


CURRICULUM VITAE	
ROSEMARY IWANU MUTYABULE	
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DoB: 31st December 1968	
Nationality Ugandan	

1. SUMMARY OF PROFILE

I am an Enterprise Development Specialist with versatile experience in small enterprise promotion and private sector development. Over the last 30 years, I have worked with dynamic private sector support institutions notably Uganda Investment Authority (10 years) and currently with Enterprise Uganda (20 years) at senior management level.

As a result of 30 years of experience, I have developed professional expertise in the delivery of business development solutions to MSMEs; Project design and management; training of businesses in entrepreneurship and a range of business management skills; provision of business counseling and advisory services to SMEs; policy advocacy aimed at creating an enabling environment for small and medium enterprises; working with multiple stakeholders in SME development in both private and public sectors, including financial institutions; and resource mobilization.

2. EDUCATION

- 1997-8 Masters degree in Business Administration (Corporate Strategy and Economic Policy), with **Distinction**, Maastricht School of Management – The Netherlands
- 1988-91 Bachelor of Arts degree in Economics and Social Administration (**Upper Second**), Makerere University –Kampala Uganda

ADDITIONAL TRAINING

- 1994 Certificate in Agro-industrial project planning and appraisal, University of Bradford -United Kingdom.

- 2000 Advanced Certificate in Environmental Impact Assessment, SB Natura Stockholm- Sweden
- 2012 Certificate in Project monitoring and evaluation; Bangkok, Thailand
- 2018 Savings Groups - Program Design and Implementation Management in Kigali, Rwanda.
- 2016 The Effective Director training on corporate governance by Strathmore Business School in Kampala.
- 2016 'Knowledge Management Training in Bangkok – Thailand
- 2015 Development Evaluation training in Carlton University - Ottawa – Canada
- 2014 Leadership Training at the Management Development Institute in India.
- 2012 Sustainable Micro-Enterprise Development Training In Boston – USA
- 2010 Training in Project and Program Impact Assessment by SETYM International in Montreal – Canada
- 2009 Training in Small Enterprise Promotion by UNIDO – Bahrain
- 2008 Training of Trainers under Business Edge, an IFC product that improves enterprise competitiveness.
- 2007 Managing Business Development Services for Increased Impact by ILO, Turin, Italy
- 2006 Policies and Institutions to improve SME Competitiveness by the International Training Institute of Singapore/Commonwealth Secretariat

3. LANGUAGES

English, Kiswahili, Ateso, Luganda, Lugishu and Lunyakitara

4. WORK EXPERIENCE

- 2001 - to date Director, **Business Advisory and Consultancy Services; Enterprise Uganda, Kampala, Uganda.**
- Responsible** for providing strategic leadership to the Business Advisory Services Department, a core department in the institution with a mandate to provide entrepreneurship and Business development services to Micro, Small and Medium enterprises across all economic sectors in Uganda. Responsibilities include; - preparing annual work plans and budgets and ensuring that the department achieves set performance targets; leading and supervising a team that delivers entrepreneurship and Management training; Coordinating the implementation of various external stakeholder-funded programs e.g.
- A USD 250,000 SIDA-funded Business Linkage program, a component within the department that aims to strengthen the partnerships between 6 large Ugandan companies on the

one-hand, and their SME distributors and/or suppliers, on the other.

- A UK Pounds 2.7 million Northern Uganda Youth Empowerment program, (NUYEP) funded by DFID to empower 15,920 youth to start and run business.
- A US\$ 2.6 million Development of Inclusive Markets for Agriculture and Tourism program (DIMAT), a value chain development program funded by UNDP - Uganda.
- A US\$ 2 million Norwegian funded Strengthening Women Entrepreneurs' program (SWEP) that economically empowers 5,530 rural women in agri-business in the greater North of Uganda.
 - Agriculture Cluster Development Project (ACDP), funded by the World Bank, in partnership with Ministry of Agriculture, Animal industry and Fisheries (MAAIF) aimed at strengthening the agribusiness capacities of 570 farmer organisations across 57 districts in Uganda.

1992-2001

Assistant Director, Investment Facilitation, **Uganda Investment Authority**, Kampala, Uganda.

Responsible for promoting and facilitate foreign and local private sector investment in Uganda. My responsibilities included; -

- Organizing local and international investment promotion missions.
- Provision of aftercare services to licensed investors.
- Liaison with various government ministries, parastatals and organizations that provide critical services to investors, so as to ensure that their services are streamlined and investors are handled swiftly. This mainly focused on utility providers and secondary license providers.
- Policy advocacy.
- Design and dissemination of information to potential investors on the investment climate in Uganda.
- Coordinate annual Investor Surveys aimed at establishing progress made by investors in project implementation, and obtaining feedback from investors on problems faced.
- Coordinate the UIA Women Entrepreneurs Network, an association of over 150 SME women entrepreneurs in Uganda, whose objective is to promote access to information through networking, sharing of best practices, and mentoring.

5. GOVERNANCE EXPERIENCE

- 2016 - 2023** Chair of Council, **Busitema University**, a multicampus government university located in Eastern Uganda.
- 2012-2021** Member, Women Business Advisory Council of **DFCU Bank**. The council gives advice and support to the Board of directors on gender related issues as they affect business.
- 2018 - 2021** Board member, **SOS Children’s village**, an international NGO that keeps families together, provides alternative care to vulnerable young people, and advocates for the rights of children.
- 2014 - 2017** Board member, **Habitat for Humanity -Uganda**, an NGO that provides social housing support for vulnerable rural households, especially women; vulnerable children; and orphans.
- 2012 - 2015** Board member, **Gatsby Micro Finance Limited (GMFL)**, a Tier IV institution from.

6. POLICY ADVOCACY/ SPECIAL ASSIGNMENTS AT NATIONAL LEVEL

- 2021 - 22** Coordinated the development of National Business Development Services Framework to streamline and mainstream BDS delivery to MSMEs by both public and private sector. The framework was launched in September 2022 by the Permanent Secretary, Ministry of Finance, Planning and Economic Development, and provides a policy framework to guide BDS coordination and implementation.
- 2019-21** Coordinated the ACDP program in partnership with MAAIF that supported 570 Farmer organisations to build the agribusiness capacities; build strategic partnerships and grow their farming enterprises.
- 2021 - 22** Team member on the national taskforce of the PDM Financial Inclusion Pillar that developed guidelines for delivery of BDS to PDM SACCOs.
- 20208 - 22** Co-chair of the Private Sector development Program technical working group that coordinates all stakeholders involved in the implementation of the private sector program of the NDP 3.
- 2018 - 23** Lead Facilitator in the delivery of entrepreneurship and financial literacy skills transfer to staff of public and private universities across Africa under Regional Universities forum for capacity building in Agriculture (RUFORUM). Coordinated the “Skill for life” program

sponsored by Uganda breweries where 70 young people from vocational institutions in Northern and Western Uganda were given entrepreneurship skills and business mentorship to do business.

- 2018** Coordinated a survey of the Uganda Entrepreneurial Ecosystem that highlighted the binding constraints faced by SMEs in Uganda. Produced a report that highlights the status of the ecosystem that formed a basis for further study of the MSME ecosystem with a view to streamlining it.
- 2013-15** Coordinated Value Chain studies on five crops namely;- Rice, Beans, Cassava, Coffee and Honey under the Development of Inclusive Markets for Agriculture project (DIMAT) funded by UNDP.
- 2011** **Coordinated** a Baseline survey to determine the Socio-Economic status of women entrepreneurs in Northern Uganda under the Strengthening Women Entrepreneurs Project (SWEPII).
- 2010.** A member of the national taskforce that is working in partnership with The Commonwealth Secretariat (UK) and Public Procurement & Disposal of Assets (PPDA) to mainstream SME participation in public procurement as another way of fast-tracking SME growth in Uganda.
- 2010.** A member of the national Taskforce on Elimination of Non-Tariff Barriers under the East African common Market. My contribution is to identify challenges faced by SMEs in doing business across the Ugandan borders and ensure these challenges are included in the national submission. In the process a number of major NTBs have already been addressed, therefore improving the business environment in Uganda.
- 2006/7** **Team leader** of the 'Competency Development' team, a component of the national taskforce that developed the National Export Strategy for Uganda with support from the Commonwealth Secretariat.
- 2005** Team leader on an assignment on the development of Strategic Business and Marketing Plans for 11 UNDP District Promotion Centers (DPCs). The business planning exercise was aimed at building the DPCs sustainability. 8 of these centers are now operating independent of UNDP.
- 2003** Member of the National Taskforce on improving access to finance by SMEs, inaugurated in May 2002 by Ministry of Finance, Bank of Uganda and various stakeholders in the financial sector. The effort

has resulted in change in attitude of banks towards SMEs. Almost all banks have shifted focus to SMEs and have set up SME desks.

- 2000** Established the UIA Women Entrepreneurs Network. This is an association of over 150 women entrepreneurs in Uganda, whose objective is to promote access to information through networking, mentoring, sharing of best practices, and information exchange.
- 2000** Coordinated the UIA Taskforce on streamlining government machinery appointed by the Minister for Planning and Investment. The taskforce was mandated to work with public agencies to make them customer-oriented and help them create 'Client Charters', in a bid to improve their service delivery procedures and the overall investment climate. As a result, National Water and Sewerage Corporation set up a customer department and improved customer handling.

7. LIST OF WORKING PAPERS AND DOCUMENTS

- A Manual for farmer Organization development under the ACDP project - August 2020
- A User handbook for the Parish Revolving Fund under the Parish Development Model - October 2022
- A paper on "Mainstreaming gender in Trade - Uganda's experience" presented at the Expert Round-Table on the Gender Dimension of Aid for Trade organized by ITC in Geneva in **October 2010**.
- A paper on "Integrating gender in the Uganda National Export Strategy" presented at the Commonwealth secretariat in **May 2009**.
- "Improving access to Finance (as a contributing author) - Published by UNCTAD, Geneva, **2002**.
- "Commonwealth Business women - trade matters, best practices and success stories (as a contributing author) - Published by Commonwealth Secretariat, UK, **2002**.
- A paper on "Franchising in Uganda" at a seminar organized by the Joint African Institute/ADB/World Bank in Morocco in 2006.
- A paper on Women's role in Economic development of Uganda at an international conference organized by the Commonwealth secretariat in South Africa in **2001**.
- A paper on corporate governance challenges in Uganda at an international conference organized by the corporate governance institute of Uganda in South Africa in **2000**.
- A paper on "Identification of a business opportunity and how to start a business" to employees of Posta Uganda, Uganda Railways Corporation, Bank of Uganda and Uganda Revenue Authority in **2004/5**.

- Several presentations on “Choosing Uganda as the best investment destination in Africa” at several international investment promotion seminars in India; Kenya; South Africa; and Malaysia from **1994 – 2000**.
- Two Technical papers presented at a senior policy seminar on foreign investment and Economic growth in Kampala in **1999**.

8. REFEREES

1. Charles Ocici, Executive Director, Enterprise Uganda.
ocici@enterprise.co.ug (0772-699808)
2. Mary Mabweijano, Senior Program Manager, Embassy of Norway,
Mary.Mabweijano@mfa.no (0772-684472)
3. Mr. Patrick Ocailap, Deputy Secretary to Treasury, Ministry of Finance, Planning and Economic Development (0752-700004)
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I hereby declare that the information supplied above is correct and accurate to the best of my knowledge.



ROSEMARY IWANU MUTYABULE