

# Prof. Bitange Ndemo

Associate Professor and Management Consultant

University of Nairobi  
School of Business  
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## Profile

Prof. Bitange Ndemo is an ICT specialist and an Associate professor in Entrepreneurship. He also teaches Research Methods and Management at the School of Business, University of Nairobi. Prior to this, he was the Permanent Secretary in the Ministry of Information and Communication where he initiated various transformative projects, including development of the undersea cables into East Africa and the development of the Kenya Open Data Initiative. He sits on several Boards including Safaricom, Mpesa Foundation and Research ICT Africa. He is a senior advisor to the UNCDF's Better than Cash Alliance and the UN Global Pulse.

Prof. Ndemo has spent more than two decades in the classroom and lecture halls with over 20 years of experience lecturing at the university. He is highly skilled in the design and implementation of both short and long training curricula and has taught various courses including entrepreneurship, research methods, statistics, and innovation management. His responsibilities as an associate professor include the supervision of both PhD and Masters students as they undertake their research. Notably, he has supervised more than 100 MBA thesis projects and 10 PhD Theses.

In addition, he has over 20 years of business, finance and technology expertise gained from his years in Government, Higher Education and the Private Sector. He is recognized as a thought leader and champion of development strategies particularly aimed at transforming Kenya through ICT and social enterprise. He is a skilful researcher with immense experience in policy development, review and implementation. He has authored several policy papers and provided research based policy advice to several governments in Africa and South America as well as other private and public sector institutions.

He holds a PhD in Industrial Economics from the University of Sheffield in the UK, an MBA from University of St. Thomas, Minnesota USA, and Bachelor's degree in Finance and Accounting from the University of Minnesota.

## Education

**University of Sheffield, England, 2000**  
Doctor of Philosophy (PhD)

**University of St. Thomas, Minnesota, USA, 1991**

Master of Management Information Systems

**University of Nairobi, Kenya, 1988**

Bachelor of Science, Finance

## **Work Experience**

**Chairman, Distributed Ledgers & Artificial Intelligence**

2018 – to date

Kenya

**Chairman, Department of Business Administration**

2017 – 2018

University of Nairobi.

**Board Director**

2017 – to date

Safaricom Limited

**Associate Professor, Entrepreneurship**

2013 – to date

University of Nairobi.

**Senior Lecturer, Entrepreneurship, Research Methods and Management, Faculty of Commerce**

2013 – 2014

University of Nairobi.

**Permanent Secretary**

2005 – 2013

Ministry of information and Communications, Government of Kenya.

**Entrepreneurship, Research Methods and Statistics and Head of Research and Consultancy, Faculty of Commerce**

2004 – 2005

University of Nairobi.

**Chairman, Department of Business and Economics**

2002 – 2004

University of Nairobi.

**Lecturer, Entrepreneurship, Management and Statistics Faculty of Commerce**

1995 – 2004

University of Nairobi.

**Tutorial Fellow, taught a range of courses including Management Information Systems, Statistics and Management**

1993 – 1995

University of Nairobi.

**Financial Systems Analyst**

1993 – 1998

Medtronic Inc.

## Publications

### Refereed Journals

1. **Ndemo, B.** (2018) *Digital Entrepreneurial Behaviour and Government Support in Kenya.* **International Journal of Economics, Business and Management Research.** Vol. 2, No. 02; 2018. ISSN: 2456-7760.
2. **Ndemo, B & Weiss T.** (2017) *Making Sense of Africa's Emerging Digital Transformation and its Many Futures* **Africa Journal of Management** Vol. 3 , Iss. 3-4,2017.
3. **Koitamet, K, L., Ndemo, B.,** (2017) *Effects of Financial Access on the performance of Social Entrepreneurship Firms in Kenya.* *American Journal of Finance.* Vol. 1 **No. 5.**
4. **Koitamet, K, L., Ndemo, B.,** (2017) *Determinants of the Performance of Social Entrepreneurship in Kenya.* *International Journal of Entrepreneurship.* Vol. 1 **No. 1.**
5. **Ndemo, B., Aiko, D. M.,** (2017) *The Necessity of Portfolio Entrepreneurship and its Challenges: A Case Study of Online Agricultural Services in Kenya.* *International Journal of Advanced Engineering and Management Research* Vol. 2 Issue 3,
6. **Kawiria, M. F., Ndemo, B.,** (2016) *Journal of Strategic Management* ISSN 2520-0461(Online Vol.1, Issue 1 No.1, pp 18 - 35, (2016) *Employee Perception Towards Talent Management Strategy and Staff Retention at Deloitte & Touche, Kenya.*
7. **Ndemo, B.,** (2015) *Book Review: Nagy Hanna and Renee Summer's Insights into a Holistic ICT Driven Transformation.* *The African Journal of Information and Communication (AJIC), Issue 15, 2015*
8. **Ndemo, E B** (2015) *Political Entrepreneurialism: Reflections of a Civil Servant on the Role of Political Institutions in Technology Innovation and Diffusion in Kenya.* *Stability: International Journal of Security and Development* 4(1):15, DOI: <http://dx.doi.org/10.5334/sta.fd>
9. **Ndemo B and Smallbone D.** (2015) *Linkage Dynamics between MSEs and Multinational Corporations in Kenya. A longitudinal review of a 2005 conference paper –DBA Africa Management Review 1 2015.*
10. **Dennis M. A. and Ndemo B.** (2014) *What drives women out of Entrepreneurship? The joint role of culture and access to finance.* *DBA Africa Management Review* 2 (2014).
11. **Ndemo B. Rushda Majeed** (2012) *Case Study: Disseminating the Power of Information: Kenya Open Data Initiative.* *Innovation for Successful Societies.* Princeton University Press (2012). [http://successfulsocieties.princeton.edu/sites/successfulsocieties/files/interviews/transcripts/3517/bitange\\_ndemo.pdf](http://successfulsocieties.princeton.edu/sites/successfulsocieties/files/interviews/transcripts/3517/bitange_ndemo.pdf).
12. **Ndemo E. B.** (2007) *Women entrepreneurs and strategic decision making.* *Management Decision* 45(1), 118-130 (2007). [http://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=x9l\\_WMIAAAAJ&citation\\_for\\_view=x9l\\_WMIAAAAJ:u5HHmVD\\_uO8C](http://scholar.google.com/citations?view_op=view_citation&hl=en&user=x9l_WMIAAAAJ&citation_for_view=x9l_WMIAAAAJ:u5HHmVD_uO8C)
13. **Ndemo B.** (2006) *Assessing sustainability of faith-based enterprises in Kenya.* *International journal of social economics* 33 (5/6), 446-462 (2006). [http://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=x9l\\_WMIAAAAJ&citation\\_for\\_view=x9l\\_WMIAAAAJ:UeHWp8XOCEIC](http://scholar.google.com/citations?view_op=view_citation&hl=en&user=x9l_WMIAAAAJ&citation_for_view=x9l_WMIAAAAJ:UeHWp8XOCEIC).
14. **Ndemo B.** (2005) *Maasai Entrepreneurship and Change.* *Journal of Small Business & Entrepreneurship* Vol. 18 No. 2. Spring 2005 pp 207-219. (2005)

## Refereed Journals under Consideration

1. Institutional Context, Entrepreneurial Development, Behaviour and Family-Firm Opportunity Exploitation

## Books

**Ndemo B. and Weiss T. (2016):** Digital Kenya - An Entrepreneurial Revolution in the Making. Landmark Publication featuring Key Experts from Kenya's startup scene.  
<http://digitalkenyabook.com/>

## Book Chapters

1. **Ndemo, B. (2016).**The Paradigm Shift: Disruption, Creativity and Innovation in Kenya. In B. Ndemo & T. Weiss (Eds.), Digital Kenya: An entrepreneurial revolution in the making (pp. 1 - 12). London: Palgrave Macmillan.
2. **Ndemo, B. (2016).** *Inside a policymaker's mind: An entrepreneurial approach to policy development and implementation.* In B. Ndemo & T. Weiss (Eds.), Digital Kenya: An entrepreneurial revolution in the making (pp. 339–367). London: Palgrave Macmillan.
3. **Ndemo, B. (2016).** *Enabling an Inclusive Innovation Ecosystem and SME Development in Kenya: The Role of ICTs.* In Agola N., and Hunter A., Inclusive Innovation for Sustainable Development. Theory and Practice (pp 39-56). London: Palgrave Macmillan.
4. **Ndemo, B. & Aiko D., (2016).** *Nurturing Creativity and Innovation in African Enterprises: A Case Study of Kenya.* In Mario France, Entrepreneurship Practice-Oriented Perspectives (pp 21 - 37) Intech.
5. **Ndemo B. & Mureithi, M.(2015)** Information and Communications Technologies. In Terence McNamee, Mark Pearson and Wieber Boer, Africans Investing in Africa: Understanding Business and Trade, Sector by Sector (pp 177-202). London: Palgrave Macmillan.
6. **Ndemo B. (2007)** Entrepreneurship and Change. International Handbook of Research on Indigenous Entrepreneurship pp. 84-99. Edited by Leo-Paul and Robert B. Anderson. (2007). [http://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=x9l\\_WMIAAAAJ&citation\\_for\\_view=x9l\\_WMIAAAAJ:zYLM7Y9cAGgC](http://scholar.google.com/citations?view_op=view_citation&hl=en&user=x9l_WMIAAAAJ&citation_for_view=x9l_WMIAAAAJ:zYLM7Y9cAGgC)

## Book Reviews

**Ndemo, B. (2016)** Nagy Hanna and Rene Summer's Insights Into a Holistic ICT Driven Transformation. The African Journal of Information and Communication (pp 131-133). Issue 16, 2015. University of Witwatersrand, Johannesburg.

## Other Book Chapters and Reports

- Ndemo, B. (2017)** Growth of African SMEs and Jobs Will Depend on Technology Uptake. Foresight Africa, the Africa Growth Initiatives Annual Flagship Report. Washington. Brookings Institute.
- Ndemo, B. (2016)** Leveraging on our past to build a better future pp 224-233. Where is Kenya – 50 Voices Speak? Edited by Susan Wakhungu Githuku (2013).

**Ndemo, B. (2015)** Using Policy to Develop A BPO Industry in Africa. Africa Policy Review. London. Kempstone Media.

## **Journal Review and Other Academic Collaborations**

1. African Journal of Economics and Management Studies: Emerald 2008 to Date.
2. Oxford Internet Institute project advisory board for a research project: 'Changing Geographies of Connectivity and the Potentials of Sub-Saharan Africa's Knowledge Economy.' 2014.
3. United Nations Educational, Scientific and Cultural Organization. Research into understanding and responding to hate speech online. Oxford University 2014.
4. World Intellectual Property Organization: Contribution from Kenya towards the Global Innovation Index (GII) 2014 Year Book.

## **PhD & MBA Academic Supervision**

1. Mwangi Kamau Information Systems Integration, Information Technology Capability, Organizational Ambidexterity and the Performance of Banks in Kenya. With Prof. Njihia. April 2018.
2. Nyalita A. M., Succession Planning, Entrepreneurial Orientation, Business Development Services and the Performance of Small and Medium Family Businesses in Machakos County, Kenya. November 2015.
3. **Kithusi A. N.** Resources, External Environment, Business Strategy and Performance of Micro and Small Enterprises within the Furniture Sector in Nairobi County, Kenya. With Dr. Gathungu and Prof. Wainaina. November 2015
4. **Bett J. K.** The Effect of Entrepreneurial Orientation and Resource Endowment on the Relationship of External Environment and Firm Performance of Small and Medium Enterprises in Kenya. With Vincent Machuki.
5. Sabana B., Entrepreneur Financial Literacy, Financial Access, Transaction Costs and Performance of Micro Enterprises in Nairobi City County, Kenya. November 2014.
6. **Robert K. M.** Knowledge Management Strategy, Organizational Competency and Competitiveness in the Book Publishing Industry, 2008 with Prof. G.P. Pokhariyal and Prof. Peter Kobonyo
7. Chiyoge **B. S.** The Linkage between Environment, Mission, Leadership, Strategy, Structure, Core Competencies and Firm Performance: A Test of the Hexagonal Model in the Kenyan parastatals, 2007 with Prof. Peter Kobonyo.
8. **David K. M.** An Investigation of the Relationship between Course Delivery Systems and Learner's Needs: A case study of the external degree programme of the University of Nairobi. 2004
- 9.

## **MBA Candidates Supervised to Completion Leading to the Award of the Degree of Masters of Business Administration at University of Nairobi.**

1. **Ajele D. D.** (2014) Implementation Strategies of the Public Procurement Law in Kenya: A Case Study of Public Procurement Oversight Authority.
2. **Akech L. O.** (2014) Response Strategies to Changes in External Environment by Sony Sugar Company Limited.

3. **Ali H. A.** (2014) The Effects of Penetration Pricing Strategies on Performance of Firms in the Mobile Telephony Industry in Kenya.
4. **Arupe R. J.** (2014) Strategic Change Management Practices at the National Bank of Kenya Ltd.
5. **Gakuo S. W.** (2014) Entry Strategies Used by China Wu Yi Company Limited in its Penetration of the Kenyan Market.
6. **Guchu A. M.** (2014) Strategic Management Practices in Parliament of Kenya.
7. **Isanda M.** (2014) Strategies for Managing Complexity in Kenya Power Limited.
8. **Kanugu D. M.** (2014) Strategies Used by Indigenous Kenya Commercial Banks in Expanding into Africa.
9. **Karwitha P.** (2014) Effects of Monetary Union on Promotion of Regional Trade in East Africa.
10. **Kiboi P. M.** (2014) The Role of it Governance in Aligning Business Strategies at Airtel Kenya Limited
11. **Manali M.** (2014) Strategic Benefits and Challenges of Mobile Banking in Kenyan Commercial Banks.
12. **Mbaabu M. K.** (2014) The State of Strategic Planning in the Teachers Service Commission Kenya.
13. **Miceka G. K.** (2014) Strategic Change Management Practices and Sustainability Models Adopted by International Livestock Research Institute (ILRI) in Kenya.
14. **Mogeni J. K.** (2014) Strategies Employed to Achieve Competitive Advantage by Wananchi Group in the Telecommunication Industry in Kenya.
15. **Mulunda L. N.** (2014) Strategy Implementation of Technology to Enhance Supply Chain Management Best Practices at UNICEF.
16. **Musembi C. M.** Competitive Strategies Adopted by Tribe Hotel in Nairobi, Kenya.
17. **Ngetich G. K.** (2014) D61/60549/2013 Dr. B. Ndemo Dr. R. Kitiabi Challenges of Strategic Outsourcing by Mobile Telecommunication Companies in Kenya.
18. **Ngui S. K.** (2014) Strategies for the Implementation of Traffic Regulations within the Public Transport Sector in Nairobi City, Kenya.
19. **Njenga J. W.** (2014) Strategic Change and Choice of Change Agency at the Commercial Bank of Africa, Kenya
20. **Njenga R. W.** (2014) Challenges Faced by Stakeholders in Strategy Formulation of the Electricity Sector in Kenya.
21. **Obiga S. D.** (2014) Challenges of Strategy Implementation at the Nairobi County Government.
22. **Ogechi R. K.** (2014) Strategic Responses by the National Bank of Kenya to the Dynamic Environment.
23. **Omar D. A.** (2014) Impact of Strategy on Performance in Public Sector; A Case Study of Kenya Revenue Authority.
24. **Onditi J. O.** (2014) Challenges of Strategy Implementation of Public Private Partnership in Infrastructure Development at Rift Valley Railways Kenya Limited.
25. **Ongaki S. B.** (2014) Strategic Management Practices at Jubilee Insurance Company of Kenya Limited.
26. **Oundo S. B. W.** (2014) Strategic Management Practices at Triad Architects Limited.
27. **Sabala M.** (2014) Strategic Planning by Internet Service Providers in the Telecommunication Industry in Kenya.

28. **Said M. J. S.** (2014) Strategic Management Practices and Performance of Islamic Banks in Kenya: A Case Study of Gulf African Bank.
29. **Salah A. A.** (2014) Strategic Planning and Performance of Banks in Kenya: A Case of National Bank of Kenya
30. **Wachira J. C.** (2014) Strategic Approaches to Affordable Houses in Nairobi County, Kenya.

## Selected Talks

1. The AidEx Africa 2018 Conference. 12-13 September, 2018, Nairobi, Kenya
2. Seamless East Africa 2018. 3-5 September, 2018. Nairobi, Kenya
3. Africa Cyber Defence Summit – Kenya. 09 – 10 July 2018 at the Kenyatta International Convention Centre (KICC) in Nairobi, Kenya.
4. Social Media Week International (SMWi). 12th - 15th June 2018, Nairobi, Kenya
5. Microsoft, Africa. Digital Transformation – the role of multinationals. September 18, 2017.
6. Global Learning Council Summit (Berlin, Germany). Paving the Way for the Digital Future, June 30, 2017.
7. TEDx Kilimani, Nairobi. Unleashing Data for Digital Transformation. April 8, 2017
8. IMF Statistical Forum. Leveraging Digital Transformation for Economic Expansion. Washington DC 2017.
9. KRA, Kenya. Optimizing Big Data and Advanced Analytics for Enhanced Tax Administration. November, 29 2017.
10. Guardian South Africa: Accessibility and Affordability of Broadband to all. Johannesburg: 2014.
11. Mobile World Congress: Sharing the Kenyan ICT experience and a respondent to Mark Zuckerberg's key note speech: February 2014.
12. M.I.T Africa Innovate: The Impact of ICTs on Africa's Development. MIT Lab April 11-12, 2014
13. Saudi Arabia: Developing Saudi Arabia as the Arab region ICT Hub: 2014.
14. India: Sharing local experiences on how we created an ICT Hub within a short period of time: 2014.
15. Entrepreneur Forum Kenya: A monthly free lecture service to help young and upcoming entrepreneurs develop their entrepreneurial skills. 2014.

## Conferences

1. Africa & Middle East Conference on Software Engineering. 30-31 Oct. 2018, Cairo, Egypt.
2. 3rd East African Business and Entrepreneurship Conference. 30th to 31st October, 2018 in Kampala Uganda.
3. Euromoney Conference Morocco Conference. 19<sup>th</sup> September 2018. Rabat, Morocco.
4. Pension Funds and Investments in Africa Conference. 12th -13th September 2018 at The Michelangelo Hotel, Sandton, Johannesburg in South Africa.
5. 4th regional Credit Information Sharing Conference 2018. 27-28 August 2018, Kenya School of Monetary Studies at KSMS, Nairobi, Kenya.
6. National Research Fund. Launch of National Research Fund Strategic Plan and Award of NRF 2016 Grants, December 14, 2017. Nairobi, Kenya.

7. GIZ, Make-IT in Africa Tech Entrepreneurship. December 7, 2017. Nairobi, Kenya.
8. DEMO Africa. 6th Annual DEMO Africa conference, November 23-24, 2017. Johannesburg, South Africa.
9. IMF. Fifth IMF Statistical Forum, Measuring the Digital Economy, November 16–17, 2017. Washington, DC.USA.
10. Institution of Surveyors of Kenya (ISK). The Land and Property Sector in Africa: Marching into the Future, November 8-9, 2017. Nairobi, Kenya
11. GSMA. Mobile 360 Africa - Pathways to Social Transformation, July 5-6, 2017. Dar Es Salaam, Tanzania.
12. KIM. Business Strategy for Results: The Essential Toolkit for Innovative Leadership, June 28-30. Mombasa, Kenya.
13. International Development Research Centre (IDRC-Canada). Digitization and the Future of Work, June 15-16. Ottawa, Canada.
14. National Aid Control Council. Achieving Health Care by 2030: Is Sustainable Financing for HIV and NCDs Key to Effective Health Governance, May 31, 2017. Nairobi, Kenya.
15. Google & International Institute of Tropical Agriculture (IITA). Internet Policy and Governance in Africa, May 4, 2017. Ibadan, Nigeria.
16. The Wall Street Journal. Investing in Africa, Technology, Transition and Growth conference, March 7, 2017. The News Building, London.
17. UN World Data Forum. Improving data and statistics for the 2030 Agenda for Sustainable Development. January 2017. Cape Town, South Africa.
18. AfDB-EIB. Youth Employment, Energy and Innovation, Industrialization, and Agri-business, November 21-22, 2016. Abidjan, Côte d'Ivoire.
19. Beyond Profit Kenya. Making The SDGs Relevant For Business, Civil Society and Government, November 18, 2016. Nairobi, Kenya
20. UN Conference. SDGs, Data and Capacity Development: From a Data Revolution to a Capacity Revolution. July 19, 2016. New York, USA.
21. World Bank's conference on Harnessing Digital Trade for Competitiveness and Development. May 19-20, Washington, DC.
22. UNCDF. United Nations Conference on the Midterm Review of the Istanbul Programme of Action for the Least Developed Countries, May 29, 2016. Antalya, Turkey.
23. ICTs and Governance in Africa. The role of new media in peacebuilding and state-building July 9-10, 2014 Conference. Political Entrepreneurialism: Reflections of a Civil Servant and the Role of Political Institutions in Technology Innovation and Diffusion in Kenya. Oxford University, England.
24. Africans investing in Africa - the frontier busters. Author's Conference, March 13, 2014. ICT Investments in Africa. Johannesburg, South Africa.
25. 2<sup>nd</sup> Africa School on Internet Governance Conference, 21 – 25 November, Mauritius. Role of ICTs in Employment and Wealth creation.
26. The Guardian Activate Conference in Johannesburg. Keynote Speech on Global Innovation and Broadband Access in Africa. July 9, 2014.
27. Kabarak University Keynote speech. Development of Sustainable Innovation Ecosystem. July 18<sup>th</sup> 2014.
28. eLearning Africa 2014 Conference in Kampala. Perspectives on ICTs, Education and Development in Africa. May 2014.



29. ICTD 2013 Conference on Information and Communication Technologies and Development. A4AI — 2013 Affordability Report Stark Insights, New Solutions. December 7 -9, 2013. Cape Town.
30. Ubuntunet 2011 Connect. Keynote Speech- Access for Success. November 23-25, 2011. Safari Park Nairobi.
31. International Telecommunications Union (ITU). Headed the Kenyan Delegation for several years.
32. Universal Postal Union (UPU). Headed Kenyan Delegation to numerous policy negotiations.
33. Linkage Dynamics between MSEs and Multinational Corporations in Kenya.
34. Entrepreneurship & Development in Education, Policy & Research” 1st – 3rd November 2005 at Blackpool, UK.
35. Assessing Social Enterprise:
36. Evidence from Kenya. 27th ISBA Conference Entrepreneurship and SME Development. “Creating Opportunities: Entrepreneurship & Development in Education, Policy & Research” 2nd – 4th November 2004 at Newcastle-Gateshead, UK.
37. Can Faith Based Enterprises be Sustained in Kenya?
38. 2004 Babson Kau man Foundation Entrepreneurial Research Conference. Co-sponsored by The Hunter Centre for Entrepreneurship, University of Strathclyde, Glasgow, Scotland June 3rd – 5th, 2004.
39. A Synthesis of Enterprise Research Methods in Africa.
40. Centre for Excellence in Entrepreneurship Development (CEED) United States International University, Kenya. May 12th – 14th, 2004.
41. Methodological pitfalls in conducting Entrepreneurial Research in Africa:
42. A Research Synthesis. Research Paradigms in Entrepreneurship and Small Business. The University of Surrey, Guilford – April 3rd – 4th 2003.

## Key Experience

### Teaching Experience: Senior Lecturer

University of Nairobi

Teaching courses in - Entrepreneurship, Research Methods, Economics, Statistics and Management.

Chairman, Department of Business and Economics.

Supervision of PhD and Masters students

### Consulting Experience: Lead Consultant

Lake Region Development, 2014

Development of Master Plan.

### Consulting Experience: Lead Consultant

Nyayo Tea Zones, 2005

Development of strategic plan.

### Consulting Experience: Lead Consultant

Various clients, 2004

Conducted series of seminars to validate service delivery survey reports

**Consulting Experience: Lead Consultant**

Teachers' Service Commission, 2003

Re-designing of the Front Office/Registry Systems Design and Management as part of Teachers Service Commission's Service Delivery improvement Programme.

**Consulting Experience: Lead Consultant**

Ministry of Information and Tourism, Ministry of Transport and Communication & Ministry of Trade and Industry, 2002

Conducted a Service Delivery Survey.

**Consulting Experience: Lead Consultant**

Kenya Public Service, Directorate of Personnel Management, 2002

Prepared a Concept Paper on Training and Capacity Building for the Civil Service and the subsequent drafting of the Training and Capacity Building Policy for the Kenyan Public Service, Directorate of Personnel Management.

**Consulting Experience: Lead Consultant**

Civil Service Reform Secretariat, Public Sector Reform, 1998

Conducted a study on Staffing Norms for the Messenger Cadre, Civil Service Reform Secretariat. Public Sector Reform.

**Consulting Experience: Lead Consultant**

Ministry of Environment and Natural Resources, 1997

Rationalisation of ministerial functions at the Ministry of Environment and Natural Resources through Civil Service Reform Secretariat. Public Sector Reform.

**Consulting Experience: Lead Consultant**

Ministry of Finance, 1997

Review of Systems Network and Implementation of the Integrated Payroll and Personnel Database (IPPD), Ministry of Finance.

**Consulting Experience: Lead Consultant**

Ministry of Lands and Settlement, 1997

Review of Systems Network and Implementation of the (IPPD), Ministry of Lands and Settlement.

**Consulting Experience: Lead Consultant**

Kenya Public Service, Directorate of Personnel Management, 1997

Conducted Performance Management Workshops for Senior Public Servants, Directorate of Personnel Management. Public Sector Reform.

**Consulting Experience: Lead Consultant**

Ministry of Lands and Settlement, 1996

Rationalisation of ministerial functions at the Ministry of Lands and Settlement through Civil Service Reform Secretariat. Public Sector Reform.

**Consulting Experience: Lead Consultant**

Ministry of Lands and Settlement, 1996

Organisational and Policy Review: Structure, Process and Procedures, Ministry of Lands and Settlement, Civil Service Reform Secretariat. Public Sector Reform.

### **Consulting Experience: Head Researcher**

The Government of Kenya, 1995

Led a team of researchers in the Follow-up Survey on the impact of Voluntary Early Retirement Scheme.

## **Key Transformative Projects**

### **MPESA :**

Instrumental in fast-tracking the implementation of the Mpesa that has changed the way Kenyans do business for ever.

### **TEAMS :**

Instrumental in linking Kenya to the rest of the World through the undersea cable which led to lowering the cost of telephony from \$6 to less than Ksh, 1 today.

### **KNET :**

Lobbied Government to subsidize broadband to all university through KNET

### **Wezesha :**

Lobbied Government to subsidize purchase of Computers by University Students across the country benefiting more than 10,000 students.

### **Digital Village :**

As part of helping push the use of broadband, Bitange was instrumental in creating more than 250 digital villages across the country to enable access to broadband.

### **Konza :**

Conceptualized the process of creating the first ICT ecosystem in Konza that was to include start up incubation centers as well as training facilities as part of bringing institutions of higher learning closer to industry and government.

### **Open Data :**

This was a transformative project that led to development of many applications and job creation

## **Journalism**

Weekly article in the Daily Nation

- *Uhuru's land policy proposals may be a turning point in managing resources* DECEMBER 4, 2017 <http://bit.ly/2jiria2>
- *Start-ups don't grow without honest business partners* NOVEMBER 27 2017 <http://bit.ly/2nko88q>
- *We urgently need more stories of Kenyans who can lead* NOVEMBER 20 2017 <http://bit.ly/2kiwuez>
- *Social media fuelling political extremism in Kenya* NOVEMBER 13 2017 <http://bit.ly/2apkizm>
- *Those who wish to destroy, then rebuild, the economy are mistaken* NOVEMBER 6 2017 <http://bit.ly/2agit87>
- *Africa must be alert to China's leadership transition* OCTOBER 31 2017 <http://bit.ly/2ztab6i>

- We must stop undervaluing community - nobody develops alone OCTOBER 23 2017 <http://bit.ly/2bnerzc>
- How we can leave no one behind OCTOBER 16 2017 <http://bit.ly/2bqalowc>
- Breaking tech's glass ceiling in Africa - a young woman's story OCTOBER 9 2017 <http://bit.ly/2zassbm>
- In Kenya, women entrepreneurs depend on men's decisions OCTOBER 2 2017 <http://bit.ly/2c0arlu>
- Trump's friends 'trying to get rich' in Africa should be a wake-up call SEPTEMBER 25 2017 <http://bit.ly/2c0atdw>
- In Somali business success, trust plays a vital role SEPTEMBER 18 2017 <http://bit.ly/2yb2kjr>
- There's more to 'prison' school complaints than crowded dorms SEPTEMBER 11 2017 <http://bit.ly/2bpk1vi>
- My small 'study' shows Kenyan WhatsApp users are of three kinds SEPTEMBER 4 2017 <http://bit.ly/2evuhop>
- To survive the digital future, go beyond the love of convenience AUGUST 28 2017 <http://bit.ly/2bpvyru>
- New groundbreaking ways of measuring economic progress AUGUST 14 2017 <http://bit.ly/2c2rwvu>
- Vote for the country, for future generations and posterity AUGUST 7 2017 <http://bit.ly/2bpa1sk>
- Philanthropy and faith groups may be the answer for education JULY 31 2017 <http://bit.ly/2vd6tk3>
- To engage with China, you need a strategy JULY 24 2017 <http://bit.ly/2nni2fy>
- Technology in agriculture must reach small-scale farmers JULY 17 2017 <http://bit.ly/2apkizm>
- Europe shows how Africa's tech hubs can thrive JULY 10 2017 <http://bit.ly/2uqq4ya>
- David Ndi's position exposes hypocrisy of civil society JULY 7 2017 <http://bit.ly/2nkbqkp>
- Technocrat running mates could lift governors, or unsettle them JUNE 5 2017 <http://bit.ly/2bywdwv>
- Amazon is changing how we buy food, and Africa stands to profit JUNE 25 2017 <http://bit.ly/2khmovn>
- No, oil won't take us to Canaan JUNE 19 2017 <http://bit.ly/2skpn0h>
- Liberal arts education - Africa's antidote against exploitation MAY 22 2017 <http://bit.ly/2tcu7mb>
- Ethiopia's ancient civilisation gears up for modern manufacturing MAY 8 2017 <http://bit.ly/2khxi8f>
- How Keroche Foundation is growing young entrepreneurs MAY 29 2017 <http://bit.ly/2ybbmq8>
- Our dry grazing lands can serve world markets APRIL 3 2017 <http://bit.ly/2imbxy4>
- We must dispel the fallacy that entrepreneurs are born APRIL 10 2017 <http://bit.ly/2apqhix>
- Kenyan businesses need to embrace Open APIs MARCH 6 2017 <http://bit.ly/2ji2jis>
- Kenya needs a clear leader, not 'half loaf' coalitions MARCH 13 2017 <http://bit.ly/2krzofl>
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## **Membership**

1. Institute of Management Accountants (USA)
2. Kenya Institute of Management

## **Honors**

1. Chairman, Global Alliance for Affordable Internet
2. Chairman, Better than Cash Alliance – An initiative to digitize payment systems
3. Publisher & Author, Weekly Newspapers to promote micro and small enterprises in Kenya
4. Chief of the Burning Spear (CBS), Government of Kenya
5. Volunteer of the Year Award, Government of the State of Minnesota
6. President's Student Leadership Award, USA
7. Student Leadership Award, University of Minnesota

## **Voluntary Services and other Global Assignments.**

1. Free Monthly lecture series on Entrepreneurship and Technology at I-Hub.
2. Advisor to iHub (a globally renown tech incubation facility in Kenya)
3. Senior Advisor – Better than Cash Alliance. A global UN initiative to encourage cash equivalent for payment of goods and services.
4. Immediate past Chairman Global Alliance for Affordable Internet