

CURRICULUM VITAE-

NAME OF STAFF : Twebaze Jimmy
PROFESSION : Management Consultant
DATE OF BIRTH: 6th December, 1961
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Synopsis:

24 years post-qualification working experience at Principal and Senior Management levels in both the private and government sector within and outside Uganda. Over 20 years of experience in Consultancy work. Areas of expertise – Education, Microfinance, Poverty Alleviation, Enterprise / CSO Management and Development, Strategic Planning, Planning, Implementation, Monitoring and Evaluation of Programmes, Projects, and Business Enterprises, and, Capacity Building (Project Planning, Monitoring and Evaluation, Proposal Writing, Customer Care, Consultancy Skills, etc).

Education:

University / College	Degree / Diploma obtained	Year
University of Zimbabwe	MSc. in Rural and Urban Planning specializing in Advanced Project Planning and Management <i>Thesis: Evaluating the Effects of the Harare Sheraton and Harare International Conference Centre on the Economic Development of Zimbabwe</i>	1991
University of Zimbabwe	Post-graduate Diploma in Rural and Urban Planning (Project Planning and Management)	1990
Institute of Public Administration, now Uganda Management Institute	Post-graduate Diploma in Business Management <i>Project: Improving the Marketing of a Film Service – The Case of Odeon Cinema , Kampala</i>	1987
Makerere University	B.A (Hons.) in Political Science, Public and Social Administration	1981-1984

Selected Training:

Consultancy Skills Development – Uganda Management Institute 14-18 February 2005.
Enterprise Development – Enterprise Uganda 1-13 May 2003. EMPRETECO Certificate.
Effective Board Management – Makerere University Business School 8-10 Apr.2002
Systems Management – Network Thinking 6-10 Oct 1997 Pretoria South Africa (SA)
European Development Fund Appraisal Procedures 17-21 March 1997 Gaborone
Report Writing and Effective Communication Skills – Feb 1992 Proman Consultants (SA)

Computer literacy:

MS Word, MS Excel, MS Access, MS Project, MS Publisher, MS Power Point, Pagemaker, SPSS, internet e-mail

Consultancy Work: See attached File (4 pages)

Employment Record:

CEO and Proprietor – Twebaze Business Consults (May 2017-todate)

Managing Partner – Executive Solutions International Limited (Jan 2009-todate)

Overall day to day company resources management, strategic/business planning and execution.

Principal Consultant – Strategic Management, Research and Training Centre Limited. (Jan.2006-Dec 2008). Responsible for the coordination and supervision of consultancy assignments from planning through execution. This involved business solicitation, proposal writing, negotiation, research, consultant identification, team-building and networking, and report presentations.

Chief Executive Officer – United Nations funded Kigezi Private Sector Promotion Centre Limited – covering south-western region of Uganda. March 2003 – March 2005 Originally a project of the Government of Uganda under the Income Generation and Sustainable Livelihoods Programme of the Ministry of Finance. Served as Chief Accounting Officer for the company and Secretary to the Board. Responsible for the day to day administration and strategic leadership of the company and directing the project turned company towards self-sustainability after exit of UNDP. Main stakeholders of the company were over 30 CSOs / NGOs, Micro-finance Institutions (MFIs) and other MSM Enterprises who guaranteed the company, districts, UNDP and GoU. Main function of organization – Institutional Capacity Building.

Long-term Consultant – Ministry of Education – Business, Technical, and Vocational Education and Training Department Kampala. April 2001 – March 2003

Offered expertise in the designing and implementation of Phase 1 of the Community Polytechnics Programme of Government of Uganda involving 16 new institutions, over 200 staff, 3000 trainees, completing various infrastructural developments and equipping of these institutions.

Managing Director – Computers Made Easy – Kampala. July 2000 – todate Responsible for the day to day running of this personal business engaged in Computer Training, Information and Communication Technology (public e-mail & internet) as well as Secretarial Services and Consultancy.

Training Consultant Icon Institut GmbH – Kampala (based in Germany) July 2000

Management Consultant Icon Institut GmbH – Kampala October - November 1999

As part of a 3-man Consultancy team, undertook an appraisal mission aimed at identifying private training providers that could benefit from German financial assistance towards the funding of over 35 technical and vocational schools in Uganda in partnership with Ministry of Education and Sports, on behalf of the German Development Bank (KfW). As a follow up, trained beneficiaries in the development of 5 Year Development Plans for their Centres as a basis for funds release.

Senior Technical Education Officer - Policy and Development Division, Department of Vocational Education and Training – Gaborone August 1996 – September1999 Botswana. Responsible for registration, policy, and funding issues for over 65 private vocational Schools, 6 Government Vocational Training Centres (VTCs) and 40 government aided community based Non-Governmental Organisations (called brigades) involved in training with production/income generating enterprises. Responsible for Consultants' selection, recruitment and supervision.

Acting Senior Technical Education Officer – Gaborone October 1995 – August 1996

Also reporting to the Head of Policy and Development Division, I was particularly responsible for providing professional advice on the allocation, disbursement, and eventual follow-up on the optimal utilisation of Capital Development Grants amounting to P107m (about US\$ 30m).

National Coordinator Botswana Brigades (Gaberone) March 1992 – October 1995
Coordinated all the activities of the 35 training with production brigade centres (NGOs) located throughout Botswana in line with Government Policy and Development Plans.

Principal Serowe Institute of Business Studies (Botswana) June 1991 – March 1992
Set up the Institute and was responsible for the overall management and administration of the Institute.

Management Consultant Multi-tech Management December 1989 – April 1990
Undertook various Consultancy assignments as assigned by the Executive Director. Notably, as a team member, together with the Executive Director, we carried out an ex-post evaluation of financial and management systems of Masulita Vocational Training Centre in the development of the people of Masulita. The study was commissioned by UNDP-Kampala & AICF – a French NGO.

Administration Manager Silver Springs Hotel (Kampala) March 1988 – March 1989
Profitably run the 10 Departments of the Hotel with over 200 staff within given budgets. Set up 2 new Departments -The Village and the Nest. Left as General Manager designate reporting to the Managing Director.

District Urban Officer Kabale District Local Government June 1987 – March 1988
Head the Urban Section within the District Treasury Department. Responsible for the quality of district urban areas and townships and maximization of revenue from district markets and other income generating activities. Reported to Chief Finance Officer (Treasurer).

Manager Odeon Cinema (Management. Int'l Ltd) – Kampala May 1985 – October 1985
General administrative and financial management responsibilities. Turned Odeon Cinema into the cash-cow for Management International Limited group of companies. Reported to the Managing Director.

Entertainment Manager Silver Springs Hotel (Management Int'l Ltd) Nov. 1984 – May 1985
Overseeing the entertainment and Public Relations function at the Hotel. Responsible for Conferences, receptions, fashion shows, and the discotheque.

Marketing Officer Transland Agency Limited June 1984 – Nov. 1984
In charge of the company sales force responsible for marketing the company's clearing and forwarding service.

Additional part-time paid employment jobs done:

Gazetted Expert	Ministry of Local Government (Government of Uganda) Jan.2007
Capacity Building	to date
Lecturer / Examiner	Uganda Martyrs University (part-time) – Nkozi and Rubaga campus Kampala & Uganda Management Institute (various fields) 2005 - to date
Rapporteur	UNESCO Regional Conference on Vocational Education – Kampala 2002
Rapporteur	International Conference on Training with Production: Finding the Balance – Gaberone Botswana 26-29 February 1996
Lecturer & Examiner	Botswana Institute of Bankers – Serowe and Gaberone centers 1992 - 1998 (Subjects: Money & Banking, Finance for International Trade (Foreign Exchange) I & II, Business Communication, and Marketing)
Instructional Materials Editor	Damelin School of Banking (South Africa) 1996 in the above subjects
Community Service:	
Board Member	Parents Teachers Association (PTA) Makerere College School 2002-2006 (two consecutive terms)
Chairman	Association of Ugandans in Botswana 1995-1998 (two consecutive terms)

Consultancy Assignments executed by Jimmy Twebaze

A Project Planning and Management

Proposal writing – Economic Opportunities for the Youth programme sponsored by MasterCard (Canada) for the **British Council**

Preparation of Project Proposal for the development of the Nakawa Vocational College for **Nakawa VTI**
Formulation mission – Teacher/Tutor / Instructor Project for the **Belgian Technical Cooperation (BTC)**
Developed an East African National Commissions for UNESCO Capacity Building Funding Proposal for **Uganda National Commission for UNESCO**

Lecturer in Project Planning and Management Module for MBA and MA Development Studies students at **Uganda Martyrs University** 2005 – todate

Developed Distance Learning Student Manual for Project Planning and Management Module for Department of Good Governance - **Uganda Martyrs University**

Facilitated Operational Programming and Control Training Workshop for 22 professional staff from nine **Nile Basin Initiative (NBI)** member countries (Burundi, Rwanda, DRC, Uganda, Kenya, Tanzania, Ethiopia, Egypt, and Sudan)

Prepared Funding Request Proposals for the **UNESCO** under the 9th EDF Northern Rehabilitation Programme (NURP)

Prepared Funding Request Proposals for **Basic Education in Urban Poor Areas Project (BEUPA / Kampala City Council)** under the 9th EDF Northern Rehabilitation Programme (NURP) and President Bush's Emergency Plan for Aids Relief (PEPFAR)

Prepared Funding Request Proposal for **UNESCO** for the development of a multi-million dollar Peace Education Centre and Uganda National Commission for UNESCO Headquarters Building Project

Prepared Funding Request Proposal for the Rural Electrification Programme of the **Ministry of Energy** funded by the **European Union**

Developed Feasibility Study for establishment of an **Hotel and Tourism Training Institute (HTTI)** University campus

Developed Feasibility Studies for four (4) Tourism Projects in Western Uganda for the **Uganda Sustainable Tourism Development Programme (European Union) under Ministry of Trade and Tourism**

Long-term Consultant Community Polytechnics Programme under **Business, Technical, and Vocational Education and Training (BTVET), Ministry of Education and Sports**

Selection of eligible Private Training Providers for the German Development Bank (KfW) funded projects by **Icon Institut GmbH** - Kampala

Prepared Funding Proposal - **Guivos** Vocational Training Institute under **Northern Uganda Social Action Fund (NUSAF)** funding

Prepared Funding Proposal - **Kabale Vegetable Concentrates Factory**

Prepared Funding Proposal – Multi-Purpose Kijuguta Resource Centre Project for Southern Division – **Kabale Municipality**

Prepared Funding Proposal for **Uganda Women Empowerment Association (UWEA)** to Government of Japan

B Strategic Planning, Business, and Action Planning

Moderated the 2019 National Skills Development Fund Workshop for Enabel under Support to Skilling Uganda

Lead facilitator for the Agricultural Technical and Vocational Education and Training (ATVET) Write shop and development of the Comprehensive Africa Agriculture Development Project CAADP-ATVET Toolkit on Private Sector Inputs to ATVET for The African Union Development Agency – New Partnerships for Africa's Development (AUDA-NEPAD) funded by GFA Consulting in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Consultant on Challenges of Skills and Attitudes/Work Culture in “Promoting EU and Uganda Private Sector Investments” by AECOM International Development Europe S.L.U **for European Delegation to Uganda**

Moderated the Comprehensive Africa Agriculture Development Project (CAADP) Regional Stakeholders Planning Workshop by **GiZ/NEPAD Africa**

Quantifying Business Opportunities along potential Value Chains for the East African Youth Inclusion Program (EAYIP) for **Heifer International (Uganda/Tanzania)** with support from Mastercard Foundation

Facilitated Orientation Workshop for Technical staff of Uganda Women's Entrepreneurship Programme (UWEP) on Integrity, Values and Ethical Conduct Code of Conduct and Customer Care & Public relations, Communication & Protocol in Public service for **Ministry of Gender, Labor, and Social Development**

Moderated debate on education and the workforce: Matching skills and labour market needs for **BTC HR Development Project Alumni**

Facilitated Workshop on Lobby and Advocacy for the Girls Advocacy Alliance by **Terre des Hommes**

Moderated Workshop on establishment of a Skills Development Authority for Belgian Dev. Agency (**BTC**)

Facilitated Workshop for Manufacturing Sector Skills Council membership for **Government of Uganda**

Facilitated theme on Regional Perspectives for Skilling in Oil and Gas for **Reform Task Force / RTF**

Facilitated Skilling Uganda session in the 2nd Oil & Gas Convention - **Chamber of Mines and Petroleum**

Facilitated workshop on Skills Acquisition as a Game-changer for Unemployment by **Terre des Hommes**

Management Advisor – Skilling Uganda Reform Task Force of the Ministry of Education & Sports / **BTC**

Formulation of Strategic Plan 2014/15-2018/19 for **S-M Cathan** (a leading property consultancy Group)

Training Needs Analysis for women and youth employment opportunities in the oil and gas value-chain in Buliisa and Hoima districts in the Albertine Graben of Uganda (East Africa) on behalf of **Living Earth (U)**

Facilitation of Strategic Planning Board Retreat and Crafting of Strategic Plan 2014-2018 for the **Uganda National Association of Building and Civil Engineers and Contractors (UNABCEC)**

Facilitation of Pre-Project Identification Workshop for MoES Skilling Uganda by the **World Bank** at Munyonyo Commonwealth Resort

Facilitation of Workshop on Training Levy for **Federation of Uganda Employers (FUE)**

Facilitation of development of 5 Yr Strategic Plan for the **Uganda, Business, and Technical Examinations Board (UBTEB)**

Facilitation of “Skilling Uganda” Reform Task Force Orientation Retreat for **Belgian Technical Cooperation (BTC) under the Belgo-Uganda Consultancy Fund / Ministry of Finance - GoU**

Development of 10 Year Master Development Plan (2013-2012) for a Nakawa Vocational College (from **Nakawa Vocational Training Institute - NVTI**)

Analysis of Future Skills Needs for the Oil and Gas sector in Uganda for **the ILO Regional Office – Dar-es-Salaam**

Skills gaps analysis for the private sector in Hoima District for in-put into Non-State-Actors funding Proposal to EU by **Goal (Uganda) and Bunyoro-Kitara Diocese**

Analysis of Skills for Agricultural Skills Development for Food Security in Uganda for **Embassy of the Netherlands Multi-Annual Strategic Plan 2012-2016 / Cambridge Education Limited**

Development of 10-Year Strategic and Investment Plan for the Technical and Vocational sub-sector of the Ministry of Education and Sports funded by the **Belgian Technical Cooperation and the World Bank**

Prepared 5 Year Strategic Plan for **Nile Technicom Limited**

Facilitated 2009 Annual Planning Workshop for **Action on Disability Development (ADD Uganda / United Kingdom)**

Facilitated Planning Retreat of the Industrial Training Council / Directorate of Industrial Training for the **German Technical Cooperation (GTZ) and Ministry of Education and Sports**

Developed **Uganda Cooperative Transport Union (UCTU) Strategic Plan 2007-2011**

Developed **Hotel and Tourism Training Institute (HTTI) Strategic Plan 2006 -2010, and 3 -Year Business Plan**

Facilitated review of **National Forum of Persons Having Aids in Uganda (NAFOPHANU) Strategic Plan 2006-2010, Development of Monitoring and Evaluation System and Work Plan February 2006 - February 2007** funded by **Aids Integrated Model (AIM) Uganda / JSI Inc.**

Prepared Business Plan – **Gardenia JB ICT Secretarial Bureau**

Prepared Business Plan for **JDG Africa Salt - Refinery Project**

Prepared Business Plan – **Computers Made Easy ICT Internet/Training/Secretarial Bureau**

C Monitoring, Review, and Evaluation

Assessor – Local Government Performance Assessment (13 selected districts) for FY 2017/18 carried out in Sept-Oct 2018 by **Radix Management Consult** on behalf of Office of the Prime Minister (Uganda).

Mid-term Review Strengthening Youth Employment in Agribusiness (SKY) Project implemented by **AVSI Foundation** with funding from the Embassy of the Royal Kingdom of Netherlands in Uganda

Assessor – Local Government Performance Assessment (13 selected districts) for FY 2016/17 carried out in Feb 2018 by **Ernest and Young in consortia with Europe Ltd** on behalf of Office of the Prime Minister (Uganda).

Carried out Contextual Baseline survey for **AVSI Skills for Youth Employment in Agribusiness (SKY) Project**

Evaluation of the Swisscontact implemented Worker'sPAS project: Validation of formal and non-formal skills training - funded by the **European Union**

Evaluation of the Juba Area Rehabilitation Programme – Rejaf Community Driven Protection Project for **World Vision South Sudan**

Evaluation of the Kitgum District Child Protection Project in Orom sub-county for **HORIZONT3000 / ANPPCAN – Uganda Chapter**

Facilitation of Internal Review of the Busia Municipality Waste Disposal Project **implemented by the Youth Environment Service (YES) / HORIZONT3000**

Evaluation of Fangak Reintegration and Assistance Project (FRAP II) in Jonglei State for **World Vision South Sudan**

Mid-term Evaluation of Project for Strengthening of Volunteerism for Development in Vietnam (VDVN) Project for **United Nations Volunteer Programme / Volunteer Information Resource Centre (VIRC)**

End of Project Evaluation – Emergency Recovery and Re-integration Assistance Project (ERRAP III) in Warrap and Upper Nile States for **World Vision South Sudan**

Outcomes-Impact Assessment of WATSAN Project in 6 Primary Schools in Greater Kisumu by the **African Development Bank / HORIZONT3000**

Mid-term Evaluation of Mukuru Slum Development Program (Nairobi - Kenya) an **European Commission funded Program through HORIZONT3000 East Africa Regional office**

Design of Management Information System (MIS) and Monitoring and Report System for SACCOs under the EFTIMS Project for **Uganda Cooperative Alliance**

Facilitated Workshop on Monitoring & Evaluation for staff / stakeholders for the **Uganda Bureau of Statistics (UBOS)**

Reviewed 6th GoU/UNFPA Country Program M&E Framework for the **Population Secretariat – Ministry of Finance, Planning and Economic Development**

Facilitated Workshop on Monitoring and Evaluation (with specific reference to Objectively Verifiable Indicators) for **Caritas Uganda / Norway Partnership** Board members and for Programme staff

Carried out Baseline study for **OXFAM** on Poverty, Livelihood, and Disaster Management in Bundibugyo District - Rwenzori Programme

Undertook mid-term Review of the Programme for Employment Oriented Vocational Training (PEVOT) funded by **GTZ / Ministry of Education and Sports**

Evaluation of Masulita Youth Vocational Training Project for **UNDP / AICF International**

D Organizational Assessment and Organizational Development

Conducted Organizational Assessment Exercise for the **Aids Information Centre** funded by **UPHOLD**

Undertook a Capacity Needs Assessment for Negotiation Skills for staff in the Water and Sanitation Sector in Uganda for the **Department of Water Development and the Water Engineering Development Centre (WEDC) - UK**

E Human Resource Management and Development / Capacity – Building

Prepared a Job-Readiness Skills Development Manual (Guide) for Youth in Somaliland by **Save the Children International (SCI SL)**

Facilitation of Skilling Uganda Reform Task Force workshop on dissemination of Mauritian Experience of Establishment of a Skills Development Authority – **Belgian Technical Cooperation**

Needs Assessment and Training in ICT for 290 Instructors for BTVET Department (Ministry of Education) by **UNESCO-Nairobi Regional Office**.

Interview Panel Consultant – Recruitment of Coordinator Consultancy and Management Services, and Coordinator Advisory Services - **National Forestry Authority**

Lecturer Consultancy Skills Development, Strategic Planning, Project Planning, M&E– **Uganda Martyrs University and Uganda Management Institute**

Gazetted Capacity Building Consultant – **Ministry of Local Government**

Facilitated Team Building Event for Renewable Energy Advisory Project (REAP) staff of German Technical Cooperation (**GTZ**)

Undertook the recruitment of Accountant and Internal Auditor **for the Uganda Printing and Publishing Corporation (UPPC)**

Recruited Human Resource Manager, Production Manager, and Marketing Manager **for the Uganda Printing and Publishing Corporation (UPPC)**

Facilitated Customer Care and Communication Workshop for **Ministry of Finance** staff

Capacity Building of Governance Bodies for 11 Private Sector Development Centres for **Aid Liaison Department, Ministry of Finance and UNDP**

Development of Re-profiling Manual for Private Sector Development Centres for **Aid Liaison Department, Ministry of Finance and UNDP**

Training of 33 selected Training Providers in development of Training Plans for the **German Development Bank (KfW)** funded projects

E Microfinance

Capacity-building of SACCOs staff in West Nile region in 5 modules for the **Microfinance Support Centre Limited**

Drafted MFI Performance Monitoring Tool 2007 Manual for the **Association of Microfinance Institutions in Uganda (AMFIU)**

Developed a SACCO Module, TOT Manual & Tool-kit for MFIs for the **Association of Microfinance Institutions in Uganda (AMFIU)**

Developed Microfinance Training Manual for postgraduate long distance MBA students for the **Institute of Ethics and Development Studies – Uganda Martyrs University**

Capacity Building in Microfinance Best Practice for selected staff from 36 Micro Finance Institutions in six (6) districts from South and Western Uganda funded by **PRIME-WEST (Uganda- a local subsidiary of Development Alternatives Inc. - USA) under USAID**

Other Assignments

Conducted Research on tourist-flow patterns to the Mt. Muhabura and Bwindi Impenetrable Forests of Kisoro & Kanungu Mt. Gorillas for the **Uganda Sustainable Tourism Development Programme under the Ministry of Tourism and Industry**

Drafted Post-Primary Education and Training (PPET) Policy and Vocational Education and Training Strategy for **BTVET, Ministry of Education and Sports**

Developed National Policy on Vocational Education and Training for **Government of Botswana / GTZ**

