur

# Stories of Impact



# Weaving Hope and Opportunity Through Lumbia Collection



Daniella Mwanvu, a refugee from the Democratic Republic of Congo, lives in Nakivale Refugee Settlement. For months, she ran a small shop called Lumbia Collection, where she crafted beautiful crochet bags, sweaters, scarves, and other clothing items. The business was her source of livelihood and a symbol of the new life she was working to rebuild.

One evening, after a heavy downpour, the structure housing her shop collapsed. By morning, everything Daniella had worked for was gone, her products soaked and destroyed. Faced with this devastating loss, she made a bold decision to continue her business online. She opened an Instagram store and began selling her products digitally.

During this period, Daniella learned about the 10X Program through Excel Hort Consult Agribusiness Incubator, one of the implementing partners operating in Western Uganda. Through the training, she gained essential skills in using a smartphone and the internet to grow her business. She learned how to take high-quality photos of her products, market them online, and reach customers beyond her physical location.

Today, Daniella conducts most of her business online, selling to a wider customer base and receiving orders from as far as Kampala. Lumbia Collection now stands firmly on the foundation of digital tools and new skills.

Beyond her own business growth, Daniella has become a source of support for other young refugee women. She now helps train others through the 10X Program Foundation course, translating lessons, so they are easier for them to understand and apply.

Her journey is a testament to resilience and innovation, proof that even after loss, new opportunities can emerge, and one person's determination can ripple outward to empower an entire community.

# Building Bold Digital Futures: Adok Antoinette Marie's Journey into Tech Entrepreneurship

Adok Antoinette Marie grew up in Gulu with an interest in fashion and creativity. As a person with a disability, she was often confronted with limited opportunities and low expectations. Like many young women across Uganda, she knew she had ideas and ambition but lacked access to the digital skills and tools needed to turn them into a sustainable business.

Through the Refactory 10X program, she was introduced to practical digital skills that reshaped how she saw her future. She learned how to use software to build websites, create digital portfolios, and present her work professionally online.

**“I saw a chance to prove myself as a person with disability,” Adok shared during the 2025 Digital Skills Showcase. “Now I can use different software to build websites, make portfolios, and more.”**



With the skills she attained, Adok launched an online platform to sell her fashion products, extending her reach beyond her immediate community. Looking ahead, she plans to integrate a 3D scanner into her business, an innovation that would help customers get accurate clothing sizes and reduce fitting challenges.

Adok was one of 504 graduates celebrated at the Digital Skills Showcase, held at the National ICT Innovation Hub in Nakawa under the theme “Build Bold Digital Futures.” The event highlighted what becomes possible when young people, especially women and persons with disabilities, are given access to relevant training, mentorship, and professional networks.

Across the cohort, 450 were young women, 21 were persons with disabilities, and 61% of project presenters were female.

Uganda stands at a critical moment in its digital transformation. With digital skills becoming essential across agriculture, retail, logistics, and the informal economy, inclusive skilling programs like the 10X Program: Inclusively Equipping Young Women with Advanced Digital Skills are foundational. As access to devices, connectivity, and training expands, more young women like Adok can build livelihoods that are resilient, innovative, and dignified.

# How Dr. Apoo Eva Is Transforming Rural Veterinary Care



When Dr. Apoo graduated with a diploma in Animal Production and Management in 2017, she didn't wait for employment opportunities. Instead, she took her skills directly to the farmers who needed them most.

Using a bicycle, Apoo moved from village to village across Bukedea District, offering veterinary services in communities where professional animal care was largely unavailable. Livestock diseases were common, government extension services were limited, and many professionals avoided the hard-to-reach rural areas.

As a young woman in a male-dominated field, she faced skepticism early on. However, in 2018, a livestock disease outbreak struck Bukedea, affecting animals belonging to several farmers, including those of the area's Member of Parliament. Apoo assessed the situation, diagnosed the illness, and recommended treatment. By the next day, the animals had recovered.

"That moment changed everything," she recalls. "People began to trust my work." Her growing reputation opened new doors. She later received a State House

scholarship to pursue a bachelor's degree in veterinary medicine at Makerere University, strengthening her technical expertise while continuing to serve rural farmers. Despite being in school, Apoo remained on the ground, responding to emergencies and supporting farmers who lacked access to timely veterinary care. In 2019, she was recognised as an Agricultural Youth Champion for Bukedea District under the Food and Agriculture Organization.

That same year, she joined the NSSF Hi-Innovator Program after learning about it through the MUBS Entrepreneurship Innovation and Incubation Centre. Implemented by Outbox, the program supports small and growing businesses with business development training and seed funding.

**"For the first time, I understood how to manage the business side properly," she says. With the seed funding she received, Apoo invested in a motorcycle to improve rural outreach and expanded her veterinary drug stock. Her business, Hera Agro Consultancy Ltd, now operates two outlets offering mobile veterinary services, surgeries, drug dispensing, and guidance on animal nutrition and pasture management.**

Today, the company employs six full-time staff, most of them young people and women, and remits employee contributions to NSSF. Since joining the program, the business's monthly revenue has grown by 85 percent, and her supplier network has expanded from three to eighteen companies.

# 2026 Outlook from the strategy



In 2026, Outbox will continue building its strategic direction to become a trusted implementer of scalable entrepreneurship and digital economy interventions.

Outbox will remain committed to ensuring that entrepreneurship becomes a pathway to dignified work, resilience, and inclusive economic growth.

# Pictorial







---

outbox