**CURRICULUM VITAE**

**1.0 Personal Details**

**1.1 Names**: Kabwechere Kasomore Francis

**Date of Birth:**  10/03/ 1958

**1.2 Profession(s):** Public Service Reforms, Functional reviews, Change Management, Good Governance, Local Government Decentralisation, Human Resources Management and Development, Institutional/Organizational development, Capacity Building, Project Planning, Management and Evaluation.

**1.3 Permanent Address**: P.O.Box 324 Kampala Uganda

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**2.0 Key Qualification**:

An accomplished Independent Professional is seeking a challenging position of International Consultant/Advisor. Francis has over 20 years of direct working experience in senior managerial and advisory positions in managing and implementing change management and Public Service Reform programmes funded and implemented by UNDP, Government Ministries, European Union, SWISS CONTACT, The World Bank**,** Danida, Belgian Technical Cooperation (BTC), Department for International Development (DFID), WTO/UNCTAD,UNIDO, NGOs and the Private Sector.

These programmes have always had ultimate goals of reducing poverty in the rural and urban areas of various countries where many people live in severe poverty. The programme interventions have always paved ways for other actors, including Government, civil society and the private sector, to complement their endeavours through implementing National Development Strategies. Their change areas are normally Agriculture and Rural Development, Good Governance, Civil Service Reforms, Civil Society Engagement, Public Private Sector Partnerships, Technical Vocational Education and Training (TVET), Institutional Development, Human Resources Management and Development. **He is currently working as UNDP Functional Review Expert for the Government of Puntland in Somalia.**

Francis has vast hands on working experience in the Horn, East and Central Africa. He has outstanding experience in evaluating results measured by satisfaction surveys. He has designed and implemented performance improvement interventions using revised Performance Management Systems. He is able to measure service delivery charters and design self-assessment tools, improve personnel management within the public service and promote enhanced access to information and participation in decision making for non-state stakeholders. He has been working and clearly understands the public service governance in sub-Saharan Africa generally.

Francis has over 20 years experience in assisting Government Ministries and institutions to respond to change drivers to ensure poverty reduction and socio-economic growth through implementing Change Management Plans and managing change and restructuring projects. He also has vast experience in Public Service Reforms, Local Government Decentralisation and Results Based Management. That has enabled him to bring to the programmes both efficiency and effectiveness in the long run, and to help them reduce the reliance on expensive staff. The programmes have transformed ministries and they are now operated and managed by their civil servants through transforming the directorates, departments and field units to operate more efficiently, cost-effectively and with greater transparency.

He has hands on experience in systems development, capacity building and technical assistance (TA) in his areas of expertise. He has over 20 years experience in the implementation of change management plans which involve overarching organizational and functional reviews of the entire ministries including all the Directorates, Departments, Programs, Provincial Rural Rehabilitation and Development Directorates (PRRDs).In 2013 he carried out a functional review assignment for Local Governments and the Ministry of Public Service in the Republic of South Sudan and in 2012, he implemented a change management consultancy at ASARECA which covered 11 countries in East and Central Africa. The South Sudan assignment devolved planning, budgeting and financial authority from the centre to the Counties and the delegation of authority required policy, procedure and regulatory changes, particularly with regards to the delegated planning, budgeting and financial authority given to the Counties. In delivering this change, his team actively worked with cross-Government support and agreement that enabled the necessary and far-reaching changes. The leadership of the Ministry of Labour and Public Service plus the Local Government Board established a Functional Review Unit which co-ordinated the reform process. It delivered targeted institutional and human capacity building activities, so as to achieve sustainable rural development outcomes and reduced the cost of service delivery through mainstreaming of programs activities into the core functions of the County Ministry directorates and departments. The reform process was expected to significantly increase the capacity of civil servants in the Counties if war had not started in December 2013. The Programme was implemented with the support from the Capacity Building Trust Fund and the European Union in association with the World Bank.

Francis is able to work as a Counterpart to the Head of Change Management Unit and provide technical assistance to Government Ministries. Using his knowledge and skills acquired over 20 years, he is able to guide the implementation of change management plans, which broadly include organizational reviews, management systems development, and training and capacity building. He is also able to provide help to the Ministry to hire consultancy firms to undertake the organizational review of the Ministry; and develop management systems (including policies, procedures and regulations), and to train and build capacity of the staff to take on new responsibilities and use the newly developed systems.

Using his experience of working with internal committees and the acquisition of external support from other public institutions (e.g. civil service commission, judiciary etc.) he is able to guide the implementation of Change Management Plans and reform processes, review periodically and advise Ministry leaderships on the contractual performance of the contracted firms, and on legal, policy and strategic issues related to the contracts.

Francis has designed and provided overall technical backstopping to the Change Management Units of Ministries, including guidance on the day-to-day implementation of the reform processes, provided technical expertise and strategic guidance to Change Management Units on planning, budgeting, and execution of annual work plans and budgets, provided support to Change Management Units to develop overall and annual procurement plans for goods and consulting services, as well as execution of the plans.

Since 1991 he has been supporting the capacity building of various Ministry heads of directorates and departments and he has ensured their increased understanding of the technical and change management aspects of functional reforms; and capacity building programs for greater ownership and sustainability. He has vast experience in developing systems for regular monitoring and reporting to donors like the UNDP, the World Bank and the EU on agreed reforms, including the consultative process; rules, procedures and regulations; systems and human resource development. He mainstreams crosscutting issues such as gender, counter-narcotics and anti-corruption within the implementation processes of the Change Management Plans, including identifying agreed indicators of progress.

Francis has excellent reporting skills and he is able to prepare quarterly and annual progress reports on the implementation of the Change Management Plans and submit them to the Ministry leaderships and the donors in a timely manner. Particular examples of his abilities and achievements are in the experience part of this CV.

Francis is an excellent Strategic Partnerships builder. He displays initiative, sets challenging outputs for himself and he is willing to accept new work assignments. He takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved, he promotes organizational agenda, promotes organizational learning and knowledge sharing, makes cases for innovative ideas documenting successes and building them into the design of new approaches and tools.

He understands more advanced aspects of his primary area of specialization as well as the fundamental concepts of related disciplines, serves as internal consultant in the area of expertise and shares knowledge with Staff. He continuously seeks new and improved methods and systems for accomplishing the work at hand, keeps abreast of new developments in the areas of professional discipline and job knowledge and seeks to develop himself professionally. He also demonstrates comprehensive knowledge of information technology and applies it in his assignments.

Francis promotes Organizational Change and Development and he has designed and implemented several organizational change programmes. To manage change, he provides counselling and coaching to colleagues, who are dealing with change, assists in the development of policies, communications, and change strategies and performs appropriate work analysis and assists in the redesigning to establish clear standards for implementation and he is client oriented.

Francis takes decisions and uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively.

He solicits for feedback on service provision and quality and promotes Accountability and Results-Based Management. He promotes ethics and integrity, creates organizational precedents ,builds support and political acumen, builds staff competence, creates environments of creativity and innovation, builds and promotes effective teams, creates and promotes enabling environment for open communication and creates emotionally intelligent organizations. He is a fair and transparent decision maker though he takes calculated risks as well.

Francis has International experience and he has worked in Somalia, Uganda, Kenya, Tanzania, Rwanda, Burundi, DRCongo, Sudan, Eritrea, Ethiopia, Ireland, Madagascar and the United Kingdom. He has also travelled to Austria, Switzerland, Egypt, South Africa, Thailand and United States of America for meetings. He studied in Uganda, Ireland and the United Kingdom.

Francis holds a Master’s Degree in Manpower Studies from the Polytechnic of Central London (1988).The areas of study covered organizational analysis, organizational development, consultancy and intervention skills, corporate manpower decisions and manpower planning. He also attended a Management Development programme at the Irish Management Institute in Dublin (1884).He graduated from Makerere University Kampala Uganda with a B.A degree in Political Science and Public Administration (1982).He can use modern methods of programme /project design and organizational /institutional assessment, monitoring and evaluation, he has strong communication skills, he is able to handle details and present a persuasive cases, he is able to work harmoniously with persons of different nationalities and cultural backgrounds. He also has initiative and proven ability to work with little supervision, excellent written and verbal English and Swahili communication skills with slight French.

Francis is willing and able to work anywhere on the globe where there is a challenging assignment and he can travel within 14 working days after signing the contract.

3.0 Computer Skills

Microsoft word

Microsoft PowerPoint

Microsoft Excel

SPSS

Lotus Notes

Word perfect

ORION

EAZEWORK

4.0 Short courses, workshops and seminars attended since 1991

29th to 30th June 2011: Attended the Making Finance Work for Africa Zipping Finance and Farming in Africa conference in Kampala.

**15th to 19th Nov 2010:** Attended the Balanced Score Card Boot Camp by the Balanced Score Card Institute (USA) in Johannesburg South Africa.

**13th July 2010:** Completed the UNDP Advanced Security in the Field course.

**July 2010:** UNDP Basic Security in the Field –Staff Safety, Health and Welfare (on line)

June 2009: June 15th to 19th: Attended a workshop on revised standard courses for Local Governments in Tanzania and presented the draft of Course 8 – Project Planning and management, Environmental Impact Assessment and Financial Management .The workshop was conducted by INWENT in Dar es Salaam Tanzania.

August 25th to 29th 2008: Attended a Public Seminar on dispute prevention and resolution mechanisms and techniques to improve harmonious Labour Relations at the work place at the Bank of Tanzania Training Institute Mwanza in Tanzania. It was organised by Association of Tanzania Employers (ATE)

April 2003: Attended the Sub Regional Workshop for Employers on Competitiveness and productivity – The Human dimension 23rd –25th April 2003 at Speke Resort Munyonyo Kampala

**Jan 2002:** Attended the Operation Lifeline Sudan Security Training workshop for people working in war torn and high-risk areas at Landmark Hotel Nairobi Kenya.

**Nov 2001:** Attended a course on delivering cost effectiveness at Templeton College in Oxford (UK).

**July 1999**: Attended a workshop on Productivity management as a strategy for competitiveness in a new global environment. It was organised by ILO and Federation of Uganda Employers in Entebbe Uganda.

**March 1998**: Attended the Local Government and Training Symposium in Durban South Africa.

**Nov to Dec 1997**: Attended the WTO/UNCTAD/ITC Training of Trainers training course in Geneva Switzerland.

**March 1996**: Attended the Association of African Public Administrators and Managers conference in Cairo Egypt.

**May 1994**: Attended a seminar on instituting appropriate information systems in Public Enterprises at Sheraton Hotel Kampala. It was organised by International Development Association and Public Enterprises Reform and Divestiture Secretariat Kampala.

**Feb 1994**: Attended a workshop on agreed objectives and targets for Public Industrial Enterprises. It was sponsored by International Development Association, Public Enterprises Reform and Divestiture Secretariat

**October 1992**: Attended the regional Round Table conference on Public Enterprises Reform and Divestiture Secretariat and the Commonwealth Secretariat.

**August 1991:** Attended the Industrial Clinic organised by Federation of Uganda Employers.

**April 1991:** Attended the Personnel Management Course Organised by International Labor Organisation, Confederation (ILO) of Norwegian Business and Industry (NORAD) and Federation of Uganda Employers (FUE)

### 5.0 Employment Record

### January 2011 to date: Independent Consultant in Change Management, Human Resources Management and Development, Organizational Development, Good Governance, Project Planning, Management and Evaluation.

**Assignments:**

**January 2015 –On Going: UNDP Functional Review Expert** for theGovernment of Puntland.

Tasks/Responsibilities/Activities:

To Perform a functional review of selected Ministries and Agencies of the Government of Puntland, draft administrative regulations for these selected Ministries and public agencies (including departments),and conduct a half day workshop summarising the findings of the review and a half day workshop on the drafts of administrative regulations

Follow up on the implementation of the recommendations that came out of the first wave of the implemented Functional Reviews and support the individual partners with practical advice on how to proceed.

**December 2014: Team Leader/Consultant for** designing and conducting a Monitoring and Evaluation programme for SWISSCONTACT at IPRC West Kibuye – Republic of Rwanda.

Tasks/Responsibilities/Activities:

Designed the training programme, designed the training materials e.g case studies, simulex exercises, games, notes, handouts and power point presentations. Also delivered the training, wrote the training report and presented it.

**1st September to 31st December 2013:** **Human Resources Management Specialist** GATC 11 Project Ministry of Finance & Economic Planning P. O. Box 195 Juba South Sudan.

Tasks/Responsibilities/Activities:

Was responsible for; developing the Interim Local Government HRM Manual; ssupporting the development of the Model Local Government Functional Structure and identifying issues to be addressed in the longer-term policymaking process.

Worked in close coordination with the Under Secretary of Human Resources Management and Development, the team of counterparts, other relevant directors, and relevant advisors at ministries of Finance, Public Service and the Local Government Board.

Reviewed the then existing HR systems, policies, procedures, functions, structures and processes making sure that they were aligned with Public Service Commission policies; assisted the HR directorate in developing long and short term HR strategy, clearly showing HR needs and how HR Directorate will fulfil them, assisted and trained relevant staff; trained the national staff on core themes of the Human Resource Management; assisted and supported each section (Recruitment, Employee Relations, Performance Appraisal, Capacity Development and Organizational Development) within the HR Directorate to identify processes to improve; assisted the development of a comprehensive system and structure for human resource management, and institutionalized HR policies and procedures considering Civil Service Commission guidelines; assisted and trained the designated counterparts on implementation of the HR Strategy in close conjunction with the HR director and the senior management team; developed comprehensive Retention/Maintenance Policies and Procedures for the Ministries HR Department based on the Public Service and Civil Service Law; designed and trained the relevant counterparts on how to implement a transparent staff performance management system which is linked to the training development programs and has the necessary staff incentive systems to ensure compliance with the new system of Pay and Grading; developed a comprehensive Capacity Development Plan for HR Directorate; assisted the HR directorate on performing a wide range of human resources audit activities internally; developed the Monitoring and Evaluation Log Frame for HR and other tools necessary for effectively improving the HR processes and services; provided guidelines for trainings (on-the-job and off-the-job) to HR staff members on organizational development and design; advised on all human resources systems and procedures, including recruitment and selection, training and development, performance management, conflict resolution, and compensation/rewards management.

Provided training guidelines to the HR staff on recruitment techniques and interviewing skills, assisted the HR directorate on HR development planning; established comprehensive Complaint system consistent with the Conflict Resolution Guidelines approved by the Public Service Commission and assisted HR directorate on the development of a motivational plan.

**1st Nov 2012 31st August 2013:** **Change Management Consultant** at the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA).The association is Multidonor funded and the World Bank is managing the fund which is over US$50 Million. ASARECA works in Uganda, Kenya, Tanzania, Rwanda, Burundi, DRCongo, South Sudan, Sudan, Eritrea, Ethiopia and Madagascar.

Tasks/Responsibilities/Activities:

Was responsible for initiating and advising on change to ensure that scientific and managerial staff to deliver the Operational Plan 2 (2014 to 202018) which was the second phase of the 10 year strategic plan. Was advising the Head of HR and Administration unit who lead on implementation of human resource practices and objectives that provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a superior workforce. Was assisting in fostering a workplace environment and culture consistent with ASARECA’S values and mission and developing and reviewing the human resource strategy and policies that reflect ASARECA’S 10 year strategic plan. Advised on coordination and implementation of quality services, policies and programs through Human Resources (HR) staff, advised on managing timely and appropriate performance management processes in conjunction with senior managers. Also advised on the coordination of ASARECA’s talent management processes, training and development activities, and ensuring succession planning for future staffing. He also participated in ensuring mitigation of risk in ASARECA’s activities within HR.

**2012 June 25th to 30th 2012**: Facilitating the development of a change management strategy, planning and facilitated the strategic/sustainability planning process and training board members and managers of organizations funded by **fhi360** in Tanzania.

Contracting organization: This was a subcontract from MS-Training Centre for Development Cooperation.

**2012 May 16th to 18th 2012:** Facilitating the development of a change management strategy, planning and facilitating the Strategic and Sustainability planning process for the board and management of Transparency International Uganda.

**2012 May 7th to 11th** **2012:** facilitating the development of a change management strategy, planning and facilitating the Strategic Plan review, Board Governance and Change Management Training for the Board Members and Management of Kenya Community Health Financing Association.

### 2012 January 13th to 17th 2012: Facilitated the Human Resource and Organizational Development module on the B.A in Development Studies course at MS-TCDC in Arusha Tanzania

### September 7th to 24th 2011: End of project evaluation for the Agriculture and Environmental Education Project for FARM Africa in Tanzania. FARM Africa is an NGO and it works with small holders, pastoralists and forest communities, helping them to become self-sufficient.

Tasks/Responsibilities/Activities:

He designed the project evaluation tools, recruited research assistants trained them in the use of the tools and managed the project evaluation exercise. He then analysed the findings, wrote an evaluation report and submitted it.

### April to May 2011: Completed the end of term evaluation for the Hivos: TA O52S03; Cordaid: 154/10114A at Faida Market Link Company Limited in Tanzania. FaidaMali links small farmers to markets along the value chain.

Tasks/Responsibilities/Activities:

He designed the project evaluation tools, recruited research assistants trained them in the use of the tools and managed the project evaluation exercise. He then analysed the findings, wrote an evaluation report and submitted it.

### March to April 2011: Evaluated the Kilimanjaro Diabetic Programme

Contracting organization/Authority: The evaluation was funded by Aus Aid.

Tasks/Responsibilities/Activities:

He designed the project evaluation tools, recruited research assistants trained them in the use of the tools and managed the project evaluation exercise. He then analysed the findings, wrote an evaluation report and submitted it.

**Jan.2011:** Delivered the HR and OD module for B.A in Development Studies at MS-TCDC in Arusha Tanzania.

**Jan.2011:** Delivered the HR and OD module for B.A in Development Studies at MS-TCDC in Arusha Tanzania**.**

**Jan.2011:** Delivered the Project Planning and Management Course at MS-TCDC in Arusha Tanzania

**1st January 2008 to December 2010:** Regional Training and Development Advisor at MS Training Centre for Development Cooperation – Arusha Tanzania.

Was Responsible for designing and conducting training programmes in Human resources Management and institutional development, project planning and management, Publc Private Partnerships plus governance. In 2009, Francis reviewed and implemented the Participant’s Hand Book for Course number 8 (Project Planning, Environmental Impact Assessment and Financial Management for Local Governments in Tanzania) while working as a Consultant for INWENT Capacity Building International (Internationale Weiterbildung und Entwicklung GmbH) & GIZ and President’s Office – Regional Administration & Local Government (PMO-RALG).

He also delivered several on consultancy programmes in project planning and management, Institutional Development and Good Governance in East and South Africa.

**1st August 2002 to Dec 2007:** Independent Organizational Reform Consultant Designing and conducting short term Change Management and governance training programmes for various clients including IDA, DANIDA, DFID, WTO, NGOs, Belgian Technical Cooperation, The private sector WFP and Uganda Government.

**2.10.2000 to 19.7.2002:** Oxfam GB Regional Human Resources Manager for the Horn, East and Central Africa. (HECA) based in Nairobi Kenya with international travel and reporting to The Regional Director.

Was responsible for: Leading the development and implementation of the regional HR strategy, ensuring its alignment with overall regional objectives, Developing and contributing to the formulation of divisional and corporate HR strategy, Acting as a key member of the HR team, developing, contributing to and leading on divisional and corporate projects, Contributing to the overall management of the region, Influencing divisional change management and organisational development, driving learning and development through the management line within the region, Consulting and negotiating with staff associations when appropriate in formulation of new policies, Providing the Regional Director with sound and effective advice on all staff issues, Leading negotiations of favourable employment conditions with ministries of labour within the region, Responsible for the effective implementation and development of the full suite of HR practices according to best practice and legal obligations including :recruitment, selection, reward management, health and safety, diversity, employee relations, change management, and learning and development. Leading the implementation of key divisional and corporate HR initiatives at a regional level e.g. rolling out the new performance Management strategy and introduction of a behavioural competency framework.

Major Accomplishments:Established performance management system in the region, Reviewed remuneration packages for staff in the region, harmonised the staff charters with local in country labour laws in the region and set up salary structures for in country programmes in the region.

**15th October 1998 to 30th September 2000:**K.Management & Business Services ltd -Managing Director based in Kampala Uganda with international travel and reporting to the Board.

Was responsible for: Co- coordinating, constancy assignments, Supervising consultants and staff in the office, Participating in Human Resources Management and Organisational Development consultancies, Designing and conducting short term training programmes for various clients including IDA, DANIDA, WDFID, WTO, NGOs, The private sector WFP and Uganda Government.

#### Major Accomplishments: Managed the feasibility study for Marketing Models Ltd in Kampala, Managed the feasibility study for African Textile Mills in Mbale Uganda, Managed the supply of power generating equipment to Mbarara University and Mbarara Hospital in Uganda, Managed the supply of computers and office automation equipment to Mbarara University in Uganda, Reviewed the salary structure for Plan International in Kampala Uganda, Managed the supply of survey equipment to SIETCO/First Urban project in Kampala Uganda. IDA financed the project, Managed the feasibility study for the replenishment of the vehicle fleet for Belex Tours and Travel in Kampala, Managed the supply of Technical Training equipment for Ministry of Education/ILO project, Managed the representation of the Swedish Trade Council in Uganda and organised trade exhibitions, Managed the supply of pasture seeds to the Livestock Services project. IDA financed the project, Managed the supply of shoe making equipment to Kyambogo Polytechnic.

#### The project was financed by ADB, Managed the supply of surveying equipment to northern Uganda Reconstruction Programme. Multilateral donors financed the programme, Managed the supply of survey and laboratory equipment to Maker ere University Kampala .ADB financed the project, He also managed and implemented the delivery of quality training programmes.

**13th October1995 to 3rd October 1998**: Uganda Management Institute Head Human Resources Management Division based in Kampala Uganda with international travel and reporting to the Deputy Director.

Was responsible for: Designing, developing, managing, promoting, conducting and coordinating Uganda Management Institute's human resources programmers, managing the division including staff, activities and resources, contributing to the top management team, establishing and maintaining working relationship with relevant government departments, public and private enterprises, institutions and NGOs, reviewing of objectives, targets, and strategies of the division as expressed in the corporate plan, establishing client HR needs e.g. Management systems improvement and training needs assessment, taking part in staff recruitment and development as and when there was need, contributing towards the review of the institute's staff retention and motivation policy.

Major Accomplishments; Designed, delivered and managed management development programmes for the Public Service Reform Project, Designed and delivered World Trade Organisation training programmes, Managed and participated in many consultancy assignments, Did Training Needs Assessments for the Civil Service and Local Governments under the Decentralization Secretariat, Designed delivered and managed the Training of Trainers programme for the Decentralisation Secretariat, Designed training materials in management for the Northern Uganda Reconstruction Programme and the Ministry of Local Government, Evaluated Training programmes sponsored by Danida in Uganda and ODA in East Africa. He was Team Leader for Uganda.

**1st July 1992 to 31st January 1995:** International Development Association (IDA)/Government of Uganda- Enterprise Development Project Human Resources Management Specialist based in Kampala Uganda with national travel and reporting to the Project Director.

Was responsible for; Advising on HRM issues related to divestiture, restructuring and industrial rehabilitation programmes, Reviewing management development institutions in Uganda and making proposals for improving industrial management training, Planning and organising local and in factory courses and seminars in production management, quality assurance, financial management, logistics management, procurement, information technology, and marketing. He advised on methods of recruitment, selection, staff evaluation, motivation and remuneration, Designed motivation and remuneration structures for the public industrial sector in Uganda, Assisted the Ministry of Trade and Industry and Finance and Economic Development in reviewing performance of public industries and formulating policies and programmes to improve their performance, Monitored the work of short term consultants and followed up their programme implementation. He also worked as project transport officer and in house administrator.

**1st November 1991 to 30th June 1992:** United Nations Industrial Development Organisation (UNIDO)/Government of Uganda- Enterprise Development Project - National Expert Human Resources Officer based in Kampala Uganda and reporting to the Project Director. The responsibilities were the same as above.

### Major Accomplishments; Restructured and participated in the rehabilitation of the following Public Industries in Uganda, Uganda Garment Industries Ltd, Uganda Consolidated Properties, East African Distilleries Ltd, Uganda Leather and Turning Industries Ltd, Uganda Grain mills Ltd, Uganda Breweries, Hima Cement Factory, Tororo Cement Factory, Nytil –Nyanza Textiles Limited, Lake Victoria Bottling Company Ltd, African Textiles Mill – Mbale, Lira spinning mill, Lake Katwe Salt Project, Uganda Hotels Ltd and Uganda Development Corporation (a holding Company).

**8th August 1982 to 31st October 1991:** Uganda Coffee Marketing Board Personnel Officer, Administrative officer and Assistant Administrative Officer based in Kampala Uganda and reporting to the Principal Personnel Officer.

Was responsible for; Selection and recruitment, Staff induction, Staff development, Salaries and wages administration, Industrial relations, Staff welfare, Budgeting, Personnel policy review, Transport administration, Office service Management, Stores Management, Estates Management, Records management, Office services management, Supervising group employees.

**6.0 More Consultancy Experience**

**Dec.2010:** Designed the training materials and conducted Project Planning training for CARITAS Tanzania.

**Dec.2010:** Designed the training materials and delivered a Management and Leadership training programme for School of St Jude in Tanzania.

**June to August 2010:** Did a UNDP Impact tracer Study Consultancy in Hargeisa Somalia. This was to assess the impact of the change management programmes and services provided by the Somaliland Civil Service Institute to its client NGOs, Private Sector and Government clients.

**December 2009:** Facilitated the Governance and Management Training workshop to operationalise the 3 year business plan for Zanzibar Electricity Corporation (ZECO) Zanzibar –Tanzania. It was funded by SIDA.

**June July 2009:** Reviewing the Participant’s Hand Book for Course number 8 (Project Planning, Environmental Impact Assessment and Financial Management for Local Governments in Tanzania.

Funding and/ or contracting organization:This was funded by INWENT  Capacity Building International (Internationale Weiterbildung und Entwicklung gGmbH).

**April 2009:** Designing training materials and conducting a Project Planning and Management workshop using the Logical Frame Approach for Norwegian Refugee Council in Gulu Uganda

**December 2008:** Designing training materials and conducting a Project Planning and Management workshop using the Logical Frame Approach for Veterinarians Sans Frontiers Germany 9VSF) in Nairobi Kenya.

**June /July 2008:**Designing training materials and conducting a Project Planning and Management workshop using the Logical Frame Approach for the Coast Interfaith Council of Clerics (CICC) with four other Coastal NGOs involved in peace, security and development at the Mombasa Coast in Kenya. The projects are funded by Danida.

**March to April 2008**: Designing Governance Induction Manual and Materials for CARE Tanzania.

**Jan to March 2008**: Restructuring Uganda Investment authority. The assignment involved Reviewing the institutional coordination of all business promotion activities in Uganda and abroad, reviewing and assessing the adequacy of the current staff in terms of qualifications ,skills and experience, assessing the adequacy of the existing communication and feedback mechanisms both internally and externally, reviewing the legal mandate and core functions of the organization ,assessing the degree of operations in terms of coordination structures ,assessing the flow of information between the organization and all stakeholders assessing the adequacy of the existing reporting and information management systems within organization, identifying efficiency gains and effectiveness in service delivery and recommending a workable performance management system to ensure that it happens, suggesting a strategic and operational direction for addressing the coordination issues, improving performance appraisal mechanisms and defining a framework for harmonizing and streamlining work processes; We also recruited for the post of Deputy Executive Director.

**June 2007:** Preparing a bid document for Development of the Enterprise Skills Linkage Programme. This was funded by an Association of SWISSCONTACT and ASSPRO in Uganda.

**June 2007:** Designing Terms of References for the Development of Long term Capacity building plan, the support of the Re-organization of MoLG’s Directory of Local Governments

Administration and Inspection and the ones for the development of an investment promotion strategy. This was funded by The Belgian Technical Co-operation and the Ministry of Local Government in Uganda.

**December 2006:** Designing a grants manual for the Inter Religious Council of Uganda. This was funded by United States Agency for International Development (USAID).

**December 2006:** Reviewing the constitution for the Inter Religious Council of Uganda. This was funded by United States Agency for International Development (USAID).

**1st August 2006.to 31st October 2006:** Designing Small Enterprises/Large Firm Linkage Manual for the East African Community Marketin the Agro sector value chains. Financed by Sida and CDE (European Union)

**16th May 2006 to 1st July 2006:** Reviewing the trainer’s manual; Decentralization in Uganda.

This was funded through the Basket funding and the Ministry of Local Government in Uganda.

**2005 August 12th to 30thNov**: Designing the Human Resources Management Information System for the African Union Secretariat.

Tasks/responsibilities/activities:

Reviewed the Human Resources Policies and organisational structures, reviewed the human resources management processes and derived a manual HR Management Information system which was later computerised.

**2005May to July:** Designing a standalone module on HIV/AIDS for Ministry of Local Government in Uganda.

Tasks/responsibilities/activities:

Reviewed the HIV/AIDS policy of the Ministry and designed both the participants and facilitation training handbooks of the training module for HIV/AIDS focal persons in Local Governments in Uganda.

**2005April to July:** Designing Counselling and guidance materials for the restructuring programme for Ministry of Local Government in Uganda.

Tasks/responsibilities/activities:

Reviewed the Public Service retrenchment policy, reviewed the public service retirement policy and did a market survey of the skills required by the market in order to determine how to re-skill the retrenched Public Servants. Identified the required skills by the market and designed the Counselling and guidance materials. The assignment was funded by the World Bank.

**2005 April to May:** Job evaluation, Restructuring and drawing the organizational structure for National Housing and construction company Ltd in Uganda.

**2005 30th March to 1st April**: Conducting a Human Resource Management/Development course for officers of Nebbi District in Uganda.

**2004 September 8th to 22nd** Designing the Human Resources Management and Development manual for the Human Resources and Institutional Capacity Development Agency (HIDA) in the Republic of Rwanda. This was funded by the Government of Rwanda and the World Bank through the Africa Capacity Building Foundation (ACBF).

**2004** **June** Designing Trainers and Participant’s handbooks for the Human Resources Management and Development Course for Local Governments (Participants Hand books for secondary and primary target groups) inUganda.

**2003 October:** Designing Trainers and Participant’s handbooks for Legislation in Local Governments in Uganda.

**2003September to 31st October:**  Designing the Trainers and Participants Handbooks for The Gender Focal Point Persons and Community Staff at Higher and Lower Local Governments in Uganda. (DFID/Government of Uganda Ministry of Local Government)

**2003 September:** Designing Trainers and Participant’s handbooks for the

Roles and Responsibilities of Local Governments

**2003 May:** Designing and Piloting the Human Resources Development Course for Local Governments. Govt of Uganda/Danida.

**2003** **April to May:** Designing and Piloting the Human Resources Development Course for Local Governments. Govt of Uganda/Danida (Sub Contractor)

**2000** **March to September:** designed and conducted Training Programmes on sensitizing Local Government officials and the Business communities in Uganda on World Trade Organisations operations and Multilateral Trade rules and regulations. WTO/UNCTAD/Government of Uganda funded project.

**1999** **October:** Conducted performance Management workshop for World Food Programme at Hotel Africana in Kampala.

**1999 October:** Facilitated the project cycle management using the logical framework approach workshop for DFID at the Ranch on the Lake Hotel Kampala.

**1999 September:** did organisational Audits for Promote Africa/World Bank Project in Pharmaceutical Investment L.t.d, Ubungo Spinning Mills Ltd. in Dares Salaam, Zanzibar Poultry Company Limited and Advanced Business International Group Limited in Zanzibar.

**1999 Jan to April:**  Analysed Baseline survey data, wrote reports for the towns for 4 towns of Budaka, Busembatia, Busolwe and Kaliro.Eastern Centres Water and Sanitation Project EC-SER/2/98 funded by Danida and the Government of Uganda

**1998 Dec to Feb 1999:** Prepared the sessional /policy paper and submitted to the parliament of the Republic of Uganda in order to form the National Antiquities and Museums of Uganda (NAMU) PAMSU/MTWA project funded by the World Bank.

**1998 Dec:** completed the feasibility study for Marketing Models and Systems Limited. The Company produces knitwear. The study was funded jointly by the company and a grant from the World Bank under the Business Uganda Development Scheme (BUDS)

**1998 November:** Facilitated the Organisational re-focusing retreat for Volunteer Efforts for Development (VEDCO) an NGO in Luwero triangle near Kampala Uganda.

**1998 Sept to Oct**  Conducted the Tender Board Training Programme for Eastern Centers Water and Sanitation projects EC-SER /2/98 funded by Danida and the Government of Uganda.

**August to September/1998**: Performance Appraisal workshops for Civil Aviation Authority in Uganda.

**1998 May to June:** Did a research on non-monetary incentives for Rural Water and Sanitation Project (Danida/RUWASA) in Uganda.

**1998 Feb to May :** Was a member of the Rural Water and Sanitation Project Problem Solving Support Team for the districts of Mukono, Tororo, and Pallisa in Uganda.

**1998 April:** Conducted Training of Trainers course for Concern Worldwide in Kampala Uganda.

**1997** **May to Sept:** Did the feasibility study for African Textiles Mill in Mbale Uganda. The project was jointly funded by ATM and the World Bank under the Business Uganda Development Scheme (BUDS)

**1997 Feb:** Did organisational restructuring for Shelter Limited in Uganda.

**1996 June to Dec 1997:** Evaluated training programmes conducted by the Decentralisation Secretariat since 1995.The decentralisation project was financed by Danida and the Government of Uganda.

**1996 Feb to March:** Evaluated the Overseas Development Administration (ODA) training programmes in East Africa from 1993 to 1996.I was Team Leader for Uganda. The assignment was funded by ODA.

**1996 April:** Restructured operations of Plan International in Uganda

**1994 Dec to Oct 1995:** Implemented a Staff Performance Management System in Plan International in Uganda

**1997 Oct:** Designed Training Materials in management for the Northern Uganda Reconstruction Programme and the Ministry of Local Government

**1995 April:** Restructured the Salary system for Plan International in Uganda.

**1995 Feb:** Did feasibility study for fleet replenishment for Belex Tours and Travel in Kampala Uganda

**1994 Dec:** Did a feasibility study for the expansion of Kenshunga mixed farm in Mbarara Uganda.

**1989 to 1990:** Participated in the restructuring of Uganda Coffee Marketing Board as an in house counterpart to Phoenix Associates (USA)

**1988** **August to Nov:** Part Time Interviewer at Audience Selection (London) Conducted several interviews on products, opinion polls and advertising. This was under the office of Auditor General in London United Kingdom.

**7.0 List of Publications:**

* Oct 1998 How to encourage Uganda’s policy on liberalization while protecting the local industries. The employer issue No 09/10.
* July 1998**;** Impact of World Trade Agreements on Uganda’s Private sector” The Manufacturer Vol 9 No 3 July –Sept 1998.
* Employment or no employment is work, Sunday Vision Vol 5 No 36 September, 7th 1997.
* Why Employers must employ, Sunday Vision Vol 5 No 35 August 31st 1997.
* July 1997, “Human Resources and New Public Management” a paper presented at the Public Sector Management for the next century International Conference at the University of Manchester.
* Dec 1991 ; The Institutional Development Study of Public Industrial Enterprises in Uganda (PIES/UNIDO)

**8.0 Other Responsibilities:**

* Member of the Chartered Institute of Personnel and Development(UK)-To be renewed
* Member of Governing council Federation of Uganda Employers2002 to 2005.
* Member of the Uganda Management Forum.(British Council)
* Member of the Training committee Uganda Manufacturers Association 2002 to 2005
* Member of Uganda Human Resources Managers Association.

**9.0 Languages:** **Speaking Writing Reading**

English Excellent Excellent Excellent

## French Fair Slight Slight

## Swahili Excellent Excellent Excellent

## He also speaks and understands all the Bantu Languages in Uganda and Tanzania

## 10.0 Countries Visited

Austria, Kenya, Uganda, Tanzania, Rwanda, Burundi, Democratic Republic of Congo, Sudan, Eritrea, Ethiopia, Somalia, United Kingdom, Republic of Ireland, United States of America, Egypt, Republic of South Africa, Thailand, and Switzerland.

**11. Legal Convictions**: Nil

**12. Referees:**

**1. Mr John Gaaga**

Deputy Country Director

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Kabwechere Kasomore Francis

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