

CURRICULUM VITAE

A. PERSONAL PARTICULARS

Name : Anny Katabaazi – Bwengye (Mrs.)
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B. RELEVANT EDUCATION/QUALIFICATIONS

1. PhD (Candidate) in Business Management, Ndejje University – Thesis under examination,
Title: Analysis of University Council's functions and Public University Financing in Uganda: A case of selected Public Universities.
2. Certificate in Administrative Law – 2026
3. MSc in Management & Information Systems – Nottingham Trent University – 2004
4. BA (Hons) Human Resource & Business Administration – Nottingham University – 1997
5. Advanced Level – Nottingham High School for Girls – 1994
6. GSCE – High Pavement College – 1992

Competent in the use of the following computer packages; word, access, excel, PowerPoint, projects, SPSS, outlook and the Internet at a reasonably advanced level.

C. RELEVANT WORKING EXPERIENCE

1. Deputy Vice Chancellor (Finance & Administration) from 1st April 2020 to 31st March 2025) at Kabale University (a Public University in Uganda)

- (i) To ensure efficient and sound financial Management, planning, prudent investment and administration of the University

DUTIES AND RESPONSIBILITIES

- a. Advises and guides the preparation and implementation of the University's recurrent and development budgets.
- b. Oversees development, roll out and review of the University's Strategic Plan, investment portfolios and operational plans.
- c. Oversees the development and implementation of policy framework for the use and Management of the University's fiscal and human resources and other assets in accordance with approved regulations.
- d. Monitors income, banking and expenditure of all income generating units for compliance with the University's approved policy, plans, budgets and regulations.
- e. Oversees the production of performance reports for the entire University
- f. Monitors the development and implementation of Staff Development programs.
- g. Monitors acquisition, utilization and disposal of University assets and Management of the Assets Register.
- h. Oversees the mobilization of resources for various activities of the University.
- i. Oversees the Management of security at the University.
- j. Perform any other official duties that may be assigned by the Vice Chancellor or the University Council.

- (ii) **Supervised to completion six (6) Masters students and they have all graduated.**

2. QUEENSWORTH INVESTMENTS SMC

Consultant Operations initially and then appointed Human Resource Manager from 1st April 2018 to 31st March 2020

a. Consultant Operations

Supported the successful execution of all operations in the hotel operations departments (including Front Office, Engineering/Maintenance, F&B, Kitchen and Housekeeping) and managing staff. Strived to continually improve guest and employee satisfaction and maximize the financial performance of the departments / units. Ensures that standards and procedures are being followed at all times. Worked on the pricing and customized several policies for easy implement.

b. Human Resource Manager

Was responsible for setting up a Human Resource Function which included some of the following;

- a. Sourcing for highly skilled General Manager, Executive Chef, F&B Manager, Housekeeping Manager, Property Engineer to maintain the new hotel all over the world
- b. Drafted and presented a Human Resource Manual for approval to the Board Members
- c. Created files and jobs descriptions for all staff members, created forms for different activities
- d. Drafted templates for job advertisements, appointment letters and other circulars etc
- e. Created and maintained an accurate pay roll in compliance with the laws.
- f. Provided information to Department Heads pertaining to the handling of disciplinary, grievance and welfare / rewards issues.
- g. Provided training to Employees, Supervisors and Board Members pertaining to issues of Human Resource.
- h. Provided technical support to the Board and Members of Management.

3. UGANDA CHRISTIAN UNIVERSITY

a) Deputy Vice Chancellor (Finance & Administration) – Substantively Appointed from 1st April 2014 to 31st March 2018

Responsible for the development of sound financial and administrative policies that ensure financial and administrative strength needed by the University to realise its mission and objectives.

DUTIES AND RESPONSIBILITIES

- i. Served as Secretary to the University Council and all its Committees & Boards.
- ii. Provided strategic direction for the following departments / units; Human Resources & Administration, Estates, ICT, Health Services, Student Services, Finance and legal services
- iii. Responsible for the Management and administration of University finances and human resources.
- iv. Responsible for the University seal.
- v. Provided and maintained an effective budgetary planning and auditable process for ensuring strict compliance with all approved budgets each financial year. vi. Proposed

for enactment and coordinate robust Human Resources policies, procedures and systems that attract and retain qualified and experienced personnel.

- vii. Ensured that the University delivers were of high quality to serve all its stakeholders.
- viii. Ensured the development, deployment and support of an information technology strategy throughout the University for Management, students, academic and administrative needs.
- ix. Custodian of all approved policies, guidelines and documents of the University.
- x. Designed and co-ordinated procurement policies, and procedures that would ensure the University receives quality services from suppliers and get value for its money.
- xi. Kept and maintained all types of University Insurances and tracked their expiries.
- xii. Performed any other official duties as may be prescribed by the Vice Chancellor in the advancement of the University.

b) Acting Deputy Vice Chancellor (Finance & Administration) – May 2013 to March 2014, duties included: -

Responsible for the development of sound financial and administrative policies that ensure financial and administrative strength needed by the University to realize its mission and objectives.

DUTIES AND RESPONSIBILITIES

- a. Served as Secretary to the University Council and all its Committees & Boards
- b. Responsible for the Management and administration of University finances and human resources.
- c. Provided and maintained an effective budgetary planning and auditable process for ensuring strict compliance with all approved budgets each financial year.
- d. Proposed for enactment and coordinate robust Human Resources policies, procedures and systems that attract and retain qualified and experienced personnel.
- e. Ensured that the University delivers high quality services to all its stakeholders.
- f. Ensured the development, deployment and support of an information technology strategy throughout the University for Management, students, academic and administrative needs.
- g. Custodian of all approved policies and documents of the University.
- h. Designed and co-ordinated procurement policies, and procedures that would ensure the University receives quality services from suppliers and get value for its money.
- i. Kept and maintained all types of University Insurances and tracked their expires.
- j. Performed any other official duties as may be prescribed by the Vice Chancellor in the advancement of the University.

c) Manager and then promoted to Director Human Resource & Administration – May 2009 to March 2014, duties included: -

The role of the Manager / Director Human Resource & Administration was to initiate, develop and implement Human Resource systems and processes in line with the University's Strategic plan compliant with the Employment Act 2006 of Uganda.

DUTIES AND RESPONSIBILITIES

- a. Developed and monitored an annual Human Resource strategic plan for the University in line with the Human Resource Policy.
- b. Developed the annual Developmental Budgets for the Directorate and monitored the utilization of the financial Resource in line with the financial regulations.

- c. Developed work targets for the Human Resource Directorate in line with the Human Resource Policy.
- d. Provided administrative support and guidance to Academic Promotion Committee, Staff Development Committee, Search Committees and Staff Tribunal Committee.
- e. Initiated and reviewed Human Resource Policies in line with the University's Strategic Plan.
- f. Mentored and coached the Department staff in line with the Human Resource Policy and Department strategic objectives.
- g. Linked the Human Resource Department with other units of the University and the public in line with the University mission.
- h. Developed, implemented and monitored Organizational Development and change Management systems and strategies in line with the University strategic plan.
- i. Ensured University wide compliance with all statutory regulations and employment laws of Uganda.
- j. Ensured an auditable recruitment process across the University and its Campuses.
- k. Formulated strategies of attracting, developing, rewarding, promoting and retaining highly skilled staff members.
- l. Represented the University on all issues pertaining to personal issues or concerns.
- m. Performed any other official duties as assigned by the Supervisor.

d) Lecturer (P/T) – HR, Governance and Management Courses May 2009 to March 2018

- i. Taught three units in the Business School
- ii. Supervised four (4) masters students in HR, Governance and Management to completion and all graduated.
- iii. Participated in designing and/revising curricula and conduct lectures for graduate levels in areas of HR, Governance and Management related courses.

4. NOTTINGHAM UNIVERSITY / HPA

Operations Director (Unit Head) from Feb 2004 to April 2009 and duties included: -

- a. Developed appropriate procedures and ensured compliance of all statutory and legal requirements in general administration and finance in the University
- b. Implemented procurement, financial controls, human resource and administrative policies and procedures to ensure effective performance and delivery of services and cause reviews of such policies and procedures as often as deemed necessary.
- c. Provided leadership and supervisory oversight to the Finance and General administration departments, which included Finance, Human Resources, Administration, Students and Information Communication & Technology.
- d. Ensured the implementation of policies and strategies that support the realization of departmental and divisional objectives and the University's overall mission.
- e. Developed systems and procedures to attract, develop and retain qualified and experienced staff, manage the appraisal system and ensure good work ethos and adherence to approved policies in line with the employment Laws and regulations.
- f. Reviewed and improved standard processes for core business, planning and Management to ensure consistent, reliable, accurate and available services.
- g. Served on various Boards / Committees in line with the appointment.
- h. Participated in research and innovation to improve the operations of the function.
- i. Performed any other official duties as assigned by the Supervisor.

5. NOTTINGHAM TRENT UNIVERSITY

a. Human Resource Manager from 2000 to Jan 2004 and duties included: -

1. Secretary to all Committees that deal with personnel issues.
2. Responsible for the recruitment, selection and placement of new staff members.
3. Ensured that all statutes, policies and procedures are up to date and in line with the labour laws and rules of the University.
4. Developed, reviewed and updated Human Resource policies and procedures in line with acceptable country labour laws and University objectives.
5. Worked with heads of departments/faculties to develop work plans, budgets and assisted in implementation the agreed plans or actions.
6. Developed, delivered and evaluated training programmes to improve performance and motivation.
7. Managed a robust auditable recruitment process in accordance to the University's strategic and operational plans.
8. Led the development and implementation of performance Management systems, set with Department/Faculty heads.
9. Managed employee relations, welfare and benefits.
10. Provided advice and counsel on Human Resource Management issues to Employees, Directors, Heads of Departments / Faculties and other interested stakeholders.
11. Carried out job analysis / design and competence profiling to improve performance.
12. Performed any other official duties as assigned by the Supervisor.

b. Human Resource Administrator from 1997 to 1999 and duties included: -

- i. Responsible for the day to day administrative and operational matters in the department of Human Resource.
- ii. Facilitated access to knowledge / information by developing and implementing appropriate and effective ways of organizing resources.
- iii. Assisted managers in identifying training / development needs and attempted to address the issues.
- iv. Ensured that employees' relations and welfare were reviewed periodically to ensure that the University was meeting its obligations.
- v. Ensured that all queries, complaints and requests for information from staff, students and other stakeholder were dealt with promptly and that all necessary follow up actions were completed satisfactorily in writing, email or by telephone, as deemed appropriate.
- vi. Monitored performance reports and initiated corrective actions, liaising with all key stakeholders, where necessary.
- vii. Undertook root cause analysis regarding any serious risk and liaised with departments / faculties to reduce the risk of reoccurrence.
- viii. Ensured adequate internal quality control and external quality assurance procedures are in place.
- ix. Organized, planned and booked travel, accommodation, venues for meetings, training and conferences.
- x. Maintained records of leave and other absences from the University of all employees.
- xi. Prepared agendas, took minutes, invited speakers or members and circulated any information in a timely manner.
- xii. Undertook special assignments or any other reasonable duties as directed by Senior Management.

D. MEMBERSHIP OF BOARDS/ COMMITTEES

a. As a Deputy Vice Chancellor at Kabale University - From 2020 To March 2025

1. University Council – Member
2. Senate – Member
3. Audit & Risk Management Committee – Member
4. Finance, Planning and Procurement Committee – Member
5. Appointments Board – Member
6. Student Affairs and Disciplinary Committee – Member
7. Resource Mobilization Committee – Member
8. Estates and Works Committee - Member
9. Quality Assurance Committee – Member
10. Management Committee – Member
11. Budget Committee - Chairperson
12. Finance Management Committee – Chairperson
13. Staff Development Committee – Chairperson
14. Strategic Plan Midterm Review Taskforce – Chairperson
15. Teaching and non-teaching Staff Promotion Committee of Management - Chairperson / Member

b. As a Deputy Vice Chancellor at Uganda Christian University

1. Audit Committee – Secretary
2. Finance Board – Secretary
3. Student Affairs’ Board – Secretary
4. Appointments & Staff Welfare Board – Secretary
5. Planning & Development Board – Secretary
6. University Council – Secretary
7. Procurement Committee - Secretary
8. University Staff Tribunal – Chairperson
9. University Search Committee – Chairperson

c. Director of Human Resource & Administration

- a) Appointments & Staff Welfare Board – In attendance
- b) Quality Assurance Committee – Co- Chair
- c) Academic Promotions Committee – Secretary
- d) Human Resource Committee – Secretary
- e) University Staff Tribunal – Secretary
- f) University Search Committee – Secretary
- g) Administration Management Committee – Member
- h) Health & Safety Committee – Member
- i) Housing & Allocation Committee – Member
- j) Security Committee – Member
- k) Communications Committee – Member

d. Operations Director

- a) Member of all Council Committees
- b) Represented the University on local district committees requiring the Universities presence
- c) Member of the first respondents committee for emergency planning
- d) Chairperson of the Health, safety and security Committee

E. POLICIES / GUIDELINES / CHARTER DEVELOPED

In the last five years (2020 – 2025) I have worked on the following manuals and policies among others at Kabale University.

1. Kabale University Strategic Plan: Implemented, chaired the review of mid term review and end of term which expires in June 2025. Started chairing the process of drafting a new Strategic Plan 2025/2026 – 2029/2030.
2. Drafted and presented the following policies / Manuals / Guidelines
 - a. University Council Charter
 - b. Staff Development Guidelines
 - c. Sexual Harassment policy
 - d. Students with Disabilities Policy
 - e. Updated the entire Job Description and personal specification manual
 - f. Promotion guidelines for non-teaching staff
 - g. Chaired the entire review of the Kabale University Human Resource Manual
 - h. Resource Mobilization Policy & Guidelines
 - i. Public Private Partnership Policy & Guidelines
 - j. Branding and Communication Strategy
 - k. Rewards and Sanction Policy – yet to be approved by Council

F. PROFESSIONAL MEMBERSHIP

- a. Human Resource Management Association of Uganda – Full Member
- b. Association of Commonwealth Universities – Full Member
- c. Red Cross Board – Full Member

G. OTHER CONTRIBUTIONS AND INVOLVEMENT

- a. National Council of Higher Education – Program Assessor – Human Resource degree programmes to be taught in Uganda
- b. National Council of Higher Education – Write & present training modules (HR & Governance)
- c. Presented at over twenty (20) international conferences on issues pertaining to higher education Management, HR, Governance and change Management
- d. Undertaken several HR related consultancies in both Uganda & the United Kingdom
- e. Undertaken several studies / assignments in areas of socio – economic development, Strategic Human Resource Management, capacity building, policy analysis and implementation of development projects and programs using Participatory Planning, Strategic Plan, Monitoring and evaluation Methods.
- f. Worked on updating a number of Strategic Plans Reviews (Mid Term and End Term) and also have experience in drafting new strategic plans.
- g. Worked on the restructuring and re-grading of several HR structures etc
- h. Have supervised several Masters’ students to completion.
- i. Drafted two Council Manuals / Charters (UCU and Kabale Universities)

H. PROJECTS INVOLVED IN

- a. UNDP project – worth USD 250,000 – Ongoing
- b. Regional ICT Hub – Ugx1.4BN – Ongoing
- c. Blended learning project – CAD10.000 - completed
- d. UCU Hamu Mukasa Library construction – USD 4 M – Completed

- e. Faculty of Engineering Construction with an estimated cost of – Ugx7BN – Ongoing

I. BUDGETS HANDLED AND FULLY ACCOUNTED FOR

- a. Kabale University – Ugx67 BN
- b. Uganda Christian University – Ugx127 BN
- c. Nottingham University / HPA – GBP 8M

J. CREDIBLE REFERENCES

Available on request.