



WOMEN
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INITIATIVE

WEE | FORUM 2024

ACCELERATING FEMALE LEADERSHIP

for Gender Inclusive Financial Services

AN INITIATIVE BY



Uganda
Bankers'
Association

Promoting Partnerships. Transforming Banking.



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WILBROD HUMPHREYS OWOR

Executive Director
Uganda Bankers Association

Salutations to you all,

I take this opportunity to welcome you all to the Second Women Economic Empowerment Forum. The theme of this year's forum "Accelerating Female Leadership for Gender Inclusive Financial Services", speaks directly to what we strive to achieve with the Women Economic Empowerment Initiative, which is, breaking barriers constraining access to finance for women and professional development for young women and female leadership so as to enable them reach and harness their full potential.

We recognize that the solutions must be drawn out of a coalition of institutions whose experience and influence will help drive measurable progress. This calls for collaboration between the private and public sector, development partners and academia, and leverage on lessons we can pick from other jurisdictions ahead of the curve on these matters.

The Women Economic Empowerment Initiative (WEEI) is an intentional strategy for transformative change. By empowering women to lead and participate fully in the development of products and services across the sector, we are creating a more resilient, innovative, and inclusive economy. This forum exemplifies the Uganda Bankers Association's commitment to promoting best practices and fostering partnerships that drive sustainable development and unlock the potential of women under two categories namely women in banking & finance plus women entrepreneurs.

Our 2025-2027 strategic plan embeds an ambitious ESG adoption path and our doors are open for more collaborations and partnerships in this regard. We will continue to expand our programs for women, creating opportunities for those traditionally underrepresented and underserved in the banking and financial services sector, ultimately ensuring an increase in the number of women accessing formal financial services.

On behalf of the UBA Central Executive Committee and Secretariat, I thank each of you for your commitment, collaboration and belief in what we can achieve together.

THANK YOU.



PATRICIA AMITO LUTWAMA

Head Communications and
Corporate Affairs
Programme Head, WEEI
Uganda Bankers Association



It is with great pleasure that I welcome you to the second edition of the Annual Women Economic Empowerment Forum.

The forum aims to sustain the momentum established at the inaugural event, where the Women Economic Empowerment Initiative (WEEI) was officially launched, marking a significant milestone in UBA's commitment to redefine the future of our sector, promote gender equality, empower women in the financial services sector as an economic catalyst. The theme "Accelerating Female Leadership for Gender Inclusive Financial Services", is very relevant today and a call to action. It symbolises that it is critical to invest in empowering women to drive women financial inclusion and is aligned to the pillars of the women economic empowerment initiative. Launched in October 2023, the foundational pillars of this Initiative are designed to support systemic change across the sector and enhance the capacity of the association and our members to build a sustainable gender inclusive industry. These pillars include;

- Leadership and Empowerment. Empowering women to lead and advance within the banking sector
- Recognition and Reward: celebrating achievements and contributions of the sector towards women's economic empowerment and sustainability
- Access and Inclusivity in Finance: Enhancing financial access to support women's entrepreneurship and financial independence.
- Partnerships and Collaborations: Building strategic alliances to amplify the impact of WEEI across the industry

With tailored leadership sessions and engagements, we are putting in place the necessary levers to propel professional women in the banking and financial services sector as well as women entrepreneurs to the next levels. Women's economic empowerment is both a process and an outcome of enhancing women's skills, access to and control over resources. When women thrive, the economy thrives and the nation's prosperity is elevated. We therefore look forward to your valuable input during this second forum and the others to come ahead as we co-create development solutions for women's economic empowerment.

WARM REGARDS,

Patricia



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Women Economic Empowerment Initiative (WEEI)

OUR PURPOSE

To promote gender equality and empower women within East Africa's financial services sector, advancing UBA's mission and SDG 5 (Gender Equality).

OUR PILLARS

- **Leadership & Empowerment**
- **Access & Inclusion**
- **Rewards & Recognition**
- **Partnership & Collaboration**

Our Intervention

The UBA Women Economic Empowerment Initiative (WEEI) is committed to fostering an enabling environment within the banking and financial services industry that promotes the growth of professional women, women leaders, and women entrepreneurs. WEEI's comprehensive approach includes several key strategies:

- **Facilitating networking and partnership opportunities** that support women's advancement in finance.
- **Advocating for policies and practices** that enhance women's participation and leadership in the financial sector.
- **Fostering research and innovation** in gender-inclusive financial services and products.
- **Strengthening UBA members' capacity to support and develop** women professionals in finance.
- **Promoting best practices** in gender equality and inclusion among UBA members

Key Programmes

- **Women Leadership Series:** Quarterly capacity building sessions for female leaders in finance.
- **Annual WEE Forum:** Tackling challenges faced by female leaders and women entrepreneurs and recognising excellence in advancing women's economic empowerment.
- **Mentorship & Coaching:** Supporting the next generation of women leaders.

Our Impact

WEEI aims to increase women's leadership in finance, enhance financial access for women, and drive inclusive economic growth. It aligns with UBA's commitment to ESG principles, fostering a more diverse and resilient financial industry.



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WEE Forum 2023

The inaugural WEE Forum was held on October 24, 2023, at Mestil Hotel in Kampala, Uganda. This landmark event brought together 97 delegates, a diverse cross-section of stakeholders that included CEOs of UBA Member Supervised Financial Institutions (SFIs), FinTechs and representatives from government, NGOs, and the private sector.

Key discussions at the forum revolved around various barriers affecting women's economic empowerment, including:

- Social norms and gender bias around professional growth and ownership of resources
- Lack of access to affordable finance
- Unequal contributions to unpaid care work at home

The forum concluded with the official launch of the UBA Women Economic Empowerment Initiative by the Minister of Gender, Labour and Social Development.



Key Recommendations

- Develop women tailored financial products and services
- Enact gender equality laws in the workplace
- Hold businesses accountable for gender disparity.
- Raise awareness of gender disparities Provide educational opportunities to overcome gender stereotypes.

The UBA, together with our initiative partners, is proud to convene the second annual WEE Forum on 06 November 2024 under the theme Accelerating Female Leadership for Gender Inclusive Financial Services. **The objectives of this year's forum include:**



Reflection

Taking stock of progress since the last forum, new developments, & trends since then in order to enhance collaboration among players in the banking and financial services sector towards gender inclusive industry.



Empowerment

To promote the adoption of strategies and practices to accelerate female leadership in banking and financial services.



Acceleration

Facilitating knowledge sharing and capacity building among participants on promoting gender inclusive financial leadership.

Speakers



PAMELA ANYOTI | CEO, ASANTE MAMA NATURAL PRODUCTS

Pamela Anyoti is an award-winning social entrepreneur and CEO of Asante Mama Natural Products. With a background in Political Science and Agricultural Economics, she co-founded Sunshine Agro Products in 2007. She works with Ugandan farmers to export branded products. Recognized by Forbes and other organizations, she is also a passionate advocate for agribusiness and mentorship. She has recently been appointed by FAO as Technical Advisor for Climate Resilient Cocoa Value Chain Development in Uganda.



SARAH ARAPTA | CEO, Citibank Uganda

Sarah Arapta is the Chief Executive of Citibank Uganda, a role she assumed in 2016, marking her as the first Ugandan and first woman to hold this position. With over 20 years in Corporate and Investment Banking, including senior roles at Barclays and Stanbic Bank Uganda, she leads Citibank's Uganda operations and sits on its board. Sarah holds an MBA from Herriot-Watt University and a BA in Economics from Makerere University. Passionate about women's empowerment, she helped launch the UBA Women Economic Empowerment Initiative in 2023 and serves on several boards, including AMCHAM Uganda.



BUTETSI ERIKA BUGAARI | CEO, OOSHA NATURAL ARTISAN SOAPS

Butetsi Erika Bugaari is the founder of Ooosha Natural Artisan Soaps, a Ugandan skincare brand based in Entebbe that specializes in eco-friendly, chemical-free bath and body products. Inspired by her daughter's eczema, Erika creates natural skincare solutions that are luxurious and accessible. Committed to the Buy Uganda Build Uganda (BUBU) initiative, she sources raw materials from local farmers, supporting both her customers and the local economy. Erika's mission is to demonstrate that Ugandan-made products can achieve top-quality standards while promoting environmental sustainability.



Speakers



SALMA INGABIRE | COUNTRY DIRECTOR, UGANDA, RWANDA & BURUNDI (EAST AFRICA), VISA

Salma is a Payments Professional with over 12 years of experience gained through banking, telecommunications and Fintechs in Senegal, Rwanda, Uganda, Burundi and Kenya. She has played a key role in the digital transformation of the payments industry across the region through various positions she has held with Banque Populaire du Rwanda, Airtel Rwanda, Wari Senegal, and AC Group. Salma holds a Global MBA from Oxford Brookes University and specialises in design & deployment of Digital Financial Services and change management.



ANNE JUUKO | REGIONAL HEAD, GLOBAL MARKETS- E.AFRICA, STANDARD BANK GROUP

Anne Juuko is the Regional Head of Global Markets for East Africa at Standard Bank Group, where she leads the bank's strategic market initiatives across the region. With over 15 years of experience in financial services, Anne is renowned for her expertise in global markets, investment banking, and strategic leadership. Previously, she served as CEO of Stanbic Bank Uganda, where she drove impactful initiatives in digital transformation and market expansion. Anne holds a strong commitment to economic development and innovation in Africa's financial landscape and is widely recognised for her contributions to advancing financial inclusion in the region.



JULIUS KAKEETO | CHAIRPERSON, UBA

Mr. Julius Kakeeto is the Managing Director / CEO of PostBank Uganda. He boasts of a wealth of experience in financial services spanning over two decades in Uganda and the United Kingdom. He started his career with Ernst and Young before joining Citibank where he served in various capacities. He had a stint in Equity Bank before joining I&M bank rising to the level of Managing Director / CEO. He has led the transformation of PostBank from a Tier 2 credit Institution to a fully-fledged commercial bank with remarkable growth in Balance Sheet and Profitability during his four-year tenure. Mr. Kakeeto is currently the Chairperson of Uganda Bankers Association and previously served as Council President of Uganda Institute of Banking and Financial Services and as a Council member of Uganda Securities Exchange. Mr. Kakeeto is a Fellow of the Association of Chartered Certified Accountants (FCCA), a member of the Institute of Certified Public Accountants of Uganda and an alumnus of Manchester Business School in the United Kingdom where he obtained an MBA. He is also an alumnus of Harvard Business School where he graduated in AMP, cohort 206.



OLIVE BIRUNGI LUMONYA | BOARD CHAIR, FINCA UGANDA

Olive Birungi Lumonya, is an accomplished leader with over 20 years of experience in corporate and NGO sectors. She serves as the deputy Director General of the Uganda Civil Aviation Authority and Board Chair, FINCA Uganda . She has led in strategy, governance, and stakeholder engagement across various boards, including FINCA Uganda and the Uganda Civil Aviation Authority. Olive holds an MBA from ESAMI and is a Chartered Marketer (UK) and Certified Balanced Scorecard Champion (USA). Recognized globally, she received the Global Women Leadership Impact Award (2024) and Africa Women Leadership Award (2022). Olive is also a published writer and public speaker.



PEREZ APIYO MASINDE | COO, OUTBOX UGANDA

Perez Apiyo Masinde is the Chief Operations Officer at Outbox Uganda, bringing over eight years of expertise in operations management, program implementation, and strategic leadership. She supports over 600 MSMEs in Uganda by overseeing venture programs and facilitating access to finance. Perez has led the Hi-Innovator initiative, collaborating with key stakeholders like NSSF and Mastercard Foundation for impactful outcomes. Known for her skills in budgeting, performance evaluation, and process improvement, she is dedicated to creating meaningful impact, especially for women.



PEARL NIMUSIIMA | SENIOR INVESTMENT ASSOCIATE, BID CAPITAL PARTNERS

Specialising in access to finance, market research, financial modelling, and investment management. She has facilitated over \$3.5 million in funding for businesses and led impactful projects with partners like USAID and Mastercard. Pearl's work spans multiple African markets, where she has developed strategic financial tools, supported investment readiness, and enhanced agricultural value chains. Her expertise in project management and business strategy brings a wealth of insight into sustainable growth, as well as access to finance in emerging markets.



Speakers



MOYO NKOSILATHI | CEO, BRAC UGANDA BANK

Moyo Nkosilathi is the CEO of BRAC Uganda, leading efforts to empower vulnerable communities through innovative solutions. With expertise in international development, financial inclusion, and leadership, he has held senior roles across Africa, focusing on poverty alleviation and social enterprise. Nkosilathi holds a Master's in Development Studies and drives impactful change in Uganda's education, healthcare, and financial sectors.



DAVID BIKHADO OFUNGI | MANAGING PRINCIPAL, THE MKUTANO COMPANY

David Bikhado Ofungi is the founder of The Mkutano Company, a knowledge and ESG Consultancy firm. He is Founder & Managing Principal of Dero Capital that focuses on PPPs and industrial zone development. Bikhado is a member of the General Council of the International Chamber of Commerce / World Chambers Federation. He is a board member of Uganda's Public Private Partnership Unit. He is also Chair of the Working Group on Eco Industrial Zones. He previously served on the board of a pan-African Microfinance Group.



ANTHEA PAELO | INTERVENTION MANAGER BUSINESS ENVIRONMENT, FSDU

Anthea Paelo is an economist specialising in financial inclusion, gender, competition, and economic regulation. As the Intervention Manager Business Environment and Gender Focal Person at Financial Sector Deepening (FSD) Uganda, her work involves creating an enabling regulatory environment for affordable digital financial services to marginalised populations. Her notable projects include the evaluation and development of Uganda's National Financial Inclusion Strategy, development of compliance guidelines with the Personal Data Protection Office and the implementation of Uganda's 2023 FinScope Demand-side Survey. Anthea holds a PhD in Economics from the University of Johannesburg, where her research explored competition in mobile financial services in Kenya and Uganda.



SANNE WILLEMS | TEAM LEADER - GREEN TRANSITION AND PRIVATE SECTOR, EUROPEAN UNION

Sanne Willems serves as the Team Leader for Green Transition and Private Sector at the Delegation of the European Union to Uganda. With over two decades of experience in East Africa, she has held positions at EU Delegations in Ethiopia and Kenya, the Embassy of the Kingdom of the Netherlands, UN-Habitat, and various development organizations. Although Dutch by nationality, Sanne has made East Africa her home for more than 20 years. A Development expert by training, her expertise spans private sector development, infrastructure (particularly in water and energy sectors), and agricultural development.



Keynote

Daniele H. Nyirandutiye

Mission Director | USAID Uganda



Ms. Nyirandutiye is the Mission Director for USAID/Uganda. In this capacity, she provides the strategic leadership and programmatic and operational management oversight of a diverse and complex portfolio of over half a billion dollars in annual development assistance across sectors, including health, education, humanitarian assistance, economic growth, private sector, environment, and democracy and governance.

A career U.S. diplomat, Ms. Nyirandutiye has served in senior management positions in corporate headquarters in Washington, D.C., including as Senior Advisor to the Agency Counselor and as Director for African Affairs at the National Security Council at the White House. Her overseas assignments include Ethiopia, Regional Mission in Ghana (covering 21 countries in West and Central Africa), and Madagascar. Prior to her U.S. government service, she spent several years in **West Africa**

as an International Mickey Leland Fellow with the Congressional Hunger Center, implementing and managing public health programs and conducting original research. She has also worked for the **Centers for Disease Control in Atlanta** on domestic programs, and the Carter Center in Atlanta, and in Cameroon. Ms. Nyirandutiye is a published author of peer-reviewed articles.

Ms. Nyirandutiye holds a Master of Public Health from Emory University. She also holds a Bachelor of Science in Pre-Medicine, a Bachelor of Arts in Chemistry and a minor in human rights from the University of Dayton.

AGENDA

📍 Mestil Hotel, Kampala & Online

📅 6th Nov 2024

🕒 09:15 AM – 09:30 AM

Panel 1

Developing Women in Banking and Finance A Catalyst for Economic Growth

This panel will explore role that financial institutions, policymakers, and development agencies play in progressing women's participation in banking and finance, as well as the broader entrepreneurial ecosystem. The discussion aims to explore **how leaders in banking, government, and microfinance are supporting women entrepreneurs**, who often face unique challenges such as limited access to capital, social bias, and lack of tailored financial products.

The session will also highlight how institutions are **developing financial products** and services that align with the specific needs of female entrepreneurs. The goal is to **bridge financial**

inclusion gaps while advancing policies that foster gender equity, entrepreneurship, and leadership development in Uganda's economic landscape.

Moreover, the panel will examine the impact of inclusive finance initiatives, **Environmental, Social, and Governance (ESG) strategies, and policy frameworks aimed at empowering women**. By sharing insights from a diverse panel of experts, the panel aims to generate actionable solutions for improving access to finance and driving sustainable development for women-led enterprises.

Speakers



OLIVE LUMONYA
Board Chair
FINCA Uganda



ANNE JUUKO
Regional Head,
Global Markets - E.Africa
Standard Bank Group



SANNE WILLEMS
Team Lead for Green Transition
& Private Sector | EU



MOYO NKOSILATHI
CEO Brac Uganda Bank



Moderator

DAVID BIKHADO OFUNGI
Managing Principal
The Mkutano Company

AGENDA

-  **Mestil Hotel, Kampala & Online**
-  **6th Nov 2024**
-  **9:30 AM – 10:30 AM**

Panel 2

Financing Her Future

Female Entrepreneurship and the Barriers Equitable Funding

This panel will delve into the critical issue of **financial access for female entrepreneurs** and the specific challenges they encounter when seeking capital. In Uganda and many developing markets, women-led businesses often struggle to secure funding due to structural barriers like gender bias, lack of collateral, and limited networks for mentorship or business development.

The discussion will focus on real-world examples of these challenges and explore potential solutions –such as innovative financial products, inclusive lending models, and ecosystem support through incubators and accelerators.

The panel aims to foster a practical conversation about:

- Bridging the funding gap for female entrepreneurs in different sectors
- Identifying high-potential, women-led businesses and supporting them with targeted capital and resources.
- Highlighting successful collaboration models between financial institutions, incubators, and entrepreneurs.
- The role of policy frameworks in driving equitable funding and fostering entrepreneurship among women.

The goal is to ensure that female entrepreneurs can build sustainable, scalable ventures by accessing finance that aligns with their unique business needs and growth ambitions. This speaks to everything from small early-stage businesses to large scale projects.

Speakers



PAMELA ANYOTI
CEO Asante Mama
Natural Products



ANTHEA PAELO
Intervention Manager
Business Environment- FSDU



BUTETSI ERIKA BUGAARI
CEO & Founder
Ooosha natural artisan soap



PEREZ MASINDE
Chief Operations Officer
Outbox Uganda



Moderator

PEARL NIMUSIIMA
Senior Investment Associate
BiD Capital Partners

AGENDA

- 📍 Mestil Hotel, Kampala & Online
- 📅 6th Nov 2024
- 🕒 11:00 AM – 12:00 AM

AGENDA

8:00 AM – 9:00 AM

REGISTRATION AND NETWORKING

Attendees arrive, register, and network over tea/coffee & bites.

9:00 AM – 9:15 AM

OPENING REMARKS

Welcome by Mr. Julius Kakeeto Chairperson, Uganda Bankers' Association

Remarks by Anchor Sponsor

9:15 AM – 10:30 AM

PANEL SESSION 1

Developing Women in Banking and Finance – A Catalyst for Economic Growth

10:30 AM – 11:00 AM

KEYNOTE ADDRESS: MS. DANIELE NYIRANDUTIYE MISSION DIRECTOR FOR USAID UGANDA

Accelerating Female Leadership in the Financial Sector - USAID's approach

11:00 AM – 11:15 AM

BREAK

Beverage refill

11:15 AM – 12:15 PM

PANEL SESSION 2

Financing Her Future – Female Entrepreneurship and the Barriers to Equitable Funding

12:15 PM – 12:45 PM

DELEGATE WIDE DISCUSSION

An opportunity for the delegates to contribute and share insights

12:45 PM – 1:00 PM

CLOSING REMARKS

Ms. Sarah Arapta, CEO, Citibank (U) Ltd

1:00 PM

LUNCH AND DEPARTURE AT LEISURE





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