



**REPUBLIC OF KENYA
KENYA NATIONAL ASSEMBLY
TENTH PARLIAMENT – FOURTH SESSION**

REPORT

**OF THE
DEPARTMENTAL COMMITTEE ON FINANCE,
PLANNING & TRADE**



**ON THE VETTING OF THE NOMINEES FOR
APPOINTMENT AS BOARD
MEMBERS/COMMISSIONERS TO THE
PRIVATIZATION COMMISSION**

SEPTEMBER, 2012

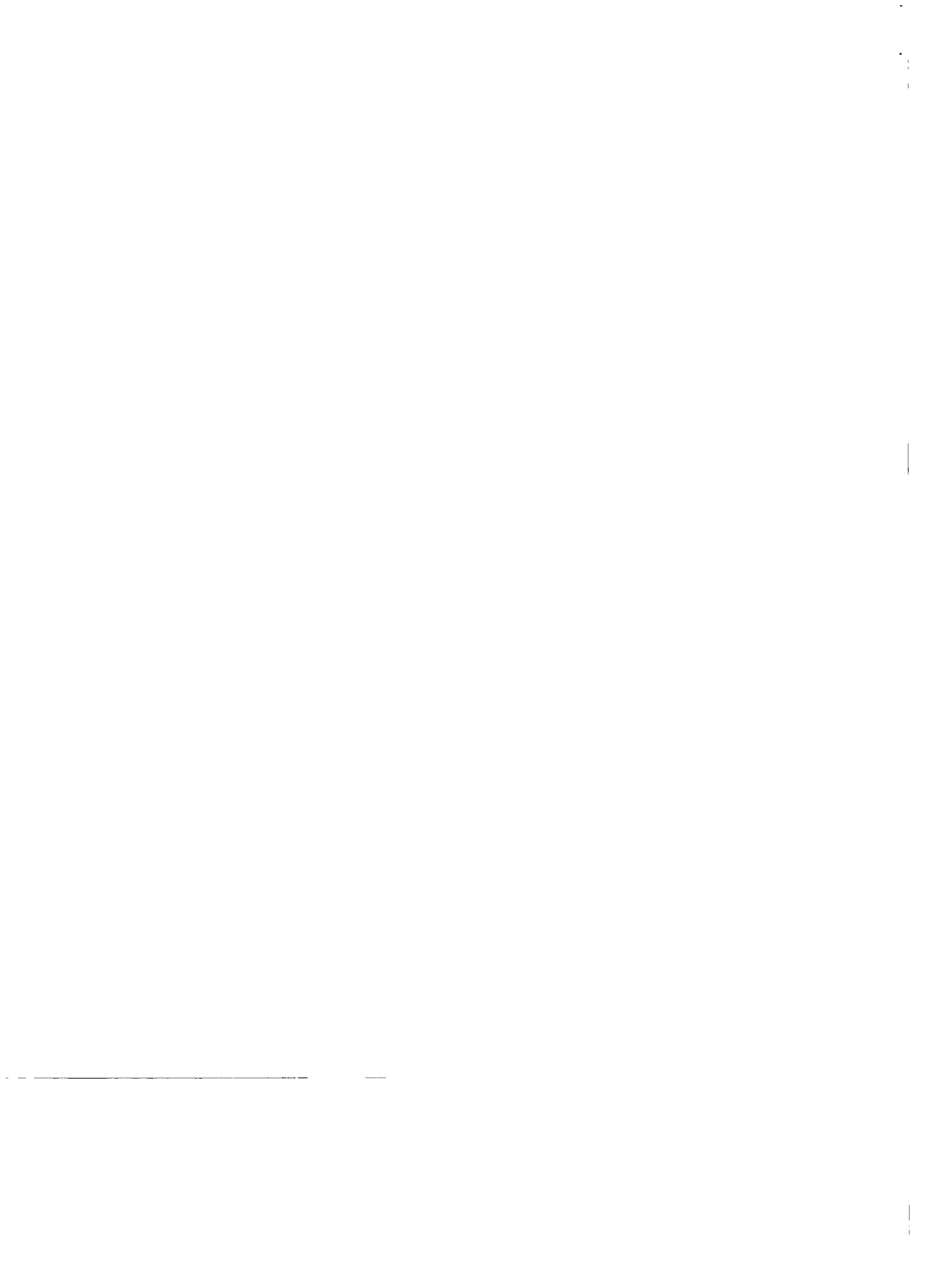


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1.0 PREFACE

Mr. Speaker Sir,

On behalf of the Members of the Departmental Committee No. F on Finance, Planning & Trade, and pursuant to the provisions of Standing Order No. 181, it is my pleasure and duty to present to the House, the Committee's Report on the nominees for appointment as Board Members/Commissioners of the Privatization Commission.

The Committee membership comprise of the following:-

The Hon. Chrysanthus Okemo, EGH, MP **(Chairman)**

The Hon. (Prof.) Philip Kaloki, MP **(Vice Chairman)**

The Hon. Jakoyo Midiwo, MGH, MP

The Hon. Musikari Kombo, EGH, MP

The Hon. Lucas Chepkitony, MP

The Hon. Sammy Mwaita, MP

The Hon. Lenny Kivuti, MP

The Hon Nelson Gaichuhie, MP

The Hon. Ntoitha M'Mithiaru, MP

The Hon. Shakeel Ahmed Shabbir, MP

The Hon. Nkoidila Ole Lankas, MP

The Finance, Planning & Trade Committee is one of the Departmental Committees established under Standing Order No. 198 whose functions *are inter alia*:-

- (i) to investigate, inquire into, and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned ministries and departments;
- (ii) to study the programme and policy objectives of the ministries and departments and the effectiveness for the implementation.
- (iii) to investigate and inquire into all matters relating to the assigned Ministries and departments as they may deem necessary and as may be referred to them by the House.

- (iv) to make reports and recommendations to the House as often as possible including recommendations of proposed legislation.

Committee mandate

In accordance with Second Schedule of the Standing Orders, the Committee is mandated to consider:-

- ◆ Public finance;
- ◆ Banking and insurance;
- ◆ National planning and population development;
- ◆ Trade, commerce and industry;
- ◆ Tourism promotion and management.

The line Ministries falling within the purview of the Committee are:-

- (i) Ministry of Finance
- (ii) Ministry of Planning, National Development & Vision 2030
- (iii) Ministry of Industrialization
- (iv) Ministry of Tourism
- (v) Ministry of Trade

Nomination to the Privatization Commission

Pursuant to Section 5(d) of the Privatization Act of 2005, the Minister for Finance forwarded to the Clerk of the National Assembly, the names of the following seven (7) nominees vide a letter dated 27th June, 2012 for vetting by the relevant Committee and consideration by the National Assembly for appointment as Board Members/Commissioners to the Privatization Commission:-

1. Ms. Miriamu Ali El-Maawy
2. Ms Agnes Kaleche Murgor
3. Mr. Bernard Nandieki
4. Mrs. Patricia Atieno Omondi Adala
5. Mr. Ngure Crispus Mwaniki
6. Mr. John Kiplangat Kenduiwo
7. Mr. Mugambi Nandi

In nominating the said Members to the Commission, the Minister for Finance indicated in the said forwarding letter that the following considerations were taken into account in addition to merit:-

- (i) Gender sensitivity (1/3 Rule);
- (ii) Regional and Ethnic balance;
- (iii) Affirmative Action, including the disabled, and vulnerable groups;
- (iv) Youth Agenda

Committee meetings

The Committee held two Sittings during which the said seven (7) nominees appeared before the Committee and were vetted in accordance with the Public Appointments (Parliamentary Approval) Act No. 33 of 2011 for nomination as Board Members/Commissioners to the Privatization Commission.

Mr. Speaker Sir,

On behalf of the Departmental Committee on Finance, Planning & Trade, I have the honour and pleasure to present the Committee's Report on the nominees for appointment as Board Members/Commissioners to the Privatization Commission.

Mr. Speaker Sir,

May I take this opportunity to thank all Members of the Committee for their input and valuable contributions during the deliberations on the matter.

Thank you.

Signed

Hon.(Prof.) Philip Kaloki, MP

Vice Chairman,

Departmental Committee on Finance, Planning & Trade

Date *Sept. 5, 2012*

2.0 BACKGROUND

2.1 ESTABLISHMENT OF THE PRIVATIZATION COMMISSION

The Privatization Commission is established by the Privatization Act of 2005 and is mandated under Section 4 of the Act to undertake the following functions:-

- (a) formulate, manage and implement the privatization programme;
- (b) make and implement specific proposals for privatization in accordance with the privatization programme;
- (c) carry out such other functions as provided for under this Act; and
- (d) carry out such other functions as the Commission considers advisable to advance the privatization programme.

The Section 5 of the Act provides for the composition of the Commission Board as follows:-

5(1) The Commission shall comprise of the following Members:-

- (a) a Chairman appointed by the President;
- (b) the Attorney General;
- (c) the Permanent Secretary to the Treasury;-
- (d) seven Members, not being public officers, appointed by the Minister and approved by the relevant committee of Parliament, by virtue of their experience in such matters as will ensure that the Commission achieves its objectives; and
- (e) the Executive Director.

Maiden Privatization Commission

The following seven (7) Members of the maiden Privatization Commission were appointed by the Minister for Finance with the approval of Parliament with effect from 2nd January 2008 for a three (3) year period which expired on 1st January 2011.

1. Mrs. Patricia A. O. Adala
2. Mr. James Gacoka
3. Ms. Rita Kavashe
4. Mr. Wainaina Kenyanjui

5. Mr. John Kiplangat Kenduiwo
6. Mr. Meshack J. R. Guto
7. Mrs. Nancy Kaminchia

The first Privatization Commission was instrumental in setting up the Commission and putting in place a policy framework to guide the operations of the Privatization Commission. The Commission also initiated a preparatory process for a number of transactions which are on-going including the privatization of sugar companies, KTDC hotels and Kenya Wine Agencies Ltd that are yet to be approved by parliament.

Upon the expiry of the term of the Commission, the Deputy Prime Minister & Minister for Finance submitted to the Clerk of the National Assembly for approval by the Departmental Committee on Finance, Planning & Trade, the names of the said seven (7) members of the Privatization Commission and proposed their re-appointment as Board Members for a further term of three (3) years. The rationale for their re-appointment by the Minister was that:-

- (i) The Board Members had served for over three years during which they had gained extensive exposure and training on matters of privatization. In addition, they had provided able leadership in their capacities as chairpersons of various Privatization Steering Committees in managing various privatization transactions. Therefore, the skills acquired by the said Members during the first term would be useful especially during the implementation of privatization transaction.
- (ii) The Minister was also satisfied with their performance as Board Members and therefore proposed their re-appointment in order to ensure continuity of governance.

The expiry of the Commission's term coincided with the period after the promulgation of the Constitution of Kenya, 2010. Upon submission of the names of said Members by the Minister for Finance with proposal for their re-appointment, the Departmental Committee on Finance, Planning

& Trade held discussions with the Minister and resolved that the recruitment and appointment of Board Members of the Commission be done through a transparent and competitive process, rather than re-appointment, so as to conform to the provisions of the new Constitution.

2.2 **RECRUITMENT/APPOINTMENT PROCESS FOR THE NOMINEES TO THE PRIVATIZATION COMMISSION**

Following the expiry of term of the Privatization Commission Board membership, and in accordance with the mandate conferred to the Minister for Finance, the Minister initiated the recruitment process as follows:-.

- (i) On Tuesday 14th February, 2012 the Permanent Secretary/Treasury, placed the advertisement in the Daily Nation Newspaper inviting applications for seven (7) vacant positions of the Members/Commissioners of the Privatization Commission and specified qualifications as follows:-
- (a) be a Kenyan Citizen;
 - (b) possess at least a Bachelors degree in Economics, Finance, Law or the equivalent from a recognized university. A Masters degree would be added advantage;
 - (c) have knowledge and experience of not less than ten (10) years in any of the following fields:- Economics, Finance, Law or equivalent;
 - (d) meet the requirements of Chapter Six of the Constitution;
 - (e) have highest ethical standards, integrity and professionalism;
 - (f) must be tax compliant
 - (g) have had a distinguished career in his/her respective fields;
and
 - (h) be fit and proper to serve as a Member of the Board charged with upholding and protection of ethics, professionalism, accountability and lawful conduct.

- (ii) On Tuesday 15th May, 2012, the Investment Secretary/Treasury placed an advertisement in the Standard News paper indicating the following:-

(a) List of 73 candidates who had submitted their applications for the position of Member of the Privatization Commission

	Name of Applicant		Name of Applicant		Name of Applicant
1	Gamaliel Hassan Alukwe	26	Titus Muthua Kanina	51	Josephat L. Lishenga
2	Emmanuel J. Odero	27	John K. Kenduiwo	52	Daydorce Siryah
3	Charles O. Ocholla	28	Machana N. Ontiri	53	Emmanuel Onyinkwa Mokoto
4	Faisal Abdille Haji	29	John Pkech Ngimor	54	Mariam El-Maaway
5	Agnes Ogada	30	Nelson Ruto korir	55	Michael C. Yegon
6	Peter Macharia Kamau	31	Raymond Machini Oriri	56	John B. M. Maina
7	Mercy Syombua Musyoka	32	Anthony W. Kamau	57	Kenneth S. Ambanya
8	Lucy Linyali Mushira	33	Nancy N. Kaminchia	58	Juliana Simbii Kavindu
9	Joesph Nithale Musyoka	34	Mugambi Nandi	59	Johana Koinange Ongwen
10	Joyce Wambui Mwangi	35	Philip N. Gachuki	60	Prof. N. M. Kang'ethe
11	Abudo Oonchoro Mamo	36	Hesborne Ochieng	61	George G. Kinyanjui
12	Peter M. Getugi	37	Dennis M. Kibegwa	62	Dr. Kiarie Mwaura
13	Ndakalu Nabule David	38	Dr. Erastus S. Kisaka	63	Chris K. Chepkoi
14	Nimrod Mate	39	Patricia A. O. Adala	64	Agnes Kalethe Murgor
15	Bernard Nandieki	40	Charles K. Mugambi	65	John Kennedy Monyoncho
16	Johnson Wasonga Onyango	41	Stanley Towett	66	Fayo Sora Golomp
17	Wesley Chirchir Chebii	42	Francis Mambo Gatumo	67	Kenneth Kisang Kiprono
18	Isaiah Ochanga Onyango	43	Christopher K. Maranga	68	Stephen Kamau
19	Samuel Oluoch Helu	44	Josphat M. Akoyo	69	Florence Wanjiku Njau
20	Francis Muiruri Kamau	45	Ngure Crispus Mwaniki	70	John Wanjohi Nguri
21	Justin Mutie Wambua	46	James M. Mutua	71	Hosea Sitienei Kipkemboi

22	Swafya M. Salim El-Mandry	47	Anthony S. Muchanga	72	Pius P. Kiplangat Mutay
23	Sarah M. Simba	48	Grace N. Nzomo	73	Dr. Gethaiga Kibuka
24	Mugi Mwangi	49	John Gitau Ndungu		
25	Livingstone Maganjo Karuma	50	Dominic M. Ogeto		

(b) **Shortlisted 19 applicants for the position of Member of the Privatization Commission**

	Name of Applicant	Gender	Date of interview	Time
1	Charles O. Ocholla	Male	28/05/2012	9.00 a.m.
2	John K. Kenduiwo	Male	28/05/2012	9.30 a.m.
3	Anthony Wainana Kamau	Male	28/05/2012	10.00 a.m.
4	Nancy N. Kaminchia	Female	28/05/2012	11.00 a.m.
5	Alfred Mugambi Nandi	Male	28/05/2012	11.30 a.m.
6	Dr. Erastus S. Kisaka	Male	28/05/2012	12.00 noon
7	Patricia A. O. Adala	Female	28/05/2012	12.30 p.m.
8	Christopher K. Maranga	Male	28/05/2012	2.00 p.m.
9	Josphat M. Akoyo	Male	28/05/2012	2.30 p.m.
10	Ngure Crispus Mwaniki	Male	28/05/2012	3.00 p.m.
11	James M. Mutua	Male	28/05/2012	3.30 p.m.
12	Grace N. Nzomo	Female	28/05/2012	4.00 p.m.
13	Mariam El-Maawy	Female	28/05/2012	4.30 p.m.
14	Kenneth S. Ambanya	Male	29/05/2012	9.00 a.m.
15	Dr. Kiarie Mwaura	Male	29/05/2012	9.30 a.m.
16	Agnes Kaleche Murgor	Female	29/05/2012	10.00 a.m.
17	Fayo Sora Golompo	Male	29/05/2012	11.00 a.m.
18	Pius P. Kiplangat Mutay	Male	29/05/2012	11.30 a.m.
19	Bernard Nandieki	Male	29/05/2012	12.00 noon

(c) Following a complete recruitment process and pursuant to Section 5(d) of the Privatization Act of 2005, the Minister for Finance forwarded to the Clerk of the National Assembly, the names of the following seven (7) nominees vide letter dated 27th June, 2012 for vetting by the relevant Committee and consideration by the National Assembly for appointment as Board Members/Commissioners to the Privatization Commission:-

1. Ms. Miriamu Ali El-Maawy
2. Ms. Agnes Kaleche Murgor
3. Mr. Bernard Aruasi Nandieki
4. Mrs. Patricia Atieno Omondi Adala

5. Mr. Ngure Crispus Mwanki
6. Mr. John Kiplangat Kenduiwo
7. Mr. Mugambi Nandi

In nominating the said Members to the Commission, the Minister for Finance indicated in the said forwarding letter that the following considerations were taken into account in addition to merit:-

- (i) Gender sensitivity (1/3 Rule)
- (ii) Regional and Ethnic Balance
- (iii) Affirmative Action, including the disabled, and vulnerable groups
- (iv) Youth Agenda

3.0 VETTING OF THE NOMINEES BY THE COMMITTEE

In conducting the vetting process, the Committee examined the candidates against the following criteria, amongst others, in accordance with the Public Appointments (Parliamentary Approval) Act No. 33 of 2011.

- (i) Academic qualifications
- (ii) Employment record
- (iii) Professional affiliations
- (iv) Potential conflict of interest
- (v) Knowledge of the relevant subject
- (vi) Overall suitability for the position
- (vii) Tax compliance

During its Sittings held on Thursday 16th and Tuesday 21st August, 2012, the Committee orally interviewed the seven (7) nominees for appointment as Board Members/Commissioners to the Privatization Commission and at the conclusion of the vetting exercise, the Committee made the following observations:-

3.1 MS. MIRIAMU ALI EL-MAAWY

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan Citizen born in 1967 in Lamu County.
- (ii) She is a holder of Bachelors Degree in Architecture from the University of Nairobi (1993) and currently pursuing Masters in Architecture, University of Kwa Zulu Natal (South Africa).
- (iii) Has extensive professional experience in financial and strategic management, having served as a chairperson of the Public Procurement Oversight Advisory Board (2007-2011) and a member of the Advisory Board of the Kenya Anti-Corruption Commission (2003-2009).
- (iv) A Member of the following Professional Associations:-
 - Architecture Association of Kenya (1993)
 - Board of Registration of Architects and Quantity Surveyors (2009).
- (v) Has published several writings including the following:-
 - Continuity in Swahili Architecture
 - Cultural and contemporary Architecture in port cities
- (vi) Has received the following Honours and Awards:-
 - Feather Awards- Business Category, second (2009)
 - Phoenix Awards- Professional Category, Winner (2009)
 - Rotary International – Presidents Citation (2002)
 - Rotary District- Excellent Services (1997)
 - Muslim Education & Welfare Association (2011)
 - Handicapped – Certificate of Appreciation (2006)
- (vii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (viii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.

- (ix) The Committee found the nominee qualified to serve in the Privatization Commission.

3.2 **MS AGNES KALECHE MURGOR**

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan Citizen born in 1963 in Uasin Gishu County.
- (ii) She is a holder of Masters in Law (LLM- International Business Law) Degree from University of London International (2011) and Bachelor of Law (LLB) Degree from University of Buckingham, United Kingdom (1986).
- (iii) Has practical wealth of professional experience in Commercial, Corporate Law and Governance having worked in management position in the following organizations:-
- Senior Partner, Murgor & Murgor Advocates (July 2011 to-date).
 - Group Legal Counsel/Company Secretary -East African Breweries Limited (2007-2011).
 - Partner, Murgor & Murgor Advocates (1992-2007).
 - State Counsel, Treaties & Agreements Departments - Attorney General's Chamber (1988-1992).
 - Legal Assistant, Commercial Department -Hamilton Harrison & Mathews Advocates (1987).
- (iv) A member of the following Professional Associations:-
- Institute of Certified Public Secretaries of Kenya;
 - Law Society of Kenya – Advocate & Notary Public;
 - Kenya Girl Guides Association.
- (v) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (vi) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with

conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.

- (vii) The Committee found the nominee qualified to serve in the Privatization Commission.

3.3 **MR. BERNARD ARUASI NANDIEKI**

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1970 in Busia County.
- (ii) He is a holder of MBA Degree (Strategic Management) from Catholic University of East Africa (2008) and Bachelor of Commerce Degree (Marketing) from Daystar University (2005) in addition to a Post Graduate Diploma in Marketing from C.I.M. UK (2001).
- (iii) Has extensive experience in sales and marketing, having worked at SmithklineBeecham and Sterling Health as the Marketing Manager and currently at GlaxoSmithkline as the Regional Sales Manager.
- (iv) Has received the following Honours and Awards:-
 - 2009 and 2010 – Best Sales Team
 - 2010 and 2012 - Best Regional Sales Manager
- (v) A member of Chartered Institute of Marketing (UK)
- (vi) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with his tax obligation.
- (vii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.

(viii) The Committee found the nominee qualified to serve in the Privatization Commission.

3.4 **MRS. PATRICIA ATIENO OMONDI ADALA**

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan citizen born in 1950 in Siaya County.
- (ii) She is a holder of Bachelor of Philosophy (Economics) 1978, and Master of Arts (Economics) (1975) Degrees, both from the University of Nairobi.
- (iii) Has over 20 years wealth of experience in economic planning and analysis of development issues with special training on strategic management of public enterprises, having worked in the following organizations:-
 - Planning Officer- Ministry of Finance & Planning (1973-1983) where she was instrumental in developing Urban Development programme among others.
 - Loans and Projects Manager – KTDC (1982-1989)
 - General Manager (Marketing) – Kenya Airways (1990-1992)
- (iv) Has practical knowledge and experience on the privatization programme in Kenya, having worked as a Commissioner from January 2008 to December, 2010 during which she was the chairperson of both the Audit Committee and the Steering Committee on the Privatization of Kenya Pipeline Company.
- (v) Has attended the following Workshops and professional training/certificate courses:-
 - Strategic Workshop for Board Members of Women Enterprise Fund – Kenya Institute of Administration (2011).

- Strategic Leadership and Change Management Workshop for Directors of State Corporations – Kenya Institute of Administration (2011).
 - Good Corporate Governance for Profitable Competitive and Sustainable Enterprises – (2010).
 - 3rd Annual Audit Committee Workshop –Institute of Internal Auditors (2010).
 - Renewing Business Growth Conference – ICPAK (2009)
 - Market Analysis Certificate Course – (1990)
- (vi) Has served as a Director/Member in the following Boards:-
- Women Enterprise Fund- 2010 to-date
 - Commissioner – Privatization Commission- (2008 -2010)
 - Kenya Revenue Authority – (1999 – 2002)
 - KTDC, Alternate Director in the following Boards -1982-1989. (Sunset Hotel, Kisumu; Sirikwa Hotel, Eldoret; Golf Hotel, Kakamega; and Milimani Hotel, Nairobi)
- (vii) Has published several writings including an Economic Study of the Urban Housing market in Nairobi, submitted to the Department of Economics, University of Nairobi.
- (viii) Currently the Executive Director of Raydoll Tours and a Member of the Kenya Association of Professional Business Women Association; Kenya Association of Travel Agents; and American Association of Travel Agents (International Chapter).
- (ix) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (x) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.

- (xi) The Committee found the nominee qualified to serve in the Privatization Commission.

3.5 **MR. NGURE CRISPUS MWANIKI**

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1950 in Kiambu County.
- (ii) He is a holder of Masters Degree (Economics & Public Policy) from Harvard University, USA (1980), Diploma in Economics, University of Colorado, USA (1979) and B.A. (Hons.) (Economics & Government) from the University of Nairobi (1974).
- (iii) Has extensive professional experience in financial and economic matters as a consultant in addition to having worked both in government and with development partners as follows:-
- Consultant in Economics – M.A. Consulting Group, Nairobi, Managing Director (1983- 2012).
 - Consultant, World Bank- Regional Mission for Eastern Africa (1986).
 - Senior Assistant Secretary, Fiscal & Monetary Affairs Department; Ministry of Finance (1981-1982).
 - Lecturer, University of Nairobi; Institute for Development Studies (1975-1977).
- (iv) A member of the following Professional Associations:-
- African Association of Public Administration & Management.
 - Federation of African Consultants
 - Society for International Development, Kenya Chapter
- (v) Has published several writings including the following:-
- Restarting and Sustaining Economic Growth and Development in Africa: The Case of Kenya.
 - The State of Management Consulting in Africa: Utilizing Local Expertise.

- Agro-Industry in Kenya: Opportunities for New Investments and Partnerships.
 - Agri-business Development in Kenya.
 - A Plan to increase Employment and Incomes in Machakos District.
 - Financial and Technical Assistance for Small Industry Development in Kenya.
- (vi) Has received awards from the Harvard-Yale Alumni Club of Kenya (1986) and the Karen County Club (1998-2005).
- (vii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with his tax obligation.
- (viii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry
- (ix) The Committee found the nominee qualified to serve in the Privatization Commission.

3.6 **MR. JOHN KIPLANGAT KENDUIWO**

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1956 in Kericho County.
- (ii) He is a holder of Master of Business Administration (1988) and Bachelor of Science-Mechanical Engineering (1981) Degrees, both from the University of Nairobi.
- (iii) Senior Lecturer (School of Business) University of Nairobi from 1988 to-date and Dean of School of Business from 2004-2009. Former Dean of Faculty of Commerce, University of Nairobi (1997-2002) and currently on secondment to UNES Ltd. (Business Arm of the University).

- (iv) Has practical knowledge and experience on the privatization programme in Kenya, having worked as a Commissioner from January 2008 to December, 2010 during which he was the chairperson of the Privatization Steering Committee of the following:-
- Kenya Ports Authority approved projects.
 - Kenya Tourist Development Corporation.
- (v) Has published several writings including the following:-
- A Survey of Operations Research/Management Science, Research in Management of Science Department, University of Nairobi (1978-2001).
 - Manufacturing Strategy for enhanced competitiveness, a Conference Paper presented at the 8th Annual Management Conference organized by the Makerere University (2001).
- (vi) A member of the following Professional Associations and Boards:-
- University of Nairobi Alumni and Deputy Treasurer
 - Operational Research Society of Eastern Africa
 - Board of Transitional Bank Limited (2003 to-date)
 - Kenya Red Cross Council since 2005
 - Board Member of the University Enterprises and Services (UNES) Ltd. (1997-2002).
 - Management Science Department, University of Nairobi - Chairman (1991-1997).
 - Association of Engineers of Kenya.
- (vii) Received University of Nairobi Postgraduate Staff Development Scholarship Award to study MBA (1986).
- (viii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with his tax obligation.
- (ix) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with

conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry

- (x) The Committee found the nominee qualified to serve in the Privatization Commission.

3.7 **MR. MUGAMBI NANDI**

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1971 in Meru County.
- (ii) He is a holder of Master of Business Administration (1999) and Bachelor of Laws (1995) Degrees, both from the University of Nairobi in addition to Diploma in Financial Management (2008).
- (iii) Has over 15 years wealth of professional experience in Commercial, Corporate Law and Governance with strong technical and business qualification having worked in management position in the following organizations:-
- Co-founder and Managing Partner of KN Associates (2012).
 - Head of Legal & Company Secretary for CfC Stanbic Holdings (2007-2011).
 - Counsel, East African Development Bank, Kampla (2005-2007)
 - Company Secretary/Manager, Legal Affairs, Uchumi Super Markets Ltd. (2004-2005).
 - Legal Assistant, Commercial & Intellectual Property Law, Hamilton Harrison & Mathews Advocates (2000-2002).
 - Legal Assistant, United Insurance Company (1996-1999).
- (iv) A member of the following Professional Associations:-
- Association of Professional Society in East Africa (APSEA)
 - Institute of Certified Public Secretaries of Kenya
 - Law Society of Kenya – Advocate & Notary Public
 - East African Law Society

- (v) Has received the following Honours and Awards:-
- Company Secretary of the Year, Champion of Governance Awards (2011).
 - Commendation by the Council of the Institute of Certified Public Secretaries of Kenya for outstanding contribution to the Institute and the profession (2010).
- (vi) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with his tax obligation.
- (vii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.
- (viii) The Committee found the nominee qualified to serve in the Privatization Commission.

4.0 COMMITTEE'S RECOMMENDATIONS

The Committee recommends that pursuant to Section 5(d) of the Privatization Act of 2005, this House approves the following nominees for appointment by the Minister for Finance as Board Members/Commissioners to the Privatization Commission:-

1. Ms. Miriamu Ali El-Maawy
2. Ms. Agnes Kaleche Murgor
3. Mr. Bernard Aruasi Nandieki
4. Mrs. Patricia Atieno Omondi Adala
5. Mr. Ngure Crispus Mwanki
6. Mr. John Kiplangat Kenduiwo
7. Mr. Mugambi Nandi

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APPENDIX (1)

(Minutes)

MINUTES OF THE TWENTY-FIFTH SITTING OF THE DEPARTMENTAL COMMITTEE ON FINANCE, PLANNING AND TRADE HELD ON THURSDAY 16TH AUGUST, 2012 IN COMMITTEE ROOM, 5TH FLOOR, CONTINENTAL BUILDING AT 10.00 A.M.

PRESENT

Hon. (Prof.) Philip Kaloki, M.P. (**Vice Chairman**)

Hon. Jakoyo Midiwo MGH, MP.

Hon. Musikari Kombo, EGH, M.P.

Hon. Ntoitha M'Mithiaru, M.P.

Hon. Sammy Mwaita, M.P.

Hon. Lucas Chepkitony, M.P.

Hon. Nelson Gaichuhie, M.P.

Hon. Ahmed Shakeel Shabbir, M.P.

ABSENT WITH APOLOGIES

Hon Chrysanthus Okemo, EGH, M.P. (**Chairman**)

Hon. Nkoidila Ole Lankas, M.P

Hon. Lenny Kivuti, M.P.

KENYA NATIONAL ASSEMBLY

Mrs. F. Atenyo-Abonyo - First Clerk Assistant

Mr. Evans Oanda - Third Clerk assistant

Mr. Martin Mugambi - Parliamentary Intern

Mr. Dennis Dindi - Office Assistant

MIN. NO. 96/2012: VETTING OF NOMINEES FOR APPOINTMENT TO THE PRIVATIZATION COMMISSION

The Committee orally interviewed the following seven (7) nominees for appointment as Board Members/Commissioners to the Privatization Commission:-

1. Ms. Miriamu Ali El-Maawy
2. Ms Agnes Kaleche Murgor
3. Mr. Bernard Nandieki
4. Mrs. Patricia Atieno Omondi Adala
5. Mr. Ngure Crispus Mwanki

6. Mr. Johm Kiplangat Kenduiwo
7. Mr. Mugambi Nandi

In conducting the vetting process, the Committee examined the candidates against the following criteria, amongst others, in accordance with the Public Appointments (Parliamentary Approval) Act No. 33 of 2011.

- (i) Academic qualifications
- (ii) Employment record
- (iii) Professional affiliations
- (iv) Potential conflict of interest
- (v) Knowledge of the relevant subject
- (vi) Overall suitability for the position
- (vii) Tax compliance

MIN. NO. 97/2012: MS. MIRIAMU ALI EL-MAAWY

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan Citizen born in 1967 in Lamu County.
- (ii) She is a holder of Bachelors Degree in Architecture from the University of Nairobi (1993) and currently pursuing Masters in Architecture, University of Kwa Zulu Natal (South Africa).
- (iii) Has extensive professional experience in financial and strategic management, having served as a chairperson of the Public Procurement Oversight Advisory Board (2007-2011) and a member of the Advisory Board of the Kenya Anti-Corruption Commission (2003-2009).
- (iv) A Member of the following Professional Associations:-
 - Architecture Association of Kenya (1993)
 - Board of Registration of Architects and Quantity Surveyors (2009).
- (i) Has published several writings including the following:-
 - Continuity in Swahili Architecture
 - Cultural and contemporary Architecture in port cities

- (ii) Has received the following Honours and Awards:-
- Feather Awards- Business Category, second (2009)
 - Phoenix Awards- Professional Category, Winner (2009)
 - Rotary International – Presidents Citation (2002)
 - Rotary District- Excellent Services (1997)
 - Muslim Education & Welfare Association (2011)
 - Handicapped – Certificate of Appreciation (2006)
- (iii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (iv) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.
- (v) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 98/2012: MS AGNES KALECHE MURGOR

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan Citizen born in 1963 in Uasin Gishu County.
- (ii) She is a holder of Masters in Law (LLM- International Business Law) Degree from University of London International (2011) and Bachelor of Laws (LLB) Degree from University of Buckingham (1986), United Kingdom.
- (iii) Has practical wealth of professional experience in Commercial, Corporate Law and Governance having worked in management position in the following organizations:-
- Senior Partner, Murgor & Murgor Advocates (July 2011 to-date).
 - Group Legal Counsel/Company Secretary -East African Breweries Limited (2007-2011).

- Partner, Murgor & Murgor Advocates (1992-2007).
 - State Counsel, Treaties & Agreements Departments - Attorney General's Chamber (1988-1992).
 - Legal Assistant, Commercial Department -Hamilton Harrison & Mathews Advocates (1987).
- (iv) A member of the following Professional Associations:-
- Institute of Certified Public Secretaries of Kenya;
 - Law Society of Kenya – Advocate & Notary Public;
 - Kenya Girl Guides Association.
- (v) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (vi) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.
- (vii) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 99/2012 MR. BERNARD ARUASI NANDIEKI

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1970 in Busia County.
- (ii) He is a holder of MBA Degree (Strategic Management) from Catholic University of East Africa (2008) and Bachelor of Commerce Degree (Marketing) from Daystar University (2005) in addition to a Post Graduate Diploma in Marketing from C.I.M. UK (2001).
- (iii) Has extensive experience in sales and marketing, having worked at SmithklineBeecham and Sterling Health as the Marketing Manager and currently at GlaxoSmithkline as the Regional Sales Manager.

- (iv) Has received the following Honours and Awards:-
- 2009 and 2010 – Best Sales Team
 - 2010 and 2012 - Best Regional Sales Manager
- (v) A member of Chartered Institute of Marketing (UK)
- (vi) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with his tax obligation.
- (vii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.
- (viii) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 100/2012: MRS. PATRICIA ATIENO OMONDI ADALA

The Committee having considered her curriculum vitae and heard her oral submission during the interview, made the following observations on her nomination as a commissioner:-

- (i) She is a Kenyan citizen born in 1950 in Siaya County.
- (ii) She is a holder of Bachelor of Philosophy (Economics) 1978, and Master of Arts (Economics) (1975) Degrees, both from the University of Nairobi.
- (iii) Has over 20 years wealth of experience in economic planning and analysis of development issues with special training on strategic management of public enterprises, having worked in the following organizations:-
- Planning Officer- Ministry of Finance & Planning (1973-1983) where she was instrumental in developing Urban Development progammme among others.
 - Loans and Projects Manager – KTDC (1982-1989)
 - General Manager (Marketing) – Kenya Airways (1990-1992)

- (iv) Has practical knowledge and experience on the privatization programme in Kenya, having worked as a Commissioner from January 2008 to December, 2010 during which she was the chairperson of both the Audit Committee and the Steering Committee on the Privatization of Kenya Pipeline Company.
- (v) Has attended the following Workshops and professional training/certificate courses:-
- Strategic Workshop for Board Members of Women Enterprise Fund – Kenya Institute of Administration (2011).
 - Strategic Leadership and Change Management Workshop for Directors of State Corporations – Kenya Institute of Administration (2011).
 - Good Corporate Governance for Profitable Competitive and Sustainable Enterprises – (2010).
 - 3rd Annual Audit Committee Workshop –Institute of Internal Auditors (2010).
 - Renewing Business Growth Conference – ICPAK (2009)
 - Market Analysis Certificate Course – (1990)
- (vi) Has served as a Director/Member in the following Boards:-
- Women Enterprise Fund- 2010 to-date
 - Commissioner – Privatization Commission- (2008 -2010)
 - Kenya Revenue Authority – (1999 – 2002)
 - KTDC, Alternate Director in the following Boards -1982-1989. (Sunset Hotel, Kisumu; Sirikwa Hotel, Eldoret; Golf Hotel, Kakamega; and Milimani Hotel, Nairobi)
- (vii) Has published several writings including an Economic Study of the Urban Housing market in Nairobi, submitted to the Department of Economics, University of Nairobi.
- (viii) Currently the Executive Director of Raydoll Tours and a Member of the Kenya Association of Professional Business Women Association; Kenya

Association of Travel Agents; and American Association of Travel Agents (International Chapter).

- (ix) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with her tax obligation.
- (x) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely mentioned in any investigatory report of Parliament or any Commission of Inquiry.
- (xi) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 101/2012 MR. NGURE CRISPUS MWANIKI

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1950 in Kiambu County.
- (ii) He is a holder of Masters Degree (Economics & Public Policy) from Harvard University, USA (1980), Diploma in Economics, University of Colorado, USA (1979) and B.A. (Hons.) (Economics & Government) from the University of Nairobi (1974).
- (iii) Has extensive professional experience in financial and economic matters as a consultant in addition to having worked both in government and with development partners as follows:-
 - Consultant in Economics – M.A. Consulting Group, Nairobi, Managing Director (1983- 2012).
 - Consultant, World Bank- Regional Mission for Eastern Africa (1986).
 - Senior Assistant Secretary, Fiscal & Monetary Affairs Department; Ministry of Finance (1981-1982).
 - Lecturer, University of Nairobi; Institute for Development Studies (1975-1977).

- (iv) A member of the following Professional Associations:-
- African Association of Public Administration & Management.
 - Federation of African Consultants
 - Society for International Development, Kenya Chapter
- (v) Has published several writings including the following:-
- Restarting and Sustaining Economic Growth and Development in Africa: The Case of Kenya.
 - The State of Management Consulting in Africa: Utilizing Local Expertise.
 - Agro-Industry in Kenya: Opportunities for New Investments and Partnerships.
 - Agri-business Development in Kenya.
 - A Plan to increase Employment and Incomes in Machakos District.
 - Financial and Technical Assistance for Small Industry Development in Kenya.
- (vi) Has received awards from the Harvard-Yale Alumni Club of Kenya (1986) and the Karen County Club (1998-2005).
- (vii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with tax obligation.
- (viii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely in mentioned any investigatory report of Parliament or any Commission of Inquiry
- (ix) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 102/2012 MR. JOHN KIPLANGAT KENDUIWO

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1956 in Kericho County.
- (ii) He is a holder of Master of Business Administration (1988) and Bachelor of Science-Mechanical Engineering (1981) Degrees, both from the University of Nairobi.
- (iii) Senior Lecturer (School of Business) University of Nairobi from 1988 to-date and Dean of School of Business from 2004-2009. Former Dean of Faculty of Commerce, University of Nairobi (1997-2002) and currently on secondment to UNES Ltd. (Business Arm of the University).
- (iv) Has practical knowledge and experience on the privatization programme in Kenya, having worked as a Commissioner from January 2008 to December, 2010 during which he was the chairperson of the Privatization Steering Committee of the following:-
- Kenya Ports Authority approved projects
 - Kenya Tourist Development Corporation.
- (v) Has published several writings including the following:-
- A Survey of Operations Research/Management Science, Research in Management of Science Department, University of Nairobi (1978-2001).
 - Manufacturing Strategy for enhanced competitiveness, a Conference Paper presented at the 8th Annual Management Conference organized by the Makerere University (2001).
- (vi) A member of the following Professional Associations and Boards:-
- University of Nairobi Alumni and Deputy Treasurer
 - Operational Research Society of Eastern Africa
 - Board of Transitional Bank Limited (2003 to-date)
 - Kenya Red Cross Council since 2005
 - Board Member of the University Enterprises and Services (UNES) Ltd. 1997-2002.
 - Management Science Department, University of Nairobi - Chairman (1991-1997).

- Association of Engineers of Kenya.
- (vii) Received University of Nairobi Postgraduate Staff Development Scholarship Award to study MBA (1986).
- (viii) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with tax obligation.
- (ix) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely in mentioned any investigatory report of Parliament or any Commission of Inquiry
- (x) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO 103/2012 MR. MUGAMBI NANDI

The Committee having considered his curriculum vitae and heard his oral submission during the interview, made the following observations on his nomination as a commissioner:-

- (i) He is a Kenyan citizen born in 1971 in Meru County.
- (ii) He is a holder of Master of Business Administration (1999) and Bachelor of Laws (1995) Degrees, both from the University of Nairobi in addition to Diploma in Financial Management (2008).
- (iii) Has over 15 years wealth of professional experience in Commercial, Corporate Law and Governance with strong technical and business qualification having worked in management position in the following organizations:-
- Co-founder and Managing Partner of KN Associates (2012).
 - Head of Legal & Company Secretary for CfC Stanbic Holdings (2007-2011).
 - Counsel, East African Development Bank, Kampla (2005-2007)
 - Company Secretary/Manager, Legal Affairs, Uchumi Super Markets Ltd. (2004-2005).

- Legal Assistant, Commercial & Intellectual Property Law, Hamilton Harrison & Mathews Advocates (2000-2002).
 - Legal Assistant, United Insurance Company (1996-1999).
- (iv) A member of the following Professional Associations:-
- Association of Professional Societies in East Africa (APSEA)
 - Institute of Certified Public Secretaries of Kenya
 - Law Society of Kenya – Advocate & Notary Public
 - East African Law Society
- (v) Has received the following Honours and Awards:-
- Company Secretary of the Year, Champion of Governance Awards (2011).
 - Commendation by the Council of the Institute of Certified Public Secretaries of Kenya for outstanding contribution to the Institute and the profession (2010).
- (vi) Has never been charged in a Court of Law, has no potential conflict of interest, and has fully complied with tax obligation.
- (vii) Has never been dismissed from office for contravention of the provisions of Article 75 of the Constitution which deals with conduct of state officers that are adversely in mentioned any investigatory report of Parliament or any Commission of Inquiry.
- (viii) The Committee found the nominee qualified to serve in the Privatization Commission.

MIN. NO. 104/2012 COMMITTEE'S RECOMMENDATIONS

The Committee recommends that pursuant to Section 5(d) of the Privatization Act of 2005, the House approves the following nominees for appointment by the Minister for Finance as Board Members/Commissioners to the Privatization Commission:-

1. Ms. Miriamu El-Maawy
2. Ms Agnes Kaleche Murgor

3. Mr. Bernard Aruasi Nandieki
4. Mrs. Patricia Atieno Omondi Adala
5. Mr. Ngure Crispus Mwanki
6. Mr. John Kiplangat Kenduiwo
7. Mr. Mugambi Nandi

MIN.NO. 105/2012:

ADJOURNMENT

There being no other business, the Vice Chairman adjourned the meeting at Thirty Minutes past One O' Clock until Tuesday 21st August, 2012 at 10.00 a.m.

Signed.....

Vice (Chairman)

Date.....

MINUTES OF THE TWENTY-EIGHTH SITTING OF THE DEPARTMENTAL COMMITTEE ON FINANCE, PLANNING AND TRADE HELD ON WEDNESDAY 5TH SEPTEMBER, 2012 IN COMMITTEE ROOM, 5TH FLOOR, CONTINENTAL BUILDING AT 11.00 A.M.

PRESENT

Hon Chrysanthus Okemo, EGH, M.P. (**Chairman**)

Hon. (Prof.) Philip Kaloki, M.P. (**Vice Chairman**)

Hon. Ntoitha M'Mithiaru, M.P.

Hon. Lucas Chepkitony, M.P.

Hon. Ahmed Shakeel Shabbir, M.P.

Hon. Nelson Gaichuhie, M.P.

ABSENT WITH APOLOGIES

Hon. Lenny Kivuti, M.P.

Hon. Nkoidila Ole Lankas, M.P.

Hon. Sammy Mwaita, M.P.

Hon. Jakoyo Midiwo MGH, MP.

Hon. Musikari Kombo, EGH, M.P.

KENYA NATIONAL ASSEMBLY

Mrs. F. Atenyo-Abonyo - First Clerk Assistant

Mr. Evans Oanda - Third Clerk Assistant

Mr. Martin Mugambi - Parliamentary Intern

Mr. Denis Dindi - Office Attendant

MIN. NO. 126/2012: CONFIRMATION OF THE MINUTES

- (i) Minutes of the 25th Sitting of the Committee held on Thursday 16th August, 2012 were confirmed by the Members present as a true recording after being proposed by the Hon. Ahmed Shakeel Shabbir, M.P. and seconded by the Hon. Nelson Gaichuhie, M.P.

(ii) Minutes of the 26th Sitting of the Committee held on Tuesday 21st August, 2012 were confirmed by the Members present as a true recording after being proposed by the Hon. Chrysanthus Okemo, EGH, M.P. and seconded by the Hon. Nelson Gaichuhie, M.P.

MIN.NO. 127/2012: ADOPTION OF THE REPORT ON THE VETTING OF NOMINEES TO THE PRIVATIZATION COMMISSION

The Committee unanimously adopted the report on the vetting of the nominees for appointment as Board Members/Commissioners to the Privatization Commission.

MIN.NO. 128/2012: ADOPTION OF THE REPORT ON THE VETTING OF THE NOMINEES TO THE COMPETITION AUTHORITY

The Committee unanimously adopted the report on the vetting of the nominees for appointment as Board Members to the Competition Authority.

The secretariat was therefore directed to prepare the two reports for tabling on Thursday 6th September, 2012 by the Vice Chairman.

MIN.NO. 129/2012: ADJOURNMENT

There being no other business, the Chairman adjourned the meeting at thirty Minutes past One O' Clock.

Signed.....

(Chairman)

Date.....

APPENDIX (2)

(Advertisement)

(Daily Nation – Tuesday 14th February, 2012)
Standard – Tuesday 15th May, 2012)

REPUBLIC OF KENYA



MINISTRY OF FINANCE

MEMBERS OF THE COMPETITION AUTHORITY

The Competition Authority (the Authority) is established under section 7 of the Competition Act, 2009, Chapter 504 of the Laws of Kenya (the Act). The Act is aimed at promoting and safeguarding competition in the national economy and protecting consumers from unfair and misleading market conduct, among others.

The Minister for Finance invites applications from suitably qualified persons for the positions of five (5) Members of the Authority.

Application for a Non-Executive Member of the Authority (5)

For the appointment to this position, a person should:-

- (i) be a Kenyan citizen;
- (ii) possess a degree from a university recognized in Kenya;
- (iii) meet the requirements of Chapter six of the Constitution;
- (iv) must be tax compliant;
- (v) have experience of not less than ten (10) years in any of the following fields:-
 - Industrial Organization
 - Mergers and Acquisitions Analysis
 - Competition regulation
 - Economic regulation
 - Intellectual property rights
 - Law
 - Protection and enhancement of consumer welfare Banking, insurance and finance
- (vi) have had a distinguished career in his/her respective field, and;
- (vii) is judicious in decision making and also has ability to work in a collegial atmosphere.

NB: Good knowledge of Government systems will be an added advantage

KINDLY NOTE

- Persons disqualified under Articles 77(1) and 77(3) of the Constitution NEED NOT APPLY.
- Before formal appointment, persons proposed shall be vetted and approved by Parliament through the relevant committee of Parliament.
- The positions are NON-EXECUTIVE
- The persons will be appointed on a three year term

HOW TO APPLY

All applications should be submitted, together with detailed curriculum vitae, a copy of ID/Passport, copies of certificates, testimonials and any other relevant supporting documents. Candidates should also give the names, telephone and mail contacts of three referees who must be familiar with the candidate's professional and social standing.

Applications should be submitted by 29th February, 2012 (latest by 5.00 p.m.) in a sealed envelope clearly marked "Application for Member of Board of the Competition Authority" and addressed to:

The Permanent Secretary/Treasury
Ministry of Finance
P. O. Box 30007 - 00100
NAIROBI.

Submissions may be (i) sent or, delivered during office hours, to: -The Office of the Investment Secretary, Treasury Building, 2nd Floor Room 230 or (ii) through email: boardselection@treasury.go.ke or (iii) by Post; P. O. Box 30007 - 00100, NAIROBI to reach us by 29th February, 2012.

Joseph K. Kinyua, CBS
PERMANENT SECRETARY/TREASURY

MEMBERS OF THE PRIVATIZATION COMMISSION

The Privatization Commission is a body Corporate established under the Privatization Act, which was enacted by Parliament in 2005 to provide for the privatization of public assets and operations including State Corporations.

The Minister for Finance invites applications for seven (7) vacant positions of the Members of the Privatization Commission.

- (a) be a Kenyan citizen;
- (b) possess at least a Bachelors degree in Economics, Finance, Law or the equivalent from a recognized university, A Masters degree will be an added advantage
- (c) have knowledge and experience of not less than ten (10) years in any of the following fields:- Economics, Finance, Law or equivalent
- (d) meet the requirements of Chapter Six of the Constitution;
- (e) have highest ethical standards, integrity and professionalism;
- (f) must be tax compliant
- (g) have had a distinguished career in his/her respective field; and
- (h) be fit and proper to serve as a member of the Board charged with upholding and protection of ethics, professionalism, accountability and lawful conduct.

NB: Good knowledge of Government systems will be an added advantage.

KINDLY NOTE

- Persons who serve as Members of the Commission between 2008-2010 are eligible for a second term under the Privatization Act and are therefore Eligible to apply
- Persons disqualified under Articles 77(1) and 77(3) of the Constitution NEED NOT APPLY
- Before formal appointment, persons proposed shall need to be approved by the relevant Committee of Parliament
- The Positions are non-Executive

HOW TO APPLY

All applications should be submitted, together with detailed curriculum vitae, a copy of ID/Passport, copies of certificates, testimonials and any other relevant supporting documents. Candidates should also give the names, telephone and mail contacts of three referees who must be familiar with the candidate's professional and social standing.

Applications should be submitted by 29th February, 2012 (latest by 5.00 p.m.) in a sealed envelope clearly marked "Application for Member of Board of the Privatization Commission" and address to:

The Permanent Secretary/Treasury
Ministry of Finance
P. O. Box 30007 - 00100
NAIROBI

Submissions may be (i) sent or, delivered during office hours, to: -The Office of the Investment Secretary, Treasury Building, 2nd Floor Room 230 or (ii) through email: boardselection@treasury.go.ke or (iii) by Post; P. O. Box 30007 - 00100, NAIROBI to reach us by 29th February, 2012.

Joseph K. Kinyua, CBS
PERMANENT SECRETARY/TREASURY

REPUBLIC OF KENYA



MINISTRY OF FINANCE

RECRUITMENT AND SHORTLISTING OF APPLICATIONS FOR THE POSITIONS OF MEMBER OF THE PRIVATIZATION COMMISSION AND THE COMPETITION AUTHORITY

Following the advertisement in the print media on Tuesday, February 14, 2012 inviting applications from suitably qualified persons for consideration for appointment as members of the Privatization Commission and the Competition Authority, the selection panel received applications as follows:

PRIVATIZATION COMMISSION

(I) APPLICATIONS FOR THE POSITIONS OF MEMBER OF THE PRIVATIZATION COMMISSION

By the closing date for submission of applications on 29th February, 2012, the following seventy-three (73) applicants submitted their applications for the position of member of the Privatization Commission.

Name of Applicant	Name of Applicant	Name of Applicant
1 Gamal Hassan Alukwe	26 Titus Muthua Kanina	51 Josephat L. Lishenga
2 Emmanuel J. Odera	27 John Kiplangat Kenduiwo	52 Deydorice Siryah
3 Charles O. Ocholla	28 Machana N. Ontiri	53 Emmanuel Onyinkwa Mokoro
4 Faisal Abdille Haji	29 John Pkech Ngimor	54 Ms Mariamu El-Maawy
5 Agnes Ogada	30 Nelson Ruto Korir	55 Michael C. Yegon
6 Peter Macharia Kamau	31 Raymond Machini Oriti	56 John B. M. Maina
7 Mercy Syombua Musyoka	32 Anthony Wainaina Kamau	57 Kenneth S. Ambanya
8 Lucy Linyail Mushira	33 Nancy N. Kaminchia (Mrs.)	58 Juliana Simbii Kavindu
9 Joseph Nthale Musyoki	34 Mugambi Nandi	59 Johana Koinange Ongwen
10 Joyce Wambui Mwangi	35 Philip N. Gachuki	60 Prof N. M. Kang'ethe
11 Abudo Oonchoro Mamo	36 Hesborne Ochieng	61 George G. Kinyantui
12 Peter M. Getugi	37 Dennis Maosa Kibegwa	62 Dr Kiarie Mwaura
13 Ndakalu Nabule David	38 Dr Erastus S. Kisaka	63 Chris K. Chepkoi
14 Nimrod Mate	39 Mrs Patricia A. O. Adala	64 Agnes Kaleche Murgor
15 Bernard Nandieki	40 Charles Kephher Mugambi	65 John Kennedy Monyoncho Maina
16 Johnston Wasonga Onyango	41 Stanley Towett	66 Fayo Sora Golompe
17 Wesley Chirchir Chebil	42 Francis Mamo Gatumo	67 Kenneth Kisang Kiprono
18 Isaiah Ochanga Onyango	43 Christopher K. Maranga	68 Stephen Kamau
19 Samuel Oluoch Helu	44 Josephat M. Akoyo	69 Florence Wanjiku Njau
20 Francis Muiruri Kamau	45 Ngure Crispus Mwaniki	70 John Wanjohi Nguni
21 Justin Mutie Wambua	46 James M. Mutua	71 Hosea Silelei Kipkemboi
22 Swafiya M. Salim El-Mandry (Ms)	47 Anthony Simiyu Muchanga	72 Plus P. Kiplangat Mutay
23 Sarah M. Simba	48 Grace N. Nzomo	73 Dr Gethaiga Kibuka
24 Muqi Mwangi	49 John Gitau Ndungu	
25 Livingstone Maganjo Karuma	50 Dominic M. Ogeto	

(II) SHORTLISTED APPLICANTS FOR THE POSITION OF MEMBER THE PRIVATIZATION COMMISSION

The selection panel shortlisted eighteen (18) applicants, listed below, for the position of member of the Privatization Commission.

It is notified for the general information that the selection panel will conduct interviews between the 29th and 30th May, 2012 at the Treasury. Candidates should report to 2nd Floor, Room 230, Treasury Building, Harambee Avenue, Nairobi as follows:

Name of Applicant	Gender	Date of Interview	Time
1 Charles O. Ocholla	Male	28/05/2012	9.00 a.m.
2 John Kiplangat Kenduiwo	Male	28/05/2012	9.30 a.m.
3 Anthony Wainaina Kamau	Male	28/05/2012	10.00 a.m.
4 Nancy N. Kaminchia (Mrs.)	Female	28/05/2012	11.00 a.m.
5 Alfred Mugambi Nandi	Male	28/05/2012	11.30 a.m.
6 Dr Erastus S. Kisaka	Male	28/05/2012	12.00 noon
7 Patricia A. O. Adala (Mrs.)	Female	28/05/2012	12.30 p.m.
8 Christopher K. Maranga	Male	28/05/2012	2.00 p.m.
9 Josephat M. Akoyo	Male	28/05/2012	2.30 p.m.
10 Ngure Crispus Mwaniki	Male	28/05/2012	3.00 p.m.
11 James M. Mutua	Male	28/05/2012	3.30 p.m.
12 Grace N. Nzomo	Female	28/05/2012	4.00 p.m.
13 Ms Mariamu El-Maawy	Female	28/05/2012	4.30 p.m.
14 Kenneth S. Ambanya	Male	29/05/2012	9.00 a.m.
15 Dr Kiarie Mwaura	Male	29/05/2012	9.30 a.m.
16 Agnes Kaleche Murgor	Female	29/05/2012	10.00 a.m.
17 Fayo Sora Golompe	Male	29/05/2012	11.00 a.m.
18 Plus P. Kiplangat Mutay	Male	29/05/2012	11.30 a.m.
19 Bernard Nandieki	Male	29/05/2012	12.00 noon

COMPETITION AUTHORITY

(I) APPLICATIONS FOR THE POSITIONS OF MEMBER OF THE BOARD OF COMPETITION AUTHORITY

By the closing date for submission of applications on 29th February, 2012, the following fifty-two (52) applicants submitted their applications for the position of member of the Competition Authority.

Name of Applicant	Name of Applicant	Name of Applicant
1 Dennis Maosa Kibegwa	19 Machana M. Ontiri	37 Emmanuel Onyinkwa Mokoro
2 Charles O. Ocholla	20 Zippy Nzisa Musyimi	38 Julia Simbii Kavindu
3 Faisal Abdille Haji	21 Robert Manana	39 Eunice Moraa Maranya
4 Agnes Ogada	22 Mugambi Nandi	40 Jackie Kimeto
5 Peter Macharia Kamau	23 Hesborne Ochieng	41 Stephen Mutoro
6 Peter G. Otieno Mica	24 Philip N. Gachuki	42 Robert Kagwe Githui
7 Mercy Syombua Musyoka	25 Musau Anthony Kiilu	43 Joseph M. Mutun
8 Ngetich Reuben Kibet	26 Martin Muhoro Gichuki	44 Judith A. Guserwa
9 Patrick Kikuyu Munyao	27 Pamella Achieng Otajoh	45 Peter Murage Ndiwaga
10 James Kamonde Wanjohi	28 Josephat M. Akoyo	46 Susan Atieno Ayako
11 Joshua Odongo Onono	29 Ngure Mwaniki	47 Paul Mwaniki Gachoka
12 Harriet Wambui Wanjai	30 Anthony Simiyu Muchanga	48 James Oloo Ogundo
13 Canon Charles Komu Gikunju	31 Amos William Oromo	49 Ernest Muturi Ogwora
14 Isaiah Ochanga Onyango	32 Peter G. Nduru	
15 Samuel Oluoch Helu	33 James Oluoch Ogolla	50 Plus P. Kiplangat Mutay
16 Cynthia Mukoya Kokonya	34 David Kitawi Mwakitele	51 Wycliffe A. Swanya
17 Muqi Mwangi	35 Dominic M. Ogeto	52 Stephen Kiptinness
18 Catherine Adongo Kola	36 Grace N. Nzomo	

(II) SHORTLISTED CANDIDATES FOR THE POSITION OF MEMBER OF THE BOARD OF COMPETITION AUTHORITY

The selection panel shortlisted a total of nineteen (19) candidates, listed below, for the position of member of the Board of the Competition Authority.

It is notified for the general information that the selection panel will conduct interviews between the 29th and 30th May, 2012 at the Treasury. Candidates should report to 2nd Floor, Room 230, Treasury Building, Harambee Avenue, Nairobi as follows:

Name of Applicant	Gender	Date of Interview	Time
1 Wycliffe A. Swanya	Male	29/05/2012	2.00 p.m.
2 Catherine Adongo Kola	Female	29/05/2012	2.30 p.m.
3 Stephen Kiptinness	Male	29/05/2012	3.00 p.m.
4 Philip N. Gachuki	Male	29/05/2012	3.30 p.m.
5 Musau Anthony Kiilu	Male	29/05/2012	4.00 p.m.
6 James Oloo Ogundo	Male	29/05/2012	4.30 p.m.
7 Peter G. Nduru	Male	30/05/2012	9.00 a.m.
8 David Kitawi Mwakitele	Male	30/05/2012	9.30 a.m.
9 Dominic M. Ogeto	Male	30/05/2012	10.00 a.m.
10 Susan Atieno Ayako	Female	30/05/2012	11.00 a.m.
11 Eunice Moraa Maranya	Female	30/05/2012	11.30 a.m.
12 Judith A. Guserwa	Female	30/05/2012	12.00 noon
13 Paul Mwaniki Gachoka	Male	30/05/2012	12.30 p.m.
14 Grace N. Nzomo	Female	30/05/2012	2.00 p.m.
15 Canon Charles K. Gikunju	Male	30/05/2012	2.30 p.m.
16 Ngure Crispus Mwaniki	Male	30/05/2012	3.00 p.m.
17 Josephat M. Akoyo	Male	30/05/2012	3.30 p.m.
18 Charles O. Ocholla	Male	30/05/2012	4.00 p.m.
19 Alfred Mugambi Nandi	Male	30/05/2012	4.30 p.m.
20 Plus P. Kiplangat Mutay	Male	30/05/2012	5.00 p.m.

The selection panel wishes to confirm that the shortlisted applicants for both the Privatization Commission and the Competition Authority will be interviewed on the date and time indicated above. The candidates should be at the venue at least 30 minutes before the starting time.

- The candidates should bring with them originals of the following documents:
- National Identity Card or Passport
 - Academic and Professional Certificates
 - Any other supporting documents and testimonials
 - Tax clearance certificate from Kenya Revenue Authority (KRA)
 - Clearances from the following bodies:
 - Ethics and Anti-Corruption Commission (EACC)
 - Higher Education Loans Board (HELB)
 - Criminal Investigations Department (CID)
 - Credit Reference Bureau Africa Ltd

Esther Koimett, CBS
Investment Secretary
For: Permanent Secretary/Treasury

APPENDIX (3)

(Curriculum Vitae)

Annex (1) - Ms. Miriamu El-Maawy

Annex (2) - Ms Agnes Kaleche Murgor

Annex (3) - Mr. Bernard Aruasi Nandieki

Annex (4) - Mrs Patricia Atieno Omondi Adala

Annex (5) - Mr. Ngure Crispus Mwaniki

Annex (6) - Mr. John Kiplangat Kenduiwo

Annex (7) – Mr. Mugambi Nandi

PRIVATIZATION COMMISSION

1. Ms. Mariamu El-Maawy
2. Ms. Agnes Kaleche Murgor
3. Mr. Bernard Nandieki
4. Mrs. Patricia Atieno Omondi Adala
5. Mr. Ngure Crispus Mwaniki
6. Mr. John Kiplangat Kenduiwo
7. Mr. Alfred Mugambi Nandi

MARIAMU EL-MAAWY CV PROFILE, FEBRUARY 2012

NAME MARIAMU el MAAWY
FIRM MARIAM MAAWY ARCHITECTS AND INTERIOR DESIGNS
P. O. BOX 99621 MOMBASA 80107 KENYA
TEL +254 41 2317081 / 2222806 FAX +254 41 2317082 E-MAIL mmandco@ikenya.com
Ground floor, Oriental Building, Nkrumah Road, Mombasa

QUALIFICATIONS

MASTERS	ARCHITECTURE	UNIVERSITY OF KWA ZULU NATAL, DURBAN	APRIL 2012
ACCOUNTS	ACCA PART 1 COMPLETED	JAFFERY INSTITUTE OF PROFFESIONAL STUDIES	2001
	PART 2 PARTIAL	DITTO	2002
DEGREE	BACHELOR OF ARCHITECTURE	UNIVERSITY OF NAIROBI	1993
KACE	A-LEVELS 16 PTS	KENYA HIGH SCHOOL	1986
LANGUAGES	GERMAN	GOETHE INSTITUTE	1985
KCSE	O-LEVELS, DIV 1, 13 PTS	KENYA HIGH SCHOOL	1984
KCPE	3 A'S	PARKLANDS PRIMARY SCHOOL	1980
		AGA KHAN PRIMARY, MSA	1974 -1978

LANGUAGES

ENGLISH AND KISWAHILI FLUENT, GERMAN FAIR

PROFESSIONAL QUALIFICATIONS AND MEMBERSHIP

REGISTERED ARCHITECT

BORAQS: BOARD OF REGISTRATION OF ARCHITECTS AND QUANTITY SURVEYORS,
NO A981, [1996]

MEMBER ARCHITECTURAL ASSOCIATION OF KENYA

FIRM MEMBER [2009] CORPORATE MEMBER NO 1452 [1996]

TRAINING AND DEVELOPMENT

- Strategic Leadership and Change Management.
State Corporation Advisory Committee and Kenya Institute Of Administration
Nairobi, 12 -13 November 2010
- Technical Committee in charge of setting up the African Public Procurement Network
Appointed as 1 of 4. Steering Team members
African Development Bank Group and Development Partners
Nairobi, 13-14 September. 2010
- Board Chairmen, Chief Executives, Directors and Board Secretaries Programme
Institute of Directors London et al
Nairobi 6th – 10th July 2009
- International Visitor Leadership Programme
United States Department Of State
Washington, 07 -12 , May 2009
- Procurement Capacity Development Workshop,
UNDP, United Nations Procurement Capacity Development Centre
UNDP and Development Partners
Copenhagen, 21-23 April 2008
- Interaction Leadership Programme
British Council
Nairobi, January – July 2005
- Peak Performance
Self Evaluation and personal Management
Mombasa, 25th – 28th September 2003
- Effective Supervision and Management
TACK Training International
Mombasa, April 1996

CONTINUOUS PROFESSIONAL DEVELOPMENT

Architectural Association of Kenya, Various Subjects 1987 to date

BORAQS Various, 1986

I attend on average at least 2 international events and 6 local events a year

INHOUSE TRAINING,

PPOA Governanace and Reform, Strategic Leadership, Audit controls, Risk Assessment
Bench Marking, USA and Canada, Uganda and Tanzania

KACC Integrity Benchmarking in Hong Kong and Singapore

Steering Team on the upgrading of National Polytechnics to Universities

MARIAMU EL-MAAWY CV PROFILE, FEBRUARY 2012

PROFESSION ARCHITECT

OTHER AREAS OF ENGAGEMENT

- ADVERTISING
- PROCUREMENT
- ETHICS AND INTEGRITY
- ACCOUNTS

WORK EXPERIENCE

ARCHITECTURE

MARIAM MAAWY ARCHITECTS AND INTERIOR DESIGNS 1996 TO DATE

- Residential: Private , Holiday, Sea front, Park area, Apartment Housing, Conversions, refurbishments.

Mombasa, Nairobi, Athi River, Kilifi, Diani, Lamu

- Commercial and Technical

Shops and Offices, Warehousing, Duty Free, Showrooms

For Kenya Airways Ltd, Toyota East Africa Ltd, Hand Carvers gallery, Genius Clearing etc

- Educational and Institutions, Farming

Multi Purpose Hall and IT Centre, various Mosques and Madrassa, animal farming dairy and chicken

Sheikh Zayed Children welfare Centre, Mtwapa and Jomvu, Mombasa

LEIF DAMGAARD ASSOCIATES 1993 -1996

- Hotels and Lodges

Fishing Lodge, Pemba, 5 star Hotel Zanzibar, Cottage Hotels Shimoni

- Residential ,Various Holiday Homes and Sea Front Homes.
- Housing, Interior Designs

COAST AREA REPRESENTATIVE FOR DALGLEISH MARSHALL JOHNSON 1997 – 2002

- Site Architect and Project Manager

Projects in Vipingo, Ukunda, Galu Kinondo, Kilifi, Moi International Airport.

Project design, Project Estimates and ROI's, Project management, Brief, Client Liaison, Site works, Site Inspection and Supervision, Municipality and Authority approvals, Consultants.

ADVERTISING

MARIAM MAAWY AND CO LTD LATER OUTLOOK ENTERPRISES 1993 – 2003

- Advertising, Print Media and Outdoor.
- Desk Top Publishing, Logos, Branding
- Events, Exhibitions, ASK Show Stands, Conferences
- Promotions, Tournaments.

COAST AREA REPRESENTATIVE FOR EAGLE OUTDOOR ADVERTISING 1995 - 2003

- Outdoor advertising and billboards, fleet graphics
- Trolley management and advertising at airports

APPOINTMENTS

AFRICA

AFRICA PUBLIC PROCUREMENT NETWORK [IN FORMATION] Since September 2010

Member of ten member team selected to start the Africa Public Procurement Network

Elected by this body as member of 4 member Steering Team

KENYA GOVERNMENT APPOINTMENTS

- THE FAZA FIRE DISASTER FUND,
Chairman 2009 – 2011
- MOMBASA POLYTECHNIC UNIVERSITY COUNCIL,
Council Member, Chair Finance And Administration Committee, 2008 -2011
Chair Audit Committee 2011 to date
- PUBLIC PROCUREMENT OVERSIGHT AUTHORITY,
Chairman Public Procurement Oversight Advisory Board, 2007-2010
- STEERING TEAM ON THE UPGRADING OF NATIONAL POLYTECHNICS
Member, Women and Special Interests
Ministry Of Higher Education, Science and Technology 2008-2010
- KENYA ANTI CORRUPTION COMMISSION,
Advisory Board, Chair Preventive Services Committee, 2003 -2008
- MOMBASA OLD TOWN CONSERVATION, LOCAL PLANNING COMMISSION,
Chairman to be commissioned

MARIAMU EL-MAAWY CV PROFILE, FEBRUARY 2012

PROFESSIONAL, VOCATIONAL AND SERVICE BODIES

- ARCHITECTURAL ASSOCIATION OF KENYA, [AAK] TREASURER, 2007 - 2009
- ROTARY CLUB OF MOMBASA CENTRAL, FOUNDER AND SECRETARY, 2002-2003
- ROTARY INTERNATIONAL DISTRICT 9200, MOMBASA BRANCH OF AAK CLUB PRESIDENT, 2002-2003
- INTERIM KENYA NATIONAL CHAMBER OF DISTRICT BULLETIN OFFICER 2001 - 2002
- COMMERCE AND INDUSTRY MEMBER MOMBASA BRANCH 2005-2006
- SOROPTIMIST INTERNATIONAL, VICE PRESIDENT KENYA CHAPTER, 2000-2001
- JUNIOR ACHIEVEMENT, KENYA, FOUNDER MOMBASA BRANCH, 2002 TO DATE
- MUSLIM EDUCATION AND WELFARE ASSOCIATION, MEWA, WOMENS BOARD, 2010 TO DATE
- AGA KHAN ACADEMY, MOMBASA, PARENT ASSOCIATION, 2006-2011

PERSONAL INTERESTS AND HOBBIES

- Travel, Cooking, Family Time, Reading, Swimming, Exhibitions, Art, Mentoring, Service.

REFEREES

JUSTICE [DR] SMOKIN WANJALA
E- MAIL swanjala@yahoo.com

MR ROBERT HUNJA
CO ORDINATOR PUBLIC PROCURMENT PROGRAM WORLD BANK INSTITUTE
THE WORLD BANK 1818 H STREET
NW WASHINGTON DC, 20433 USA
E-MAIL rhunja@worldbank.org

DR ABDULGHAFUR EL-BUSAIDY
CHAIRMAN SUPREME COUNCIL OF KENYA MUSLIMS
CHAIRMAN MOMBASA POLYTECHNIC UNIVERSITY COUNCIL
E-MAIL : ahselbusaidy@yahoo.com

ANNA MUCHUNGU
INVESTMENT OFFICER AT PTA BANK AND COUNTRY MANAGER OF TANZANIA
P. O. BOX 2861 – 00100 GPO NAIROBI
E-MAIL : amuchungu@gmail.com

ISAAC NDAHIRO
PROCUREMENT EXPERT AND TECHNICAL ADVISOR FOR REGIONAL PROCUREMENT REFORMS
COMESA
TEL : +260 977 699907
E-MAIL : indahiro@comesa.int

ends

MARIAMU EL-MAAWY

p o box 99621, mombasa 80107 Kenya
T: + 254 41 2317081/ 2222806 F: +254 41 2317082
E: mariammaawy@yahoo.com mmandco@kenya.com
ground floor, oriental building, nkrumah road, mombasa.

Architecture

Qualifications currently pursuing masters. Full Project Evaluation, Design, Construction and Project Management. Have completed projects of budgets upto 100 million. Also offer services on community projects. Recent exposure in the Faza Fire Disaster Fund management, experienced housing and development for rural areas. Opportunity and cost measurement for limited funds. A professional background in Architecture and technology makes me well conversant with the needs and resources in the Building and civil sector, Roads and Infrastructure, Technology and IT.

Accounts

Studied accounts to develop financial acumen, familiarity and project decision making for effective Return on Investment. Fully conversant with the government public allocation process and utilization of funds. Economics background adds to knowledge of financial sector and services. Budgeting and allocation processes especially with the ongoing devolution programme are areas I am able to engage actively in.

Procurement

Led the Public Procurement Oversight Authority in its establishment up to a sustainable level. Well informed on the procurement processes local and international towards public assets and public entity privatization. Best practice sometimes includes a hybrid mix of public and private joint participation to maximize on capacity and resources. Example the energy sector one model for electrical energy is to privatization management and technical services whereas the grid, distribution and infrastructure remain public.

Ethics and Integrity.

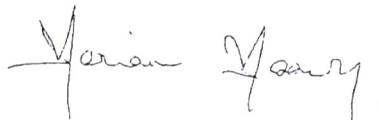
Having Served for 5 years in the KACC and chaired the Research, Education and Policy Committee, I am well conversant with the Ethics and Integrity needs of our country and how to integrate and weave it into all areas for controls and eradication of corruption. Much has been achieved such as the development of specific delivery areas in the public sector, reforms, private sector collaboration and participation and much remains to be done.

Collaboration Networks.

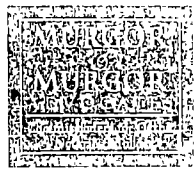
I have established good will and collaboration with professional bodies, regional bodies, and development partners as well as women's groups, youth groups and SME's. With a demonstrated record of participation at all levels and art decision and policy making this exposure has often earned me opportunity for others to work together for common goals.

PERSONAL STATEMENT.

Our Country is at a threshold where our greatest resource is the human capacity. The private and public sector have been developing in a parallel manner, whereas there are clear areas of collaboration and participation that that could greatly benefit the country providing better use of resources and equitable spread. The trend is international and we can very well learn from best practices. Kenya too is undergoing tremendous change that is commendable. Indeed well managed institutions, well positioned will ensure the growth and prosperity.



2



AGNES K. MURGOR
SENIOR PARTNER

AGNES KALECHE

CBA Building, 3rd & 4th Floor
Wabera / Standard Street
P.O. Box 59665 - 00200 Nairobi, Kenya
Tel: +254 (0) 2221019/2219731/2359533/-
Cell: +254 (0) 728 - 554573 or 732 - 487507
Fax: +254 (0) 2230755
Email: amurgor@murgoradvocates.co.ke
Website: www.murgoradvocates.co.ke

curriculum vita

PERSONAL INFORMATION

Name : Agnes Kaleche Murgor.
Date of Birth : August 15, 1963.
Marital Status : Married.
Nationality : Kenyan.
Contact : P.O. Box 59665 - 00200, Nairobi.
Tel: +254 (02) 2221019 / 2219731.
Cell: +254 (0) 722709293.

29 FEB 2012
RECEIVED
P. O. Box 30007, NAIF

ACADEMIC AND PROFESSIONAL QUALIFICATIONS

2011 **University of London International**
Masters in Law (LL.M) in International Business Law

Subjects concluded:-

- International Investments Law.
- International Commercial Arbitration
- Company Law:-
 - Foundations of Company Law.
 - Corporate Finance, Management and Corporate Governance.

2009 **Commissioner for Oaths.**

2009 **Notary Public.**

March - June 1989 **International Development Law Institute, Rome, Italy**

Subjects:-

Advising, negotiating, drafting of International Commercial and Public financing agreements, contracting for goods, services, civil works, international trade and investment and International Commercial Arbitration.

September 1986 - August 1987 **Kenya School of Law**
Diploma in Law

1984 - 1986 **University of Buckingham**
Law Degree (LL.B) Honours

Languages studied English, French, Kiswahili.

Other skills Computer literate.

OTHER TRAINING

09-11 May 2011 Strathmore Business School
The Effective Director Course

February 1994 University of Manchester
Women in Development Course sponsored by British Council

PROFESSIONAL EXPERIENCE

July 2011 –
To date Murgor & Murgor Advocates
Senior Partner

2007 – July 2011 East African Breweries Limited (EABL)
Group Legal Counsel / Company Secretary

Duties and Responsibilities:-

- Providing of commercial and pragmatic legal advice and solutions for all aspects of the Group's business in Kenya, Uganda and Tanzania.
- Preparing and managing contracts for all areas of the Group including; procurement, supply, distribution, agency, production, marketing, logistics, employment, antitrust and innovation, management of IP for Group brands and liaising on Diageo owned brands, company property documentation.
- Providing legal advice, assessing viability and liaising with stakeholders on projects including establishment of subsidiary companies, acquisitions, disposal and negotiation of joint ventures within the East African region.
- Ensuring compliance with Group and public policies, laws and regulation in all jurisdictions of Group operation.
- Company secretarial duties for EABL and subsidiary companies including holding and management of Board and Board Committee meetings, Annual General Meetings, compiling and publication of annual financial reports, statutory reporting and filings in accordance with the Companies legislation in Kenya Uganda, and Tanzania
- Ensuring adherence to and compliance with Capital Markets and Stock Exchange Laws and Regulations in Kenya, Uganda and Tanzania including statutory reporting requirements, enhancing corporate governance standards, advising on best practice and the conduct of training in Directors' Duties and responsibilities.

1992 - 2007

Murgor & Murgor Advocates
Partner

Duties and Responsibilities:-

Providing legal advice and opinions, corporate and commercial matters including conducting of commercial negotiations, drafting of local and international trade agreements and contracts, syndicated lendings, guarantee agreement, loan agreements, security documentation, mortgages, chattels mortgages, joint ventures, conveyancing and related property matters civil litigation including commercial labour disputes.

1988 - 1992

Attorney General's Chambers, Treaties and Agreements Department
State Counsel, State Law Office

Duties and Responsibilities:-

Review and drafting of local agreements international documents contracts and treaties and conventions including protocols and conventions on the environment, international commerce, providing of legal advice to government Ministries/Departments and State Corporations, Preparing Legal Opinions on behalf of the Attorney General, participating in negotiations locally and internationally and attending conferences and seminars on behalf of the Attorney General for the Government of Kenya, Conveyancing and related property matters, undertaking research, conduct of international and local Arbitrations.

August 1987

Hamilton Harrison & Mathews, Advocates, Commercial Department
Legal Assistant

Duties and Responsibilities:-

Assisting counsels in matters related to commercial business transactions, contracts and agreements including sale agreements, collective bargaining agreements, guarantee agreements, loan agreements and security documentation including debentures, mortgage, agreements, chattel mortgages.

PRACTICAL EXPERIENCE

2007 - 2011

Legal Advisor on:-

- Acquisition of Tusker Limited, UK.
- Establishment of EABL operations in Rwanda and Burundi.
- Establishment of EABL subsidiary company in Southern Sudan.
- Acquisition of Serengeti Breweries Limited, Tanzania.

- 1992 - 2007 Represented Central Bank of Kenya in the Goldenberg Judicial Commission of Inquiry (2002 - 2005).
- 1989 - 1991
- Legal Advisor to the Government of Kenya on Commercial Negotiations for the acquisition of Kenya Bus Services, Nairobi, Kenya (August 1989).
 - Legal Advisor on Loan Negotiations:-
 - European Investment Bank (EIB), Luxemburg (July 1991).
 - African Development Bank (ADB), Abidjan, Cote d'Ivoire (May 1990).
 - Consortium of banks, Paris, France (February 1990).
 - Delegate to Twenty Ninth Session Asian-African Legal Consultative Committee (AALCC), Beijing, China (March 1990).
 - Represented the Republic of Kenya in the Ken Ren Arbitration in International Chamber of Commerce, Paris.

SPECIAL PROJECTS

- 1989 - 1990 Represented the Attorney General at Interministerial meetings on Investment Promotion in Kenya.
- November 1989 Seminar Resource person Investment Promotion in Kenya, World Bank – International Finance Corporation (IFC).

OTHER EXPERIENCE

- July 1983 – Co-operative Bank of Kenya, Nairobi
July 1984 *Banking Trainee*

CONSULTANCY

- December 1993 – *“An inventory of key regulations affecting private sector development in Kenya”*.
June 1994
- Prepared for: World Bank and United States of America Agency for International Development (USAID) Kenya.

GIRL GUIDING EXPERIENCE

- 2000 - 2006 International Commissioner, Kenya Girl Guides Association.
- 1993 - 1999 Member of the Constitutions Committee World Association of Girl Guides and Girl Scouts
- 1992 - 2006 Legal Adviser, Kenya Girl Guides Association.

MEMBERSHIPS

1. Law Society of Kenya (LSK).
2. Institute of Certified Public Secretaries of Kenya. (ICPSK).

CURRICULUM VITAE

PERSONAL INFORMATION

Name : Bernard Nandieki
Date of Birth : 6th December 1970
Marital Status : Married
Nationality : Kenyan
Immediate Past Post : Regional Sales Manager Nairobi & Key Accounts
Current Post : Regional Sales Manager, Nairobi & Coast
Mailing Address : P.O. Box 12482 - 00100 Nairobi, Kenya
Telephone : 0722 - 988903
Email Address : nandi144@yahoo.com

CAREER OBJECTIVES

To excel in a reputable organisation that can offer me an opportunity by utilizing the experience and knowledge acquired to ensure i strategically deliver the set Company objectives in a sustainable manner to all the stakeholders and to continuously develop self and others, in order to over come the ever changing environment.

PROFESSIONAL QUALIFICATION

2001 : Post Graduate Diploma Marketing (C.I.M. - UK)
1999 : Advanced Certificate Marketing (C.I.M. - UK)
1999 : Certificate in Marketing (C.I.M. - UK)

EDUCATIONAL BACKGROUND

- 2005 - 2008 : **Masters in Business Administration**
Option : Strategic Management
Catholic University of Eastern Africa (CUEA)
- 2001 - 2005 : **Bachelor of Commerce**
Major in Marketing
Daystar University.

COMPUTER PROFICIENCY

- Office Application** : Microsoft Word, Microsoft Excel, Microsoft PowerPoint

TRAINING

- 2005 : 7 Habits for highly effective people
- 1999 : Professional Selling Skills
- 1998 : Business Presentation Skills
- 1997 : Account Development Strategies
- 1996 : Negotiation Skills
- 1996 : Professional Selling Skills
- 1994 : Account Management Programme
- 1993 : Selling Skills
- 1993 : Performance Management Appraisal
- 1992 : Team Building Workshop
- 1992 : Effective Customer Care
- 2007 : Supervisory Skills
- 2009 : Distributor Management skills
Energy for Performance training skills
- 2010 : Executive Coaching
- 2011 : Building and Leading effective sales force.
- 2011 : Finance for Marketers

WORK EXPERIENCE : **Regional Sales Manager**
2005 - 2008 : GlaxoSmithKline Consumer Division
Previous Position : Regional Sales Manager, Nairobi and Key Accounts.
2012 - Current Position : Regional Sales Manager, Nairobi and Coast.
(Acting Sales Director – Kenya October – December 11)
In addition to the current role – Running project Galaxy.
This is intended to provide online link GSK system with
With all our trading Partners.

Responsibilities

- ◆ Leading a sales force comprising of four Account managers and sixteen partner Van sales representatives.
- ◆ Tasked to deliver a total annual Sales Budget of Kshs. 800 Million OR \$ 9 Million.
- ◆ Handles three Distributors in Nairobi and Key Accounts i.e Nakumatt Holdings, Tuskys, Uchumi Supermarkets.
- ◆ Currently handling Nairobi and Coast.
- ◆ Ensure effective coverage of the region.
- ◆ Forecasting for Distributors and Key accounts.
- ◆ Regular work Contact with distributors to enhance good relationship.
- ◆ Scanning of environmental factors to enhance proactive management decisions hence maintaining cutting edge over competition.
- ◆ Coaching and Motivation of the sales force to enhance productivity.
- ◆ Ensure Partner commitment and Passion through regular review meetings.
- ◆ Debt management through effective management of distributor inventory by ensuring there is sustainable secondary sales through put.
- ◆ Liaising with marketing to ensure effective formulation and implementation of marketing activities.
- ◆ Liaising with distributors and office management staff.
- ◆ Enhance effective distribution and good customer service within the region.
- ◆ Explore and develop opportunities in entire region for both sales and distribution to ensure required calls by representatives are made and the sales representatives meet the set key performance indicators e.g. sales volumes and value, order to call ratio, calls per day, merchandising objectives, etc.
- ◆ Ensure that all company equipment under control is regularly maintained and is in good working order to ensure maximum benefit to the company.

- ◆ Planning, managing and implementing below the line activities in supermarkets and wholesale sector.
- ◆ Co-coordinating with other functional departments to achieve set objectives
- ◆ Carry out any other duty as directed by the Sales director.

Key dimensions i.e. (Financial Scope, Head Count, etc.).

(I)	Staff	-	4 Account managers
(ii)	Indirect staff	-	18 partner van reps.
(iii)	Vehicles	-	4 cars
(iv)	Sales	-	Total annual turnover of Kshs.800 million
(v)	Data	-	Customer record cards, region sales/brand data

Key Achievements

I have able to achieve the following results for the business as highlighted below

- i. Increased weighted redistribution of the key brands to about 75% in Nairobi
- ii. Increased brand visibility in all strategic channels through placement of P.O S and P.O.P at retail, wholesale and supermarket end.
- iii. Developed new channels (NTO'S) now contributing 5% of the business
- iv. Availability of the consumer brands has been well achieved
- v. Was able to execute Hedex Boda Boda in Western and Nyanza effectively creating goodwill with the target consumers
- vi. Has been able to grow Nairobi which is now contributing 48% of the total business.
- vii. Best Sales Team - 2009
- viii. Best Sales Team – 2010
- ix. Best Regional Sales Manager – 2010
- x. Best Regional Sales Manager - 2011

2002 - 2004

Position : **Regional Sales Manager,**
Western, Nyanza and Rift Valley.

2000 – 2001 : **GlaxoSmithKline, Consumer Division**

Position : **Key Accounts Sales Representative**

Responsibilities

- ◆ Coordinating the activities of the key supermarkets in Kenya. In terms of their purchasing, implementation of promotional activities, supervision of third party merchandising outfit to ensure they achieve set merchandising.

1995 – 1999 : SMITHKLINE BEECHAM

Position : Senior Territorial Sales Representative.

Responsibilities

- ◆ Ensuring achievement of sales targets, collection of market data in terms of competitor activities on the ground for management to proactively act contain competition, ensuring that stocks in the market are well rotated using first in first out policy to avoid returns due to expiry. In addition to that ensuring that there is a good working relationship between the trade and the company.

1992 - 1994 : STERLING HEALTH:

Position : Sales Representative.

Responsibilities

- ◆ Implementation of sales strategy by ensuring achievement of sales figures and whereas ensuring that point of sale materials have been put at the right place, market intelligence gathering in terms of pricing, promotions,counterfeits,competition etc.

Interests

I enjoy business magazines, swimming, traveling, socializing and meeting new people.

Language

Spoken and Written : English, Kiswahili and Luhya.

Referees

1. Yesse Oenga Achoki
Managing Director
Zain - Uganda
Tel. 0737670670
2. Elijah Kilonzi
Managing Director
Wise links Marketing
Tel: 0722 – 716768 / 0732355696
3. James Naikuni,
Marketing Manager
Econet Kenya
Tel. 0733 - 339911



PATRICIA A.O. ADALA

P.O. BOX 20731- 00202

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SUMMARY OF KEY COMPETENCIES

- Offering over 20 years experience in economic planning and analysis of development issues with special training on the strategy and management of public enterprises.
- Have a good and practical knowledge of the local business environment where I have been a player for over 17 years.
- Have deep and practical knowledge regarding the Privatization program in Kenya and its areas of focus within the wider long term strategy, Vision 2030, and a very satisfactory 3 years experience working alongside a team of experts from various backgrounds to lay the foundation, and provide policy direction on a wide spectrum of issues at the centre of the process.
- A results oriented leader and critical thinker with outstanding analytical and decision making capabilities.
- A person of high integrity well trained on good governance principles and with an untainted record in public sector service.

CAREER HISTORY

Raydoll Tours and Travel

Executive Director - November 1994 – present

Raydoll Tours and Travel Limited provides a comprehensive range of travel services with special emphasis on Airline ticketing, Conference Support and Event organization Services, worldwide reservations of hotel and car hire services and professionally arranged tours and safaris. Today the Agency is rated among the best travel service providers in Kenya with many key clients in the private and public sectors, as well among the local NGOs and the UN Agencies. As the Executive Director, my core responsibilities include:

- Developing strategies and policies to ensure the Agency's objectives are met and managing all aspects of the Company's day to day operations to ensure profitability;
- Preparing annual business plans and budgets
- Overseeing the marketing and promotional plans, product design and quality of service delivery
- Hiring, training and motivating the Company's staff towards high achievement;

Achievements:

- As a principal shareholder, founded the Travel Agency, bringing into the company, a strong sense of business management as well as expertise in the area of tourism planning and airline marketing
- Directed and supervised the activities of the firm and saw it through to a position of profitable operations within the first three years of operation, and thereafter to sustainable growth

Kenya Airways Corporation:

1. **General Manager Marketing (Ag)** - April 1990 - Dec 1992
2. **Manager Passenger Sales** - Oct 1989 - Mar 1990

Kenya Airways is considered as one of Africa's leading and most successful airlines with a presence in over 50 destinations globally served either through direct flights or through a code sharing arrangement with partner airlines like KLM and Air France in Europe and North America, Qantas on routes to Australia and China Southern Airlines and Korean Airlines on Far East routes etc. Between 1991-1995 Kenya Airways became one of the first public companies in Kenya to be prepared for privatization under the Public Enterprise Reform program and subsequently underwent one of the most successful privatization processes in Kenya. Since then Kenya Airways has transformed into one of the most profitable airlines, with one of the most modern fleets in Africa. Globally, Kenya Airways is also rated very highly as evidenced by its recent inclusion as a member of the prestigious SkyTeam global airline marketing alliance.

1. As **General Manager Marketing at Kenya Airways**, in the period April 1990- Dec 1992, the following were my responsibilities and achievements:
 - Responsible for the development of the Corporation's marketing program including the Airline's new route schedules, pricing policies, and promotional campaigns
 - Re-organized and re-launched a number of airline routes and established new marketing strategies, policies and programs and headed all the bilateral air services agreement negotiations between Kenya and other countries
 - Headed all the commercial negotiations leading to partnerships and interline agreements between Kenya Airways and other carriers.
 - Effectively participated in the initial programs to prepare the airline for privatization
2. As **Manager, Passenger Sales**, my key responsibilities were:
 - Responsible for the supervision of sales activities of field personnel and appointed agents in the entire airline network.
 - Responsible for the development and implementation of sales policies in all airline offices throughout the world.
 - Responsible for budgeting and production of annual Sales Plans
 - Responsible for mounting promotional campaigns in all sales outlets systemwide

Kenya Tourist Development Corporation (KTDC): Feb 1981- Sep 1989

1. Loans Manager - Dec 1984-Sept 1989
2. Projects Manager - Dec 1982-Dec 1984
3. Chief Projects Officer - Feb 1981-Dec 1982

Since independence in Dec 1963, tourism has played a key role in the economic development of Kenya as one of the principal earners of foreign exchange. Kenya Tourist Development Corporation was established in the year 1965 under an Act of Parliament as the vehicle by which the Government would make available long term financing in order to accelerate the rate of investments and create employment in the tourism industry.

In the above capacity KTDC was instrumental in the development of a number of public sector owned hotels in Kenya and was also the instrument through which the Government bought shares in a number of key international hotel companies operating in Kenya. Currently, the publicly owned hotels under the Kenya Tourist Development Corporation, are entities for privatization.

Between February 1981 and September 1989, I was employed in KTDC and served in various capacities.

1. Loans Manager

- As the person in charge of negotiations leading to the securing of loan funds, substantially increased the amount of money allocated to Kenyans to enable them make investments within the Tourism Industry.
- Developed a system for the rehabilitation of problem loans.
- Developed a successful follow-up and extension program aimed at monitoring and assisting the Corporation's loan-beneficiaries.

2. Projects Manager

- Responsible for identification and appraisal of hotel projects, and for preparation and incorporation of the tourist sector plans into the Five Year National Plan.
- In charge of budgeting, monitoring and evaluation of tourism sector projects and general expansion of the Corporation's equity investments in the tourist industry.
- Headed and coordinated the work of a team of professionals comprised of Economists, Architects, Quantity Surveyors, Civil Engineers, etc and successfully supervised the construction of three new hotel projects, namely: Sirikwa Hotel in Eldoret, Kabarnet Hotel in Baringo and Golf Hotel in Kakamega.
- Supervised the completion of the Utalii House Office Block in Nairobi

3. Chief Projects Officer

- In charge of project appraisal and the preparation of the Corporation's annual and forward budgets.
- Introduced a system for monitoring of development projects through implementation scheduling, thereby reducing to a minimum the problem of unplanned costs which had beleaguered many of the hotel projects.

Ministry of Finance and Planning:

Planning Officer, Housing and Social Services - July 1973 – Jan 1981

(with study leave between 1974-1975 and 1976-1978)

- Responsible for the Urban Development Program, with the specific task of providing economic input into the preparation of urban physical plans, the estimation of urban infrastructure and service needs, the distribution and location of industries and the analysis of housing needs, housing supply and housing demand, and related issues of rent determination and control
- Responsible for the analysis of urban demographic trends and government investment policies and their impact on the output of the building and construction industry
- Assigned responsibility over the maintenance of the Project Registry in the Ministry's Project Planning and Evaluation Unit

EDUCATION AND QUALIFICATIONS

1978. M.A. (Economics)	University of Nairobi, Kenya
1975. B.Phil. (Economics)	University of Nairobi, Kenya
1973. B.A. (Economics)	University of Nairobi, Kenya

OTHER PROFESSIONAL TRAINING AND CERTIFICATIONS

- 2011: “**Strategy Workshop for Board Members of Women Enterprise Fund**,” Kenya Institute of Administration, 18-20 April 2011
- 2010: “**Strategic Leadership and Change Management Workshop for Directors of State Corporations**” Kenya Institute of Administration, 5-6 Nov 2010
- 2010: “**3rd Annual Audit Committee Workshop**”, 2 July 2010 – a one day intensive workshop conducted by the Institute of Internal Auditors for Audit Committee Members to prepare them for their important oversight role in public boards
- 2010: “**Good Corporate Governance for Profitable Competitive and Sustainable Enterprises**” 24-28 May 2010- a 5-day Corporate Governance Training Course for Directors conducted by the Centre for Corporate Governance to cover corporate management, control, financial reporting and accountability, IT and knowledge management, risk management and fraud prevention and the overall principles and practice of Corporate Governance in public service.
- 2009: “**Renewing Business Growth**” 9 -12 Sep 2009 – the 9th Internal Audit Conference, conducted by the Institute of Certified Public Accountants to cover corporate governance and business success, effective outsourcing of the internal audit function, impact of automation on internal audit function, uncovering fraud rings, and reporting on critical findings, and the design of an effective risk management system.
- 1990: “**Market Analysis**” 30th July- 10th August 1990 – a two week intensive Certificate course conducted for Kenya Airways by Consultair Associates, to train key airline staff to effectively handle market led competition, as part of the preparation of the Airline for privatization.
- 1989: “**Aeropolitics**” – 21-23 Nov 1989 -a 3 day Certificate course conducted in Nairobi, by the International Air Transport Association(IATA) on the Bilateral Negotiation Techniques and the “politics” of the airspace between two countries
- 1987 “**Executive Development Seminar for Women Managers**”, 19-30 Oct 1987- a Certificate course sponsored by CIDA and conducted by the East and Southern Africa Management Institute of S.A.M.I. to equip women Managers for the complex task of

managing others in order to achieve maximum results both in the private and public sectors.

- 1983: "Strategy and Management of Public Enterprises", 18th September-20th October 1983- a highly informative 2 months residential Certificate course on strategic management for Senior Managers in the Public Sector, conducted by Group Essec, Paris, France

CONSULTANCIES AND RESOURCE POSITIONS

- 2001: **Training Service Provider** under the World Bank Voucher Program, in the area of Business Development Services for Small and Micro Enterprises.
- 2000: **Conference Coordinator**, DFID sponsored Kenya Rural Development Strategy Workshops.
- 1989-1993: Served as a **Lead Negotiator** in a number of bilateral negotiations on traffic rights between the Government of Kenya and the Governments of Britain, Germany, Thailand, Pakistan, South Africa and Oman.
- 1978-1980: **Member of the Steering Working Group** for the World Bank sponsored Low Cost Housing and Squatter Upgrading Program in Nairobi, Kisumu and Mombasa with responsibilities to oversee the implementation of the program and to evaluate its success.

BOARD DIRECTORSHIPS

- 1. Member Advisory Board, Women Enterprise Fund - Nov 2010 to present**
 - Chairman of the Staff, Finance and Administration Committee
 - Member, Partnership Engagement Committee
- 2. Commissioner, Privatization Commission – Jan 2008- Dec 2010**
 - Chairman, Audit Committee-
 - Chairman, Steering Committee, Privatization of Kenya Pipeline Company Limited
- 3. Board Director, Kenya Revenue Authority – April 1999- Oct 2002**
 - Member, Finance Committee
 - Member, Automation Committee
- 4. KTDC Alternate Director in the following Boards – Jan 1982- Oct 1989**
 1. Sunset Hotel Limited, Kisumu
 2. Robinsons (Mombasa) Limited
 3. Sirikwa Hotel Limited, Eldoret
 4. Golf Hotel Limited, Kakamega
 5. Milimani Hotel Limited, Nairobi

VOLUNTARY & COMMUNITY SERVICE

1. **Board Member, St John's Community Centre, Fumwangi** June 2011 to present
 - Serving on the Committee in charge of programs for Orphans and Vulnerable Children

2. **Member of the Parochial Church Council and Chairperson of the Strategic Plan Committee, ACK St Mark's Church, Westlands.**
 - Steering the process for a new strategic direction for the church

3. **Member , Board of Governors, Bar Olengo Secondary School** March 2011- to present

4. **Member , Board of Governors, Ngiya Girls High School** 2002- to present

LANGUAGES

English: Excellent

Swahili: Good

REFEREES

1. Ms Lydia Gaurira,
Senior Assistant Registrar,
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- Prof. Francis Ephraim Onyango ,
P.O. Box 2613-00202,
NAIROBI
Tel: 0722683315
Email: onyangof@yahoo.com

3. Mr. Tom Amere Osiru,
Lead Consultant, Human Resource Management and Corporate Planning,
Thomas and Associates Management Consultants
P.O. Box 14322-20100
NAKURU
Tel: 0721390679
Email: t_associates@yahoo.com

(Attached Copies of Certificates)

Curriculum Vitae

Name: NGURE MWANIKI
Profession: Consultant Economist
Areas of Specialisation: Policy and Project Analysis, Public Finance,
Public Sector Reform & Private Sector Development.
Date of Birth: April 4, 1950
Nationality: Kenyan
Address: M.A. Consulting Group,
International House, 6th Floor,
Mama Ngina Street
P.O. Box 73335-00200, Nairobi, KENYA
Tel: 2227834; Fax: 2217768; Mobile: 0733-761231/0722-127938
Email: nmwaniki@magricon.com; services@magricon.com
Firm's Website: www.magricon.com

Key Qualifications:

Mr. Ngure Mwaniki, an Economist, is a graduate of Harvard University (M.P.A.), the University of Colorado (Dip. in Econ) and the University of Nairobi (B.A. Hons). He is the founder and director of the M.A. Consulting Group, a regional firm specializing in economic development and management in sub-Saharan Africa. In this capacity, he has been responsible for the design, methodology and directorship of numerous assignments in the African region during the last twenty five years.

The following are examples of recent consultancy assignments accomplished: Lead Consultant, Consultancy on the Review and Update of Port Master Plan Study of the Port of Mombasa Including Development of Free Trade Zone, (KPA, 2008 -2009); Project Director, Impact Assessment of the Productive Safety Net Program (World Bank/Government of Ethiopia, 2008 - 2009); Project Director, Technical Assistance for the IGAD Secretariat in the Identification and Feasibility Study for a Strategic Integrated Support Programme Submitted Under the 10th EDF, (European Commission - 2008); Project Director, Consultancy Study on the East African Community Common Market Protocol (2006 - 2007); Deputy Team-Leader/Project Manager, Consultancy Study on the Tana Delta Integrated Sugar Project including socio-economic impact analysis and compliance review (2006-2007); Project Director/Economist on a Study on the Status of Agricultural Sector Reforms in Tanzania, President's Office, Tanzania; (funded by DANIDA/DFID); Project Director on Kenya's Civil Service Reform Program (GoK/World Bank, 2004); Project Director on the Commercialization of the National Cereals & Produce Board (GoK/World Bank, 1996-1998); Team-Leader on Restructuring/Privatisation of the Kenya Tea Development Authority (GoK/World Bank, 1995/1996); Economist on a Study for the Restructuring/Privatisation of Kenya Ports (Treasury/World Bank) and Consultant to the Working Party on Government Expenditures, a Commission appointed by H.E. The President of Kenya to examine broad issues of economic policy and management.

Mr. Mwaniki has undertaken consultancy assignments in Kenya, Uganda, Rwanda, Burundi, Tanzania, Malawi, Ghana, Liberia, Nigeria, Ethiopia, USA and South Africa.

Education:

- 1980 M.P.A. (Economics & Public Policy), Harvard University, USA
 - 1979 Diploma in Economics, The Economics Institute, University of Colorado at Boulder, USA.
("Cited for a Highly Distinguished Performance").
 - 1974 B.A. (Hons), (Economics & Government), University of Nairobi.
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Updated January, 2012

Experience Record:

1983 – Present (2011) **Consultant in Economics, Managing Director;**
M.A Consulting Group, Nairobi.

Examples of Key Consultancy Assignments:

- 2011 **Project Director** in the ongoing study on "Analyzing Selected Transboundary Trade Corridors in the Nile Basin Region". A study analyzing trade and investments along the corridors of the nine African countries: Kenya, Uganda, Burundi, Rwanda, DR Congo, Tanzania, Sudan, Ethiopia & Egypt who share the Nile waters, funded by the World Bank.
- 2011 **Project Director** Financial Services and Organizational Development for the Small-scale Horticulture Development in Kenya.
- 2011 **Project Director** in the ongoing "Impact Assessment of the EAC Common Market" for one of the Member States.
- 2010 **Project Director/Lead Consultant** on Investment Policy Framework Studies for the Kenya Investment Authority.
- 2008-2009 **Project Director/Lead Consultant** "Review and Update of Port Master Plan Study of the Port of Mombasa Including Development of Free Trade Zone" (Kenya Ports Authority)
- 2008 **Project Director** "Technical Assistance to the IGAD Secretariat in the Identification and Feasibility Study for a Strategic Integrated Support Programme to be Submitted Under the 10th EDF" (European commission)
- 2008 **Project Director/Economist** "Impact Assessment of the Productive Safety Net Program Public Works Program" (World Bank/Government of Ethiopia)
- 2007 **Project Director/Economist** "Study on the Establishment of an East African Community Common Market", EAC Secretariat, Arusha; funded by the EAC.
- 2007 **Deputy Team-Leader** "Tana River Integrated Development Project", to comprise of sugar production and processing (60,000ha.), and power generation (electricity and ethanol).
- 2007 **Project Director** on the revival/business restructuring of the Kenya Farmers Agency 2006 Ltd (CoK).
- 2006 **Project Director** on the development of a Business/Restructuring Plan for the Pyrethrum Board of Kenya (PBK) for the Ministry of Agriculture, Kenya; funded by the World Bank.
- 2005-2006 **Project Director/Economist** on "the Study to Establish the Status of Agricultural Sector Reforms with Emphasis to the Regulatory and Institutional Reforms", Better Regulation Unit, President's Office, Tanzania.
- 2004-2005 **Deputy Team Leader** on a Study to Review the Port of Mombasa's Tariff Structure. The study, conducted by a team of international and Kenyan consultants, reviewed the port's tariff strategy for the provision of port services. It consisted of an international benchmark study and the development of a financially sustainable tariff model and a
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- baseline analysis from which the options for an optimal long term tariff structure were developed
- 2004-2005 **Policy Strategy Expert and Deputy Team Leader** for the Masterplan and Free Trade Zone Study of the Port of Mombasa for the Kenya Ports Authority. The study, conducted in association with the Royal Haskoning of the Netherlands, focused on the development of a Master Plan and Institutional Assessment for the Port of Mombasa up to 2025. The development of an Export Processing Zone was included in the Masterplan. Study tasks included forecasting domestic and transit traffic and assessment of a number of Port development options.
- 2004-2005 **NEPAD Eastern Africa Infrastructure Development Advisor**, the work involved convening an Expert Sub-regional Group Workshop to follow up the recommendations made by the Heads of State and Government Summit held in Nairobi in October 2003. Countries and Regional Economic Communities represented in the Workshop were Kenya, Uganda, Tanzania, Rwanda, Sudan, Ethiopia, Eritrea, Burundi, Djibouti, Somalia, NEPAD, EADB, DBSA, TTCA, ARCC, EAC, COMESA, and IGAD.
- 2004-2005 **Project Director/Economist** on the Consultancy to Develop Ministerial/ Departmental Strategic Plans for the Ministries of Agriculture; Livestock and Fisheries Development; Water Resources Management and Development; and, Environment and Natural Resources. This involved development of strategic plans for the four Government Ministries, and was financed by the World Bank under the Civil Service Reform Programme/ DPM.
- 2002-2004 **Member of an African Summit Working Group on NEPAD**. The committee resulted from the African Economic Summit on NEPAD held in Durban in June 2002 and comprised of a number of African Heads of States, Cabinet Ministers and Heads of Government organizations such as Central Banks and ministries of Finance and Planning, as well as senior members of the private sector and international development partners. The follow up work regularly addressed issues relating to peer review mechanisms and Africa's global challenges, including; Africa's re-integration in the global economy, competitiveness, intra-African trade, sustainable partnerships, energy, health tourism, infrastructure, human capital and the Digital Divide.
- 2002-2003 **Consultant** on privatisation aspects of the Tanzania Harbours Authority specifically to analyse prospects and possible modalities of a Management Buy-Out for some of the operations.
- April 2002 **Discussant** for the World Bank presentation at the workshop on "Managing an Economy" organized by National Assembly of Kenya in co-operation with the International Monetary Fund. The major theme of the discussion revolved around privatisation issues, with particular reference to private sector participation in infrastructure.
- 1998 - 2001 **Kenya Country Study Coordinator** on Equity and Growth through Economic Research/Public Strategies for Growth and Equity (EAGER/PSCGE) Study (in association with Harvard Institute for International Development) to examine the macroeconomic management, institutional and productivity implications for faster and sustainable economic growth in five African countries, including Kenya. The Kenya study was entitled "Restarting and Sustaining Growth and Development in Africa" Research findings have been published in a book entitled "Restarting and Sustaining Economic Growth and Development in Africa; The Case of Kenya" edited by Profs. Mwangi S. Kimenyi, John M. Mbaku and myself. (Ashgate, Hampshire, UK, June 2003)

- 1999 **Project Director**, Commercialisation of the Kenya Bureau of Standards (KEBS); The aim of the project was to assist the Kenya Bureau of Standards transform itself into a market responsive provider of services on standards development, testing and quality assurance services on a profitable basis.
- 1999 **Consultant**, Review of Financial Management in Government. Together with International Management Consultants Ltd. of U.K., consultants were required to examine and revise the findings of the Ministry of Finance of Kenya on GOK financial management systems.
- 1998 **Consultant**, Information Dissemination and Training Consultancy - The Deregulation Project - (Ministry of Planning and National Development). Consultants were required to meet with selected senior decision-makers from the public and the private sector to determine what might be done to raise the profile of deregulation at the central/national level.
- 1996 - 1998 **Project Director** for the Commercialisation of the National Cereals and Produce Board (GOK and World Bank). This was a one-and-a-half year assignment to restructure and commercialise Kenya's leading statutory marketing board.
- 1996 **Team Leader** for a study to review the investment climate in Kenya, Uganda and Tanzania and develop concrete investment opportunities for financing by the Private Sector Development Unit of the African Development Bank.
- 1996 **Economist** on a review of Government of Kenya's financial management system. The aim was to assist the Swedish International Development Agency (SIDA) design an assistance programme in public sector financial management.
- 1995 **Team Leader** of an evaluation of Rehabilitation Advisory Services (RAS) and an associated venture capital fund, Prefund for the European Union (EU).
- 1995 **Associate Team-Leader** on a study for the Restructuring of the Kenya Tea Development Authority and Other Tea Sector Institutions. (Treasury/World Bank). The recommendations of the study were accepted by the Government of Kenya and the tea development agency is now a fully privatised concern.
- 1995 **Senior Macroeconomic Policy Adviser** on a USAID-sponsored Private Sector Strategy Study.
- 1995 **Economist** on a study for the Restructuring/Privatisation of the Kenya Ports Authority. Subcontractor to Hickling Corporation of Canada, on a major study to develop a strategy for restructuring the authority so as to increase its efficiency and productivity (Treasury/World Bank).
- 1994 **Lead Consultant on a Study to Review the Management Contract Experience in Kenya**: This study was undertaken for the World Bank as part of a comprehensive global study of public enterprise reform and involved review and detailed case studies of Kenyan parastatals which had management contracts.
- 1993/94 **Senior Economist** on the Kenya Export Competitiveness Study to examine the competitiveness of Kenya's export industry in comparison with eight other African countries (USAID).

- 1992 **Associate Project Director/Deputy Team-Leader** on a study entitled: Parastatals in Kenya - An Assessment of their Impact and an Action Plan for Reform (sponsored by USAID for the Kenya Association of Manufacturers).
- 1992 **Project Consultant**, Private Sector Initiatives in Economic Growth (PSIEG) - Project funded by the Center for International Private Enterprise (US) for Chambers of Commerce and Ministries of Planning in eight East and Southern African countries. The project aimed at promoting the role of the private sector by stimulating policy dialogue between the public and private sectors.
- 1990 - 1991 **Project Director and Policy Economist** on a major study of the Kenya Cotton Sub-Sector so as to derive recommendations to GOK for its revitalisation and growth (World Bank).
- 1989 **Economist and Deputy Team-Leader**. Study of Export Incentives for Kenya's Industry (Kenya Association of Manufacturers).
- 1986 **Economics Consultant/World Bank**: Consultant to the World Bank Regional Mission in Eastern Africa on "The Financial and Managerial Monitoring of Kenyan Parastatals". Member of the IBRD Parastatal Review Mission to Kenya in November 1985. This study was part of the Agricultural Sector Operation Project (ASAO I).
- 1985 - 1986 **Investment Climate Analysis for Government of Kenya**: Economics Consultant, in association with SRI-International, Washington, on Kenya's Investment Climate for the Investment Advisory and Promotion Centre of the Ministry of Finance, Kenya.
- 1984 - 1985 **Senior Economist/Financial Adviser and Co-ordinator**: Parastatal Accounting and Financial Study, Uganda: Ministry of Finance. The study, lasting for over one year, involved 18 consultants in a review of accounting, financial management, and viability in Ugandan parastatals and made policy recommendations for improving the sector's performance. The findings of the study were used by GOU design its parastatal sector reform and privatisation program.
- 1983 **Team Leader: Tobacco Industry Development Strategy and Organisation Study (Uganda)**: The project, whose objective was to rehabilitate the tobacco industry in Uganda, was funded by the World Bank for the Government of Uganda (GOU) and aimed at restarting the tobacco sub-sector from on-farm production and processing to manufacturing. The objectives of the project were laudably achieved, and processing handed over to private investors.
- 1982 **Consultant to the Working Party on Government Expenditures**: This was a six-month assignment for a Commission appointed by H.E. The President to examine broad issues of economic policy and management in Kenya (Chairman: Philip Ndegwa). Particular analysis was made of parastatals, government investments, budgetary issues - such as those relating to capital and recurrent cost expenditures - and other specific monetary and fiscal policies.
- 1979 - 1993 **Consultant and resource person** to the African Association for Public Administration and Management (AAPAM) on the utilization of local consultancy skills in the African Region.
- 1979 **Consultant Expert** for the United Nations Economic Commission for Africa (UN-ECA) on the status of Management Consulting in Africa.

1974 **Economics Consultant** to the Swedish International Development Authority (SIDA) on the
... evaluation of Kenya's Rural Development Fund.

Previous Experience:

1. Consultant, World Bank, Regional Mission for Eastern Africa.
 2. Member of the Board of Directors, Kenya Revenue Authority, (Appointed by H.E. The President).
 3. Senior Assistant Secretary, Fiscal & Monetary Affairs Department. Office of the Vice-President & Ministry of Finance.
 4. Lecturer, University of Nairobi & Graduate Research Associate, Institute for Development Studies.
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Executive Programs

- Senior Managers in Government, Harvard University, Cambridge, Mass., USA.
 - Senior Executive Fellows, Harvard University, Cambridge, USA.
 - Visiting Scholar, Stanford University, California, USA (Summer 1980).
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Membership in Professional Societies and Associations:

1. World Economic Forum
 2. African Association of Public Administration & Management (AAPAM)
 3. Federation of African Consultants (FEAC)
 4. Society for International Development. Kenya Chapter
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Honorary Positions:

1. Co-Chairman, Education Committee of International NGOs concerned with the Environment; 1974 - 1978.
 2. Co-Chairman, The Harvard-Yale Alumni Club of Kenya, 1986 - 1992.
 3. Member, Balloting Committee, Karen Country Club, 1998 - 2002.
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Research Papers and Publications:

1. *"Restarting and Sustaining Economic Growth and Development in Africa: The Case of Kenya. (Contemporary Perspectives on Developing Societies)"* Co-edited with Professors M.S. Kimenyi and J.M. Mbatia, Ashgate Publishing Company, U.S.A., June 2003.
 2. *"The State of Management Consulting in Africa", in Management Consulting in Africa: Utilising Local Expertise*, Edited by Prof. F.J. Kajalge Kumarian Press, Inc., USA 1993.
 3. "Agro-Industry in Kenya: Opportunities for New Investments and Partnerships" paper presented at the 8th Annual International Agriculture Forum, Geneva, June 1988.
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Ngure Mwaniki - CV

4. "Agribusiness Development in Kenya". Consultant's Report to USAID, Kenya, 1983.
5. "A Plan to Increase Employment and Incomes in Machakos District, Kenya", Term Paper, Harvard Institute for International Development, 1980.
6. "Financial and Technical Assistance for Small Industry Development: Kenya", Term Paper, Harvard University, Kennedy School of Government, 1980.

NGURE MWANIKI

Referees

1. Mr. Micah Cheserem
Chairman
Commission on Revenue Allocation
14 Riverside, Riverside Drive
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2. Dr. Geoffrey Mwau
Economic Secretary
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3. Prof. Clive S. Gray
Professor of Economics
Harvard Institute for International Development
Harvard University
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5. Dr. Robin Mogere
(Consultant Surgeon/
Former Chairman Karen Country
Club; Club and Balloting Committee)
Member of the Board of Directors - The Nairobi Hospital
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CURRICULUM VITAE

1: PERSONAL

NAME John Kiplangat Kenduiwo
NATIONALITY Kenyan
DATE OF BIRTH 8th September 1956
PLACE OF BIRTH Kericho, Kenya
MARTIAL STATUS Married with five children
CURRENT ADDRESS UNES Ltd
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2: EDUCATION

- Currently pursuing Ph.D (Operations management)
University of Nairobi, School of Business
- MBA (Operations Management)
University of Nairobi (1988)
- B.Sc. (Hons) (Mechanical Engineering)
University of Nairobi (1981)

3: EMPLOYMENT HISTORY

3.1 OCTOBER 1994 TO PRESENT

Senior Lecturer, Department of Management Science, School of Business, University of Nairobi, Kenya. Teaching of both Graduate and Undergraduate Students in the School of Business in the following major areas. Production/Operations Management & Strategy; Operations Research and Business Modeling.

AUGUST 1988 TO OCTOBER 1994

Lecturer, Department of Management Science, School of Business, University of Nairobi, Kenya. Teaching areas as indicated above.



3.2. SEPT 1981 TO SEPTEMBER 1986

Ministry of Water Development (Kenya)

Various Engineering Assignments within the Mechanical Engineering Department at the Headquarters and in the Field From January 1983 to March 1984 attached to DSE/IFB Mannheim (West Germany) for Practical Mechanical Engineering Training through coordination with relevant Engineering Institutions

4: ADMINISTRATIVE-RELATED RESPONSIBILITIES

4.1 UNIVERSITY ADMINISTRATION

- a) September 2009 To Present, Deputy MD, University of Nairobi Enterprises and Services(UNES) Ltd - Deputizing for the MD with specific responsibility on,
- ✓ Strategic Planning and Business Development
 - ✓ Performance Contracting - Drafting, Negotiations, Vetting, Evaluations and Reporting
 - ✓ Oversight to the Procurement function
 - ✓ Leadership over Financial Management Issues
 - ✓ ISO 9001:2008 QMS Development and Improvements, Certification Audits and Reviews
- b) December 2004 to February 2009, Dean, School of Business, University of Nairobi, Kenya Provided leadership that saw the School establish satellite campuses in Mombasa and Kisumu and also introduced BCom by Distance learning Student enrolments rose from 3500 to about 6500 and reached Annual Income Generation of about KSh 0.6 B in self-sponsored programmes Served in various committees of the Senate, Deans Committee, and the CHSS College Academic and Management Boards
- c) August 1997 to December 2002, Dean, Faculty of Commerce, University of Nairobi, Kenya. Pioneered the introduction of Module II programmes in the University through both the MBA and BCom Served in various committees of the Senate, Deans Committee, and the CHSS College Academic and Management Boards
- d) January 1991 to August 1997, Chairman, Department of Management Science, Faculty of Commerce, University of Nairobi, Kenya Nurtured a young declining Department into a strong component of the Faculty of Commerce and providing extensive Service Courses and support to the overall University



4.2 DIRECTORSHIPS AND RELATED RESPONSIBILITIES

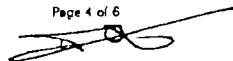
- a) January 2008 to December 2010. Board member of the Privatization Commission of Kenya. Chairman of the Strategy and Finance Committee. Chairing the Privatization Steering Committees on KPA and KTDC-Owned Hotels.
- b) May 2002 to Present. Council member of the Kenya Red Cross Society. Served as Vice Chairman of the Finance Committee from 2005 to 2010. Chair of the Audit Committee from January 2011.
- c) September 2003 to Present. Board Member of Transnational Bank Ltd. Chairman of the Strategy Committee and a member of the Audit Committee.
- d) February 2005 to Present. Deputy Treasurer and Member of the Executive Committee of the University of Nairobi Alumni Association. Chairing the Sub-Committee on the Alumni Center.
- e) January 2004 to present. Chairman, Board of Governors. Taitta-Mauche Secondary School, Njoro District. Initiated the project, and now a full-fledged Government Secondary School with an enrolment of 240 Students.
- f) August 1997 to 2002. Board Member of University of Nairobi Enterprises and Services (UNES) Ltd. Also served as a member of the Audit Committee.

5: MAJOR CONSULTANCIES/ASSIGNMENTS/PROJECTS UNDERTAKEN

- a) PUBLIC PROCUREMENT OVERSIGHT AUTHORITY (PPOA) - 2010. Development of a Long Term Policy Framework for Public Procurement in Kenya. Deputy Team leader for the Project and responsible for Public Private Partnerships (PPFs) Issues.
- b) CONSISTUENCY DEVELOPMENT FUND (CDF) Consultancy -2010. Development of the CDF Board Strategic Plan (2010 - 2014). Deputy Team leader and responsible for the SWOT Analysis and the derivation of Strategic Issues.
- c) UNIVERSITY OF NAIROBI - Strategic Planning Review - 2006. A member of the taskforce that reviewed the existing strategic plan covering the period 2006-2010 and 2010-2014 to make it relevant for the changed operating environment.
- d) UNIVERSITY OF NAIROBI - Space management committee - 2007. Chaired the committee that developed the policy framework and guidelines for the computerization of space management in the University of Nairobi.
- e) UNIVERSITY OF NAIROBI - Strategic Planning and Restructuring Taskforce -2005. A member of the taskforce that developed the strategic plan covering the period 2006-2010 and the current University management structures
- f) POSTBANK LTD - 2004 - Developed and implemented a TQM-based change Training programme on improvements realization. Provided overall leadership.



- g) NUMERIC MACHINING COMPLEX (NMC) LTD – Survival and Recovery Business Plan for NMC - 2003 Team leader from UON on the Consultancy Team that developed the Survival and Recovery Business Plan for NMC
- h) UNIVERSITY OF NAIROBI ENTERPRISES AND SERVICES (UNES) LTD - Strategic Planning - 2001. A member of the strategic planning team that developed the second strategic plan covering the period 2001-2005
- i) UNIVERSITY OF NAIROBI - Strategic Planning - 1999 A member of the University of Nairobi team that developed the strategic plan covering the period 2000-2005
- j) UNIVERSITY OF NAIROBI ENTERPRISES AND SERVICES (UNES) LTD - Strategic Planning - 1997 A member of the University of Nairobi team that conceptualized the vision/mission statements for UNES and developed the first strategic plan covering the period 1998-2001
- k) UNDP – Good Governance Programme - 1997 to 2000 Consultant responsible for Diagnostic Tools and Strategy Definition for Good Governance in the Civil Service of the Government of Kenya. The programme covered the Office of the President, Treasury, Judiciary, Parliament, Electoral Commission, and the Local Government
- l) FEDERATION OF KENYA EMPLOYERS (FKE) - Production Management and Productivity Improvements - 1996 A programme aimed at equipping Production Managers/Engineers with the appropriate tools for productivity realization. Team leader for Network Analysis, Inventory Control, and Industrial safety
- m) VARSANI BRAKE LININGS LTD - Operations, Procedures, and Systems Improvement Consultancy - 1996 Consultant responsible for Factory Improvement operations
- n) GOVERNMENT OF KENYA, OFFICE OF THE PRESIDENT, DIRECTORATE OF PERSONNEL MANAGEMENT, CIVIL SERVICE REFORM SECRETARIAT - Voluntary Early Retirement Scheme (VERS) Impact Evaluation - 1995 The assignment entailed designing a study to realize the objective of evaluating the impact of VERS, multi-level stratified sampling and interviewing of the retirees, and preparation of an impact analysis report to guide future administration of the scheme. Team leader for the Rift Valley Segment
- o) MWEA RICE MILLS LIMITED - Assessment and Evaluation of the Rice Milling Factory - 1995. Consultant on Economic and Financial Analysis under the auspices of RON HAWKEY & PARTNERS (Sussex, United Kingdom). The assignment entailed projection of costs, revenues, benefits, and computation of viability indices for the different options relating to the rehabilitation/replacement of the mills. The client was the National Irrigation Board (Nairobi)



- p) BATA SHOES LTD. (LIMURU) - Productivity Improvement -1994/95. Series of training seminars for management/supervisory staff aimed at realizing improved efficiencies in the factory operations under the auspices of PAX MANAGEMENT CONSULTANTS Ltd (Nairobi). Responsible for Strategies towards Improved Productivity Realization and Materials Management.
- q) KENYA CO-OPERATIVE CREAMERIES (KCC) LTD. - Financial/Costing Consultancy - 1994. Entailed a detailed analysis of all KCC's operations and assets/liabilities with a view to making recommendations relating to improved performance. Done under the auspices of AITEC CONSULTANTS Ltd (Nairobi). Team leader and specifically addressed the Logistics/Transportation module.
- r) UNIVERSITY OF NAIROBI - Student Bursary Processing - 1994. Chairing the technical committee charged with the responsibility of developing and implementing of Financial/Socio-Economic Criteria for assessment of students' degree of need and award of the limited bursaries. The model subsequently adopted by HELB for related uses.

6: RESEARCH/PUBLICATIONS

- a) "A Survey of Operations Research/Management Science (OR/MS) Research in the Management Science Department, University of Nairobi (1978 - 2001)". A Conference Paper presented at the 2nd Operations Research of Eastern Africa (ORSEA) held in Dar es Salaam (Tanzania), December 2005 (Jointly with Prof I.M. Mbeche)
- b) "Manufacturing strategy for enhanced competitiveness". a conference paper presented at the 8th Annual Management Conference (2001), organized by the Makerere University Business School.
- c) "Computerization and the efficiency of the Nairobi stock exchange", a Conference Paper in Social Implications of Computers in Developing Countries (1993), published by Vedams Books International (Jointly with Prof Kinandu Muragu)
- d) An Application of the Transportation Model. The case of Inter-factory Transfer of Bulk Whole Milk at the Kenya co-operative Creameries (KCC) Limited (MBA Research project paper of the University of Nairobi-June 1988).

7: MBA SUPERVISION

Supervised several (more than 30) MBA Research Projects on the following cluster areas.

- a) Competitiveness of the Kenyan Manufacturing Sector
- b) Operations/Manufacturing Strategy and Improvements
- c) Improvements through Process Reengineering



- d) Supply Chain Management
- e) Quality Management Systems

8: REFEREES

- a) **Prof. Isaac M. Mbeche**
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- c) **Mr Michael Cherwon**
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FEBRUARY, 2012



MUGAMBI NANDI

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Summary:

A highly experienced Commercial, Corporate Law and Governance practitioner, with strong technical and business qualifications and an impressive track record of fifteen (15) years of hands-on experience in corporate, legal, governance and company secretarial practice. Proven ability to develop cost-effective solutions to legal and business problems. Dynamic lawyer, with excellent communication skills, who utilizes creativity, leadership and teamwork to design and execute solutions that create or add value to organisations.

Awards and Honours:

- Company Secretary of the Year, Champions of Governance Awards, 2011
- Commendation by the Council of the Institute of Certified Public Secretaries of Kenya for outstanding contribution to the Institute and the Profession, 2010.

Notable Recent Accomplishments:

- Drafted the Secretarial Standards for Meetings of Boards of Directors and Annual General Meetings for the Institute of Certified Public Secretaries in 2011;
- Oversight, as in-house legal counsel, over the largest merger in Kenya's history, between CFC Bank Limited and Stanbic Bank Kenya Limited in 2008;
- Oversight, as in-house legal counsel, in the raising of Tier II Capital by CFC Stanbic Bank Limited, in the total sum of USD20Million through subordinated loans from International Finance Corporation and Stanbic Africa Holdings Limited in 2008; and
- In-house legal advisor in the Kes5Billion Note Programme launched by CFC Stanbic Bank in 2009.

Professional Experience:

January 2012: Co-founder and Managing Partner of KN Associates, a medium-size indigenous law firm that specializes in conveyancing, commercial, corporate and intellectual property law.

June 2007 to November, 2011: Head of Legal and Company Secretary for CFC Stanbic Holdings Limited, a public company listed on the Nairobi Stock Exchange; CFC Stanbic Bank Limited, the fifth largest commercial bank in Kenya by assets; and Stanbic Investment Management Services (East Africa) Limited, a leading fund management company with operations in East Africa.

In this role, I was part of the Group's executive management, responsible for legal and regulatory compliance, legal advisory and risk management services; and secretarial services to the various Boards of Directors.

May 2005 - May 2007: Counsel - East African Development Bank, Kampala As Counsel I was responsible for drafting and vetting commercial contracts, loan, trade finance and lease (including aircraft leases) agreements and the perfection of relevant securities, while ensuring compliance with the Bank's policies on lending, environmental management and anti-money laundering. One of my key achievements was my appointment as the Bank's legal advisor for its proposed Venture Capital Fund.

November 2004 - April 2005: Company Secretary/Manager Legal Affairs, Uchumi Supermarkets Limited. In this role I was responsible for providing in-house legal services in all areas of operation to ensure compliance with legal and regulatory requirements I was also Secretary to the Board of Directors, and Secretary to the Boards of the subsidiary companies in Kenya and Uganda Prior to this, I had been Manager – Legal Affairs since June 2002. It was from this role that I was promoted to the position of Company Secretary, in recognition of my performance

April 2000 - June 2002: Legal Assistant, Commercial and Intellectual Property Law, Hamilton Harrison & Mathews, Advocates. In this role I was responsible for advising clients on Company Law, Banking Law and financing arrangements, Employment Law and Retirement Benefits, the Capital Markets and securities listing at the Nairobi Stock Exchange In particular, I was legal advisor during the Initial Public Offer by Mumias Sugar Company Limited and the then proposed privatisation of Kenya Reinsurance Corporation Limited. I also advised on Intellectual Property Rights including the registration and related proceedings for Patents, Industrial Designs, trade and service marks, both at local and international (ARIPO and WIPO) levels.

Jan 1996 – Dec 1999: Legal Assistant, United Insurance Company Limited. My responsibilities in this role included ensuring compliance with the Insurance Act and other relevant laws, liaison with external lawyers on claims settlement, in-house claims settlement; monitoring recoveries, debt collection and other litigation; and in-house legal advisor on general legal and administrative issues. In recognition of my performance, I was asked to head the Forensics Unit, reporting directly to the Managing Director.

Other Professional Activities:

- o 2010 to present: Member of the Professional Education and Development Committee of the Institute of Certified Public Secretaries of Kenya.
- o 2004 to 2005: Part-time lecturer in Company Law, Kenya School of Law
- o 2003 to 2005: Member of the Practice Committee of the Law Society of Kenya

- 2002 to 2005: Member of the Professional Development and Education Committee of the Association of Professional Societies in East Africa (APSEA)
- 2002 to 2005: Member of the Editorial Committee for *The Professional*, the Official Journal of the APSEA.
- 2002 to 2003: Part-time lecturer in commercial law and organizational change and development at Kenyatta University - Master of Business and Administration students.

Professional Memberships:

- Institute of Certified Public Secretaries of Kenya Reg. No 1102
- Law Society of Kenya – Advocate & Notary Public
- East African Law Society

Academic Qualifications:

- Diploma in Financial Management (ACCA), 2008
- Master of Business & Administration (MBA), University of Nairobi, 1999
- Diploma in Law & Practice, Kenya School of Law, 1996
- Bachelor of Laws (LL.B) (Second Class Honours, Upper Division) University of Nairobi, 1995

References

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MUGAMBI NAWA

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24/02/2012