MARCH - APRIL, 2021

KENYA 1,000/= TANZANIA 20,000/= UGANDA 25,000/=

BUSINESS MONTHLY
EAST AFRICA EDITION

DRIVING BUSINESS

GOVERNANCE: UNDERSTANDING THE ECONOMIC COST OF CORRUPTION IN KENYA

DIPLOMACY: KENYA - SOMALIA MARITIME BOUNDARY TIFF

ICT: INTERNET FREEDOM: WHY ACCESS IS BECOMING A HUMAN RIGHT

ECONOMY: INDEPENDENCE IS AT THE HEART OF THE AFDB'S ABILITY TO BE EFFECTIVE

TOP 25 MOST INFLUENTIAL CHAIRS OF BOARD
2021 SURVEY

#1
JOHN NGUMI

CHAIR OF THE BOARD INDUSTRIAL & COMMERCIAL DEVELOPMENT CORPORATION

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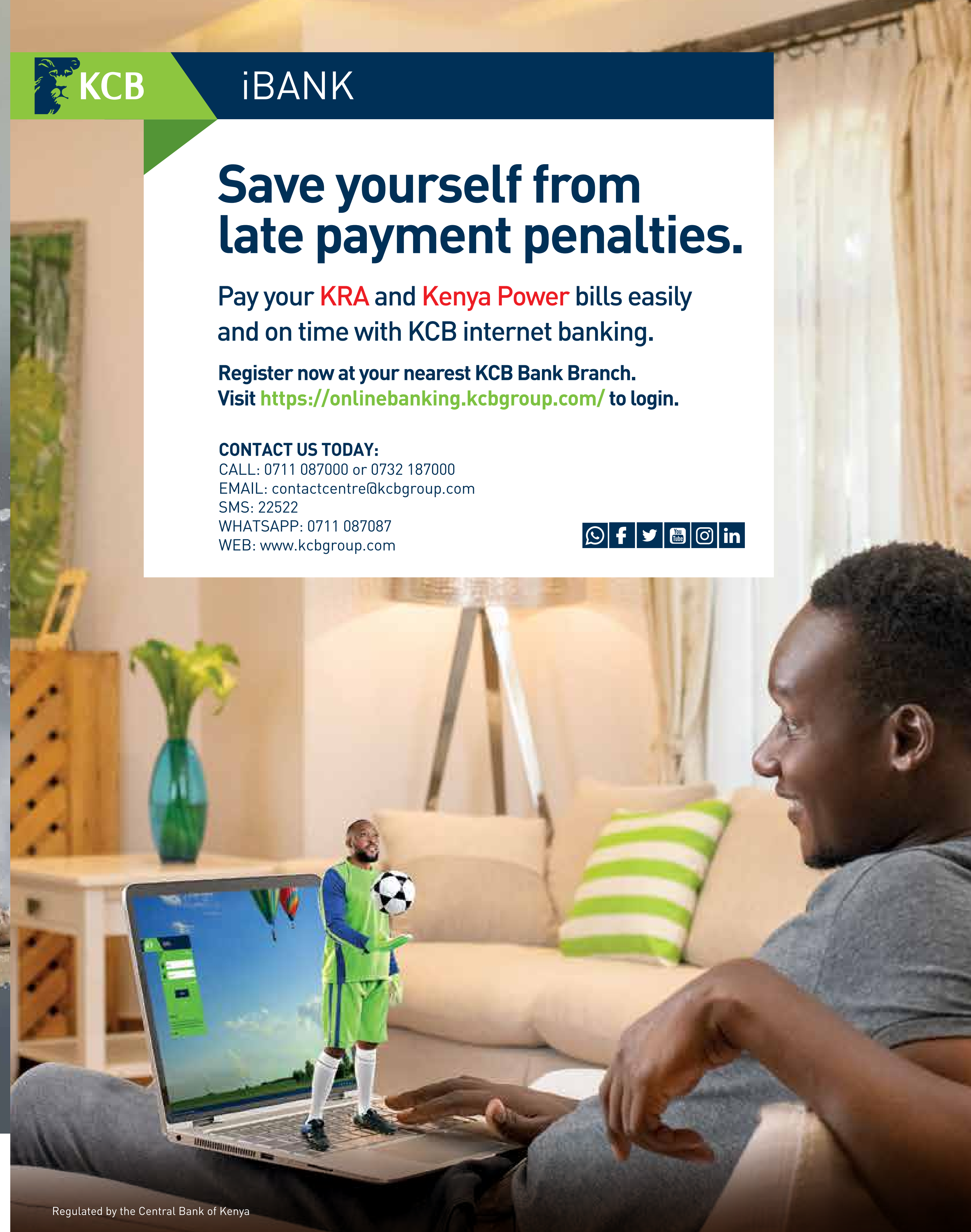

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25 YEARS OF DRIVING BUSINESS
ANNIVERSARY CELEBRATION

BUSINESS MONTHLY EAST AFRICA EDITION

MARCH - APRIL 2021 Vol. 16, No 156

Chair of Board: Vivo Activewear LLC

Publisher's Note

Selection criteria for Top 25 Most Influential Chair of Board Impacting Business

We were interested in selecting chairs of boards who are not only role models for good corporate governance and act as champions for the cause, right up to advocating such good practices through advocacy and communications in public forums.

DR HANNINGTONE GAYA
CEO - The Knowledge Warehouse Kenya

Borrowing heavily from an article paraphrased from a version that appeared in the March–April 2018 issue (pp.96–105) of Harvard Business Review, an effective chair's main role is to provide leadership to the board of directors, not the organization he/she leads. This style of chair enables boards to function as the highest decision-making body in the organization.

A respondent in one survey conducted during one of the INSEAD training programmes, quoted in this article had this to say: "The chair is responsible for and represents the board, while the CEO is responsible for and is the public face of the company." This clear and very crucial distinction makes the chair's job very different from the CEO's, and it calls for specific skills and practices by the chairs of boards.

A boards responsibility is collective, and the chair's job is to enable the board to fulfil it. To be effective, chairs must recognize that they are not commanders but facilitators. Their role is to create the conditions under which the directors can have productive group discussions.

But, first things first. There is no shortage of chairs in this country who qualify for inclusion in this list of the 25 most influential. The project team handling this assignment decided to restrict the number to one that coincides with this magazine's 25th anniversary – while we hope to recognize more in issues to come.

In fact, this issue reintroduces the CEO of the Month with Geoffrey Odundo of the Nairobi Securities Exchange (NSE) walking away with this one.

How did we go about selecting those we did include here? We certainly did not confine ourselves to easily measurable indicators such as size of the organization or growth of revenue or profits. Rather, we looked at a much broader range of attributes, ones that have led to these men and women to be selected for the influential roles they are currently playing, and indeed ones they have been and continue to apply elsewhere.

Some are veterans who have been prominent for long and have now begun phasing themselves out; others are yet to reach their peak influence; while most are in their prime right now. Some are men and some are women – and the women in the list are there neither because of nor despite being women.

For all 25 we bore in mind their role as leaders of boards rather than of management. The chair's position, in addition to providing oversight, requires chairpersons to be champions, coaches and ambassadors.

For all 25 we bore in mind their role as leaders of boards rather than of management. The chair's position, in addition to providing oversight, requires chairpersons to be champions, coaches and ambassadors. They must be visionaries, strategic thinkers and thought leaders, both within their sector and much more generally in our society. In these days of Volatility, Uncertainty, Complexity and Ambiguity (VUCA) they must lead organizations to be innovative and agile, and they must be so themselves.

Perhaps most importantly they must be responsible leaders, role models for healthy organizational values. They must have visible integrity, men and women who nurture the building of sustainable institutions where all stakeholders are treated fairly. And their organizations must be led by a sense of purpose, one that is uplifting and of benefit to the communities in which they operate.

We were interested in selecting chairs of boards who are not only role models for good corporate governance and act as champions for the cause, right up to advocating such good practices through advocacy and communications in public forums. Those selected have been men and women who have and continue to excel at communicating such lofty aspirations and how to fulfill them to broader audiences, mainly through the media, seminars and in conferences.

Not surprisingly, a good proportion of our Top 25 chairpersons spend significant time volunteering their services on a pro bono basis – to business member organizations, professional associations, service organizations such as Rotary, Lions, environmental conservation, wildlife protection and vulnerable community organizations, and NGOs.

Their personal, professional and organizational track records much speak for themselves, and this consistently over time. As Mugo Kibati says, 'if they are engineers, they ought to be proud of the roads they have built'. They must be excellent at chairing the board meetings and seeing their boards add value; and their relationships with their CEOs must be good while maintain constructive tension.

No doubt some others would have reached different conclusions, and that seats well with us. We followed these criteria in a qualitative analysis and peer reviewed to triangulate our best judgment criteria to select and to rank as we did. Either way, our expectation is that you will find these 25 stories inspiring, differently created and told by a team of writers relying on submissions, research and on occasions personal inputs, as each of these men and women are distinctly different.

Other than the ranking, which we know is extremely unpopular, we hope and trust that the content and some revelations, like that on the very elaborate and lengthy process of recruiting Peter Ndegwa as the first Kenyan CEO of Safaricom PLC, will stimulate you to reflect on your board leadership attributes, aspirations and probably inform your own CEO succession planning.

For the CEOs who are also chair of other boards, the content is to urge you to use professional coaches to unlearn your previous traits and usher you into even more effective chairs of boards as you deal with the duality of your different roles.

Our research partner was TIFA whose CEO, Margaret (Maggie) Ireri, chaired the selection panel.

We look forward to hearing your reactions to what we have published here, as we continue the discourse on the making of a good chair of board with influence that makes an impact beyond your personal space and into the wider environment. ■

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#1 John Ngumi

CHAIR OF BOARD: INDUSTRIAL & COMMERCIAL DEVELOPMENT CORPORATION

During a 35-year banking career, John Ngumi established himself as East Africa's foremost corporate and investment banker and one of Africa's most brilliant financial executives, swimming in the same league as the likes of Tidjane Thiam, formerly CEO of Credit Suisse, Switzerland's second largest bank and a global icon. JN as he is mostly referred to, built a client base spanning local and international/global corporate with a regional presence, state-owned enterprises (SOEs), sovereigns, and financial services groups.

As he cut his teeth in exemplary corporate leadership, John Ngumi has played pivotal roles in developing regional capital markets, in setting the regulatory frameworks underpinning these markets, and in persuading regional governments to turn to local resource mobilisation to finance budgets.

John's banking career started out at London's National Westminster Bank, which he joined as a trainee in 1980 after coming down from St Peter's College, Oxford University with a 1st Class Honours degree in Philosophy, Politics and Economics.

On his return to Kenya in 1983, he worked for Grindlays Bank, Citibank, Barclays Bank and Stanbic Bank/ Standard Bank of South Africa. He led path-breaking transactions in diverse sectors: telecommunications, cement, real estate, energy, financial services, agribusiness, manufacturing, aviation, energy, power and infrastructure, and pioneered many of the financing techniques currently in use in East Africa.

In the early 1990s, John co-founded one of Africa's first locally owned investment banks, Loita Capital Partners Group, whose impact triggered the emergence of many of today's players in investment banking and asset management.

John's notable transactions include initiating the Coffee Board of Kenya's annual offshore financings in the 1980s (the prototype for offshore commodity financings by other countries); the Kenya Government's first and so far only bond issue in New York, a USD 29m issue to refinance Kenya's then military debt to the US (1989); the first ever listed corporate bond issue in Kenya, the KES 820 million East African Development Bank bond (1987); the landmark KES 4 billion Safaricom bond issue that enabled that fledgling company to finance its initial infrastructure rollout (2001); the first ever bond issue for a microfinance entity in Africa, KES 500 million for Faulu Kenya, which was also the second ever such issue worldwide (2005); Tanzania's first ever international sovereign loan, for USD 250 million (2010); the first Eurobond issue ever for an East African entity, a USD 300 million issue for TDB Bank (2010); Kenya's second ever syndicated loan in the Euromarkets, for USD 600m (2012); and Kenya's first ever sovereign Eurobond issue, for USD 2 billion (2014).

> John's first stint as a public sector board chairman was in 2012, when then President Mwai Kibaki appointed him inaugural chairman at the Konza Technopolis Development Authority, the spearhead of Kenya's bid to build an African Silicon Savannah.

John's full deal list is very long and very impressive, with transactions totalling USD 8 billion in debt and equity markets. He also established from scratch Standard Bank's market-leading investment banking division.

In addition to investment banking, John has played key roles in other aspects of the development of the region's capital markets. His involvement in the development of the pension fund management sector is particularly noteworthy. At Loita, he established and led the region's first true asset management firm, Loita Asset Management, and was also the only private sector representative of the team that established the Retirement Benefits Authority, which went on to oversee the development of the industry from a tiny backwater into the pension funds' present value in excess of USD 10 billion.

Other key roles played by John since 1984 include his leading contribution in developing capital markets regula- >>

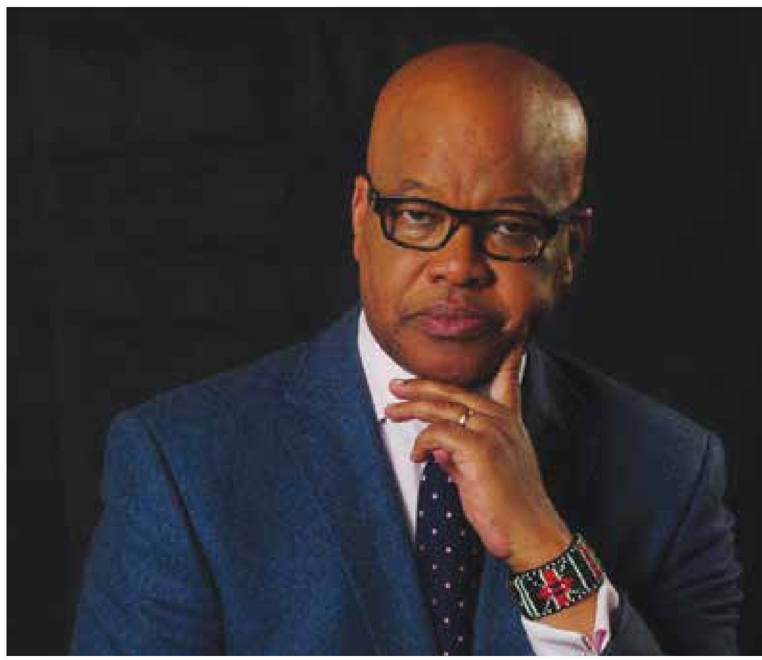
>> tions; co-founding the Kenyan Market Leaders Forum, which initiated and oversaw the development of Kenya's highly successful listed Treasury Bond issuance programme; and his lead role in familiarising National Treasury officials with international capital markets, resulting in Standard Bank playing co-Lead Arranger roles for Kenya's USD 600 million syndicated loan in 2012, and the country's inaugural USD 2 billion Eurobond in 2014, the only bank to be involved in both transactions.

All these speak to his unique ability to operate effectively at the nexus of the Kenyan private and public sectors in matters finance, not to mention John's occasional forays into matters politics, as he mediates and inter-mediates between business and government. He never misses an opportunity to use his amazingly wide network to link people up and so to help them take advantage of opportunities or solve problems and to link the business community with the government nerve centre.

The who is who in the Kenya business landscape and lucky to be invited to the Kenya Private Sector Alliance (KEPSA) WhatsApp group, are privileged to benefit from his deeply and immensely insightful commentaries on how to make positive contributions to the country, by going way beyond being a passive observer or a critique to that of an active and proactive player – like him and in it to win!

John's participation in public sector boards dates back to the early 1980s, when he was an alternate director for Grindlays Bank International on the Chemelil Sugar board. In 1997 he was appointed to the board of the Industrial & Commercial Development Corporation (ICDC), where he played an active role in turning its investments into becoming an independent player. (ICDC Investments has since metamorphosed into Centum Investments). In 1999, John was appointed as an inaugural board member at the Communications Commission of Kenya (now the Communications Authority of Kenya), a time which saw Safaricom and KenCell (now Airtel) licensed, thereby setting off the mobile telephony explosion that has transformed the Kenyan economy.

John Ngumi with Kenya's Cabinet Secretary in charge of Petroleum and Mining John Munyes. Photo | Courtesy



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In 2015 John's career took a most dramatic turn, if not path, with his appointment as chairman of the Kenya Pipeline Company (KPC) board. This is a non-executive position, with John, customarily not expected to do more than chair board meetings and otherwise stay out of the way, in keeping with what had hitherto been the accepted passive role of board chairs in state owned enterprises (SOE).

Until then, KPC had a long history of being the poster child of public sector corruption, with regular accusations of theft of scarcely believable sums from the company. Coming from the private sector, with its high reputation for effective action, John was faced with the choice of either letting the long entrenched corporate culture of impunity continue, or confronting it headlong at whatever cost.

He chose to confront and change this culture, thereby and predictably setting off a fierce, highly public and sustained backlash from within and without the confines of KPC. John had to contend with many false accusations, usually sponsored from outside the media, but executed by an inept media in a bid to besmirch his impeccable reputation and slow him down. The allegations of high-handedness and perennial interference with management, alternating with accusations that he was in fact the mastermind of the numerous heists of monies were relenting. After thorough forensic investigations and independent audits, all these accusations have been found inevitably lacking in substance or detail and more so, to sponsored campaigns to besmirch an incorruptible individual, hell bent to snuff out the cancer of grand larceny from the corporation's coffers.

A less determined person would have given up in the face of such vicious attacks, but John stuck to his guns, calling out issues, being frank about lapses and failures, not being shy of engaging Kenyans – especially through the same media and in parliamentary summons – and relentlessly pushing management to put all stakeholders first: customers, employees, shareholders and host communities.

The difference this change in board leadership style made from an active role in chairing the KPC board from a passive envelop chasing, is so startling that it has become the default style for any chairman seeking to turn around the effectiveness and efficiency of the SOE they are entrusted with to lead. In contrast to previous years when there were periodic outcries about fuel shortages, John has exited KPC having ensured that this strategic SOE provides the country and the region with uninterrupted fuel supplies.

In addition, major fuel leakages are tackled in an open, transparent, prompt and decisive manner. Past and current financial scams are exposed as a routine, investigated and prosecutions initiated. Systems have been put in place and controls have been tightened, resulting in better financial outcomes.

From being a lacklustre and occasional dividend payer to the exchequer, KPC has become a major contributor. For instance, in the 14-month period between November 2019 and January 2021, KPC paid KES 19 billion to the Exchequer in ordinary and special dividends and in other social payments, while continuing to meet all its financial obligations without any recourse to the Exchequer.

The company has also become a star performer in the Access >>

>> to Government Procurement Opportunities (AGPO) initiative targeted at special groups. And, recently, during the worst of the COVID-19 pandemic period, KPC led the way among corporates, both in public and private sector, in coordinating the mass production and distribution of free sanitisers and face masks to vulnerable Kenyans.

Most notable, John's stint as KPC chairman decisively redefined the role of SOEs chairmen into one of active leadership, engagement, and assumption of visible responsibility and accountability, a cue that has since been taken up by many other parastatal chairmen of boards and a best practice as recommended in good and recent corporate governance literature.

When John retired from Stanbic Bank in 2015 upon his appointment as KPC Chairman, he co-founded Eagle Africa Capital Partners Limited, a financial advisory boutique.

He has also taken on other non-executive board positions. Notable among these is his chairmanship of Carepay, the owners of the M-TIBA platform, the mobile phone-based health wallet that currently has over 1 million registered users, and has on its digital register a clientele of over 320,000 households in NHIF under the pilot Universal Health Care programme in Machakos, Kisumu and Nyeri. John is also a non-executive director at Base Titanium and Kenya Airways Plc.

In August 2020, President Uhuru Kenyatta appointed John the chairman of the restructured and rebooted ICDC board of directors, where in the late 1990s he had served as a non-executive director. The special mandate is to oversee the implementation of the Kenya Transport & Logistics Network, an ambitious project to develop a world class integrated transport network through aligning the operations of the Kenya Ports Authority, Kenya Pipeline Company and Kenya Railways Corporation, this responsibility earning him the unofficial title of super chairman.

John's overriding professional goal is to see Africa freed from economic hopelessness. He passionately believes that robust and efficient financial services is a key factor, hence his earlier pivotal role in developing financial markets.

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Asked to describe himself, John lists the key attributes that have shaped his career: he is gregarious and enormously self-confident; he possesses copious amounts of drive, determination, energy, and an absolute will to win; and he is an excellent mentor and trainer, a strong leader and team builder. Yes, that sounds like John! He is always in it to win.

He is an outspoken champion of a "neo-African attitude" that he describes as believing we can better ourselves and our circumstances, so let's stop whining about past injustices. "Instead let's focus on sorting out our problems and cease relying on foreigners and or on foreign aid to do the job for us." But he also recognises that Africa must be plugged into the global economy; be innovative, adventurous and adaptable; and be willing to take risks but not cut corners.

There is one sting in the tail: John Ngumi is in everything he does, thinks and writes, in it to win. His influence is enormous, in government, outside government! ■

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#2 Rita Kavashe

CHAIR OF BOARD: BAT KENYA

According to Agatha Juma, a strong curator and director at Engage Kenya, Rita Kavashe is absolutely her woman crush! Agatha uses the power of narrative and engagement to drive leadership influence and business impact. She adds, 'Rita is Boss lady who's as real and authentic as they come."

Interviewing Rita Kavashe, hot on the heels of her recognition as one of the Top 25 CEOs impacting business in Kenya by the Business Monthly 2021 Jan/Feb magazine edition, she had the following to say of her new role as the first ever woman to ascend to the coveted seat as chair of the board of BAT Kenya, 'My mandate includes overseeing BAT's delivery of its A Better Tomorrow™ ambition by addressing the health impact of the business, whilst also meeting demand from East African consumers for potentially reduced risk alternatives to cigarettes. Transforming the tobacco industry through offering these potentially reduced risk alternatives, whilst also growing BAT Kenya's contribution to the Big 4 Agenda through the local manufacture of these alternative nicotine categories is a major priority for the business.'

Ms Kavashe continues, "the second big focus right now is ensuring that environment, social and corporate governance (ESG) concerns are front and centre in all that BAT Kenya does. Giving priority to ESG will help to better determine the future performance of BAT Kenya since it is the framework for assessing the impacts of the sustainability and ethical practices at BAT Kenya. In this way, we will be guaranteeing and improving on the compliance framework and practices that have been in place over the last five years.

As a responsible organization, BAT Kenya will continue to support the business agenda in tackling illicit trade in order to maximize government revenue from excise and returning lost revenue to the government. Lastly, Rita is driving a robust and inclusive people agenda enabled by a great place to work. This includes BAT Kenya's commitment to gender diversity and nurturing the future leaders of Kenya, evidenced by increased female representation at all levels of the business and the appointment of the first Kenyan MD in decades. As a four-time certified Global Top Employers Institute (2018, 2019, 2020 and 2021) employee and recipient of the Best Employer in Kenya 2017 and 2018 by the Federation of Kenya Employers (FKE), it is an area where the business is rightly proud of its achievements, and strives to do even better.

At the Kenya Roads Board (KRB) Rita reveals that the management of the funds has improved tremendously, with the funds currently at Kshs. 80Billion which has largely aided in the maintenance of 48,000kms of national trunk roads and 15,000Kms of county roads in Kenya through the approved Annual Public Roads Program (APRP).

Her board oversaw the review of the KRB Act 2019 which gave KRB express borrowing powers that enabled KRB to mobilize long-term resources in the issuance of a Fuel Levy backed Road Infrastructure Bond in the Kenyan capital market worth Kshs. 30 Billion. This resulted in KRB becoming a third Generation Road Fund (GRF).

In the area of public policy and governance KRB regularly carry out annual technical, financial and performance audits to ensure value for money of the RMLF fund. KRB also initiated the Kenya Roads Board Graduate Engineers Training program, currently in its 2nd cohort in the Road Authorities with a total of 34 new graduate engineers.

KRB also completed the finalization of the Road Register Review in 2020 by mapping 161,000kms of the classified road network and 85,000kms of new roads and narrow roads in addition to the regular overseeing of axle load control within the whole country.

> Rita is seen as a thought leader in the roads sector in recognition to her strengthening the working relationship of the KRB with other related agencies and key industry players through regular joint meetings with board members of the road authorities and courtesy calls on the County Governors.

Under Rita as chair of board, KRB attained the ISO 9001:2015 certification in 2018 through the Kenya Bureau of Standards and managed to complete enhancement of the ICT systems in time and within estimated costs.

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In creating and sharing social value, KRB has to date distributed and funded the training and licensing of boda boda operators as below, with 1000 helmets and 1500 reflective jackets distributed in Nyamira, Kakamega and Elgeyo Marakwet Counties. 25 boda boda operators have been trained and licensed in Nakuru County, 50 in Nyamira County, and 78 are currently undergoing training in Kakamega County.

Ms Kavashe leads the research initiatives in the roads sector that includes chairing of the chairman's leadership forum (CLF), funding and overseeing the completion of a trial section of 1km cobblestone road in Machakos County and funding Jomo Kenyatta University of Agriculture and Technology (JKUAT) research in the design and development of emulsion treated base equipment (ETBE).

Another achievement is the hosting of the 2nd International Transport & Road Research.

Rita Kavashe's influence as a chair of boards impacting business, is perhaps summarised by an article dated 26 September 2020 in The East African, in which she is best described as shattering stereotypes in the world of vehicles and (roads-addition mine) areas for a long time the domain of men.

But for Rita Kavashe, Njiraini avers, they are her world, and she understands them perfectly. In this interview, Rita states that it has not been an easy journey. Many times, she has encountered situations in which people would call seeking to speak to the managing director, and when she got on the line, they would ask to speak to the MD, not the secretary.

She has also sat at male-dominated auto forums where their facial expressions betray their discomfort because of her presence, the article posits. According to Njiraini, >>

World marathon record holder and Isuzu D-Max Brand Ambassador Eliud Kipchoge (L) with Isuzu EA MD Rita Kavashe present the endorsed one-year partnership agreement at a ceremony held at Isuzu EA Plant on October, 22, 2020.

>> despite being seen as an outsider, years of steering Isuzu, formerly General Motors East Africa, to great heights, and her commitment to the growth of the auto industry in general, has earned her respect from her peers. "Initially, there was doubt about whether I would make it. Eventually, they realised I was making it, and therefore I earned their respect," adds Ms Kavashe in the article.

In the hitherto male dominated industry, earning recognition from motor industry players resulted in Rita being elected chairperson of the Kenya Vehicle Manufacturers Association (KVMA) and the Kenya Motor Industry Association (KMIA), positions she has held at different times.

In the interview with TEA, Rita opines that her career path was made easier because she was working for a global company committed to gender diversity in the workplace and that this meant that development of female employees was central to the firm's values. Rita adds that more importantly, she has been an embodiment of the fact that hard work and determination is rewarding, irrespective of someone's background.

The article further postulates that when Rita joined the automotive industry, she did not have an engineering background so she had to learn on the job through direct interaction with colleagues. She quickly learnt the acronyms, models and engineering concepts.

Njiraini adds that in a 2017 interview with CNN, Ms Kavashe was referred to as "The queen of commercial trucks in Kenya". We should, '' and roads,".

Rita Kavashe grew up in Taita Taveta County, in South-eastern Kenya. "I did not imagine I would be where I am, not at all," she says, adding that growing up her father instilled in her the virtues of creating relationships, leaving a good impression, working hard and, when in a position of leadership, serving with dedication.

Going by the performance of Isuzu East Africa, the lessons from her father have borne fruit. Today, Rita Kavashe is also the managing director (MD) of the biggest auto assembler in Eastern and Central Africa, with a market share of 44.5 per cent, up from 15 per cent when Ms Kavashe took over as the MD of the then General Motors East Africa in 2010.

Rita Kavashe holds a bachelor's degree in Education from Moi University and Master's degree in Business Administration (MBA) from the University of Nairobi (UoN). She also attended the prestigious Harvard Business School leadership programme in 2013.

> In the hitherto male dominated industry, earning recognition from motor industry players resulted in Rita being elected chairperson of the Kenya Vehicle Manufacturers Association (KVMA) and the Kenya Motor Industry Association (KMIA), positions she has held at different times.

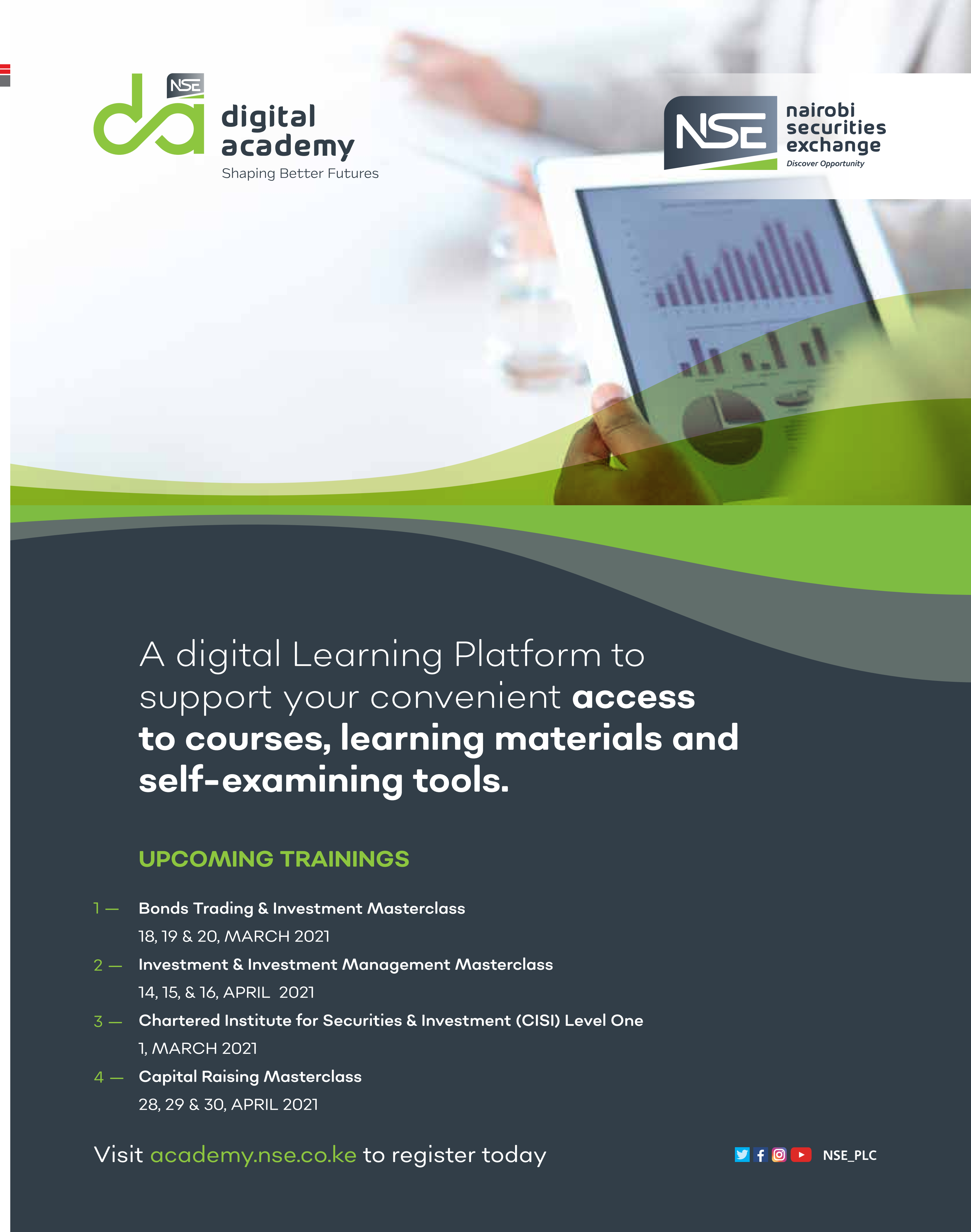
Due to her penchant of walking the talk in corporate governance and instilling ethics in the business she leads, Rita Kavashe is a much sought-after corporate honcho by numerous blue-chip companies, including those listed on the Nairobi Securities Exchange (NSE). Rita always adds value to boards she sits on and brings high voltage networks, diversity in gender and infuses the often much needed skill set due to her exposure, experience and board background.

Rita also serves as on the board of Bamburi Cement, is the vice-chair of the Kenya Private Sector Alliance (KEPSA), and also sits on the boards of the Kenya Vision 2030 Delivery Board and the University of Eldoret Endowment Trust Board of Trustees.

While leading Isuzu has been both a wonderful and interesting experience, the opportunity to serve on boards has given her the chance to encourage other women to take up board positions, and mentor young girls looking up to her for inspiration. Today Kavashe is a champion of the Women on Boards Network, which addresses issues on how more women can get ready for board positions.

She is also an executive coach certified by the Academy of Executive Coaches (AOEC), UK, a credential she uses to mentor young girls on matters of career and family, among other issues, and give them the much-needed inspiration that they too can rise to the peak. "I am not only attractive to young girls but also to women at my own level. We draw inspiration from each other," Kavashe says.

In 2017, the President of Kenya awarded Rita Kavashe the Moran of the Order of the Burning Spear (MBS) for exemplary service to the country as a business leader, an award bestowed on her personally by the President at a State House. We will be seeing more of this lady from Taita-Taveta Country, Coast Province of Kenya. ■



#3 Amb. Dennis Awori

CHAIR OF BOARD AND COUNTRY DELEGATE: CFAO

Amb. Awori is the chairman and country delegate of CFAO Kenya since 2017, in addition to sitting on the board of directors of CFAO Group, a French conglomerate wholly owned by Toyota Tsusho Corporation with subsidiaries across the sub-Sahara Africa.

The CFAO Group is in 35 countries in Africa and does business in another 19 countries through independent dealers and distributors. Other than being prominent in the motor vehicle sector, CFAO operates in four business domains, namely mobility; healthcare; fast moving consumer goods and agriculture and technologies; renewable energy and infrastructure.

Among the turnkey projects TTC have been able to bug through Toyota Tsusho East Africa is a $1.5 billion investment in agribusiness in Kenya and the region in the form of developing farm machinery through its franchise arrangement with Case IH, a global agricultural equipment manufacturer.

The other project was the investment in the construction of a fertiliser factory at a cost of $1.2billion. These two projects earned Amb. Awori the tag name, the man from Japan!

CFAO Group Companies in Kenya, comprises Toyota Kenya, DT Dobie, Loxea, Toyotsu Automark, Tyre Distributors Africa (a joint venture with Michelin), CFAO Kenya, CFAO Agri and Laborex Kenya. Amb. Awori is a director of CFAO RSA and CFAO SAS (the continental group and subsidiary of Toyota Tsusho Corporation of Japan).

Other chairmanships include, Carbacid Investments Plc, Bank of Africa Kenya, Jumbo Chem, and MG. Dennis other directorships include East African Cables Plc and several other small ones.

At the turn of the century, the private sector in Kenya was beginning to organise itself in a more inclusive and purposeful way, and as part of its evolution the Private Sector Forum was formed – a predecessor to the Kenya Private Sector Alliance (KEPSA). Dennis was among those who was elected to serve on its board, and he became its chairman. It was while serving in this position that he was appointed ambassador, and so he was forced to leave his advocacy on behalf of business to others.

However, once back from his stint as a diplomat (correction, Dennis is always the diplomat!) he swiftly re-engaged with those who were now working to create a more enabling environment for the private sector within the emerging new and much more comprehensive body, KEPSA. He was its founding vice chairman and later its chairman. He later became the founding chairman of the KEPSA Foundation and he has also been a trustee of the Kenya National Chamber of Commerce and Industry.

On 9th December, 2020, Amb. Horie awarded the Japanese Ambassador's Commendation to Amb. Dennis Awori, the late Mr. Endo Yoshitaka, Dr. Kumon Kazuko, and Prof. Yeri Kombe for their contribution to the promotion of mutual understanding and friendship between Japan and Kenya.

I started working under Bruce McKenzie, the chairman of the board of CMC Motors, as his PA, but five months later, he died in that plane incidence. He informed a great deal of my professional life; also, his son was my best friend. My father is also a great influence; from him I learned the power of communication but also the value of respect. Dad treated everybody equally and with respect no matter who you were in society. I have always strived to do the same.

> From 2003 to 2009, Amb. Awori served as the Ambassador of the Republic of Kenya to Japan and Korea. During his tenure, he opened a new Embassy in South Korea and built strong relations between Kenya and the two countries, especially by promoting trade and industry through the respective private sectors institutions, in keeping with Kenya's new focus on economic diplomacy.

Of bearing a prominent surname and what comes with it, in an interview with Business Daily, Ambassador (Amb) Dennis Awori stated that while a prominent family name is prominent, can help one through numerous doors, it is limiting, in the same vein. He stated then, 'It might have opened doors yes, but it commands a huge responsibility as well. People expect more from you, so you might get through the door but if you can't deliver, it might be a problem'. Amb. Awori added, 'Getting through the door is the easy part normally. Also, I can't be anonymous. I can't go somewhere and stay anonymous.'

Amb. Awori has spent most of his working life in multinationals in the motor industry across East Africa, in which he has held various positions of increasing responsibility. These include starting as a sales and marketing manager of Toyota Kenya, then a division of Lonrho Motors East Africa (LMEA) (1987-1990) founder and general manager of the Yamaha Division of LMEA (1990-1995) founder managing director of Toyota Uganda, a subsidiary of LMEA (1995-1998) managing >>

>> director of LMEA (1998-2001) executive coordinator of Toyota East Africa upon Toyota Tsusho Corporation buying LMEA (2001-2003) and board chairman of Toyota East Africa and advisor to Toyota Tsusho Africa (2009-2012) chairman Toyota Kenya and Toyota Tsusho East Africa (2012-2017).

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In public service, he was appointed to the New Partnerships for Africa Development National Steering Committee in 2010. Prior to these, Amb. Awori served on the Board of the Communications Commission of Kenya now the Communication Authority of Kenya (2001-2004) and participated in the establishing of the regulatory framework for the telecommunications, mobile telephony and courier industries in the country.

Amb. Awori has served on the boards of Kenya Vision 2030 Delivery Board (2013 and 2018) a governmental organization in charge of the vision and long-term development plan of the country during which time he chaired the Economics and Macro Committee of the Board, which was responsible for providing technical support to the overall board. Between 2015 to 2016, Amb. Awori served as Chairman of Kenya Airways, the national carrier.

He holds a BSc degree in Aeronautical Engineering from the University of Manchester in the United Kingdom (UK). Other academic achievements include a business leadership program at Ashridge Management College, and a management development program from the Emory Business School of Atlanta in the United States of America (US).

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Amb. Awori is a keen sportsman and represented Kenya and East Africa at Rugby events in the 1980s, as well as chaired both the Kenya Rugby Union and the Uganda Rugby Union in consecutive terms. He has also been a member of the Rotary and is a past president of the Rotary Club of Nairobi East.

Very few remember that he was one of the first generation of Africans to play rugby in the country together with names like the late Chris Onsotti, John Gichinga and George Kariuki. He also chaired Kenya Rugby Football Union (KRFU) and the Uganda Rugby Football Union (URFU.

In December 2020, Dennis was awarded by the government of Japan through HE the Amb. Horie Ryoichi, the Japanese Ambassador's Commendation in recognition for his contribution to the promotion of mutual understanding, friendship building strong relationships between Japan and the Republic of Kenya.

Maybe we can explain his success through his personal mantra, which is to "work hard, stay focused and whatever you do, keep it simple". Plus, as all who know him will attest, this jovial family man, this gentle giant, is an exceptionally polite and humble chair of board. ■

#4

Nicholas Nesbitt, OGW

CHAIR OF BOARD: KEPSA

The former Country general manager for IBM for the Eastern Africa (August 2013-September 2020) is in word and deed, a transformational leader who not only exudes confidence but also kindness, openness and rationality in equal measure.

These days, Nik Nesbitt is best known for being the chairman of the Kenya Private Sector Alliance (KEPSA), the highly influential private sector umbrella body that brings together most if not all leaders from the various sectors of the business community.

Indeed, it is not surprising that many who were recognized by this magazine as being among the Top 25 CEOs, and many who are now being recognized as among the Top 25 Chairpersons, have been or still are KEPSA leaders. So, being the leader of such leaders speaks very highly of Nik's attributes.

As though this demanding position is not enough, Nik also chairs the East Africa Business Council (EABC, the apex body of all private sector organizations in East Africa. At KEPSA, he has served for two terms making him the only other Chair of the KEPSA board to achieve this.

Since he was elected the KEPSA Chair, he has displayed outstanding leadership traits in leading the Board that have helped steer the organization to achieve great milestones. Both positions require extensive time, given that he is required to attend high-level meeting after high-level meeting, relentlessly working towards creating a more enabling environment for the private sector. As others in KEPSA's and EABC's leadership have found, playing this role is by no means straightforward, requiring a mix of pushiness and diplomacy, of determination and empathy. Be too impatient and you get pushback; be too gentle and you get nowhere.

Much of what leaders like Nik do and achieve must be handled quietly behind the scenes, with no media present and no consequential accolades. This means that most people have no idea of quite how much is indeed being worked on in such discrete ways, and how much focus and energy it

takes. Those like Nik who devote so much of their time to such advocacy must be driven by other factors other than personal glory or ego. They must, as he certainly is, be motivated by simply striving for the greater good of the country and the east African region.

Transformational leaders like Nik, leading behemoth institutions with diverse and often conflicting and competing interests, like KEPSA and the EABC simultaneously, put up with so many frustrations that derive from trying not only to bring the private sector to speak with one voice, but then to engage constructively with officials in government who have their own agendas and their own constraints. Just gaining access is a challenge in itself, but Nik's wide network, his amiable demeanor and his visionary ideals allow him to reach and to influence where many others would be unable to.

As KEPSA chairman, one of his hallmark achievements has been to lead the private sector engagement with government that resulted in the improvement of Kenya's Ease of Doing Business ranking, and the rationalization and easing of the tax burden to mitigate the adverse effects of the Covid-19 pandemic.

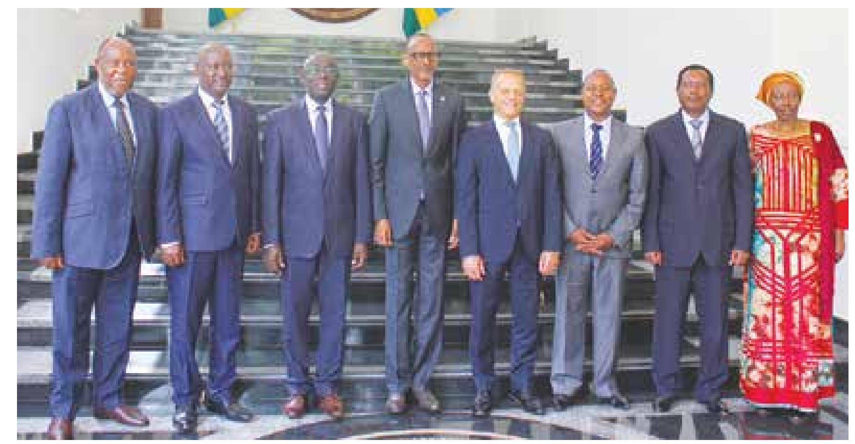
In the wake of the novel coronavirus, Nesbitt has been instrumental in steering the KEPSA Economic Management Framework for Covid-19 response and chairing the weekly KEPSA Covid-19 Response meetings, out of which, critical resolutions were made in the economic scene. The Economic Management Framework led to the unveiling of Economic Stimulus Measures by the government in 2020.

Nik has an easy way of bringing people together and building consensus among them, all this from such a rich and varied career. Following his studies at a pair of prestigious universities in America (his Bachelor's and Masters of engineering degrees from Dartmouth College, and his MBA from Stanford University), he remained there to hold senior executive positions at Qwest Communications, Schneider Electric and The Boston Consulting Group (BCG).

On returning to Kenya, he formed and was the CEO of KenCall, the pioneering international call centre that included Fortune 100 clients from the US and UK. The company was recognized as the Top Non-European Call Centre globally, the fastest growing Top 100 Company in Kenya, and one of the best mid-size businesses in East Africa – with the Harvard Business School and the MIT Sloan School of Business having both written case studies on the company.

Nik was then recruited to be the General Manager of IBM Eastern Africa, where he led IBM's operations in ten countries in the region, including the teams that managed the IBM Research Africa Lab. Nik had earlier led IBM to invest heavily in its East African regional hub and to open IBM's Research Lab in Nairobi, the only one in Africa. Under his leadership IBM delivered extensive and transformational change through the technology solutions it offered in several government ministries and agencies.

He has also spearheaded different business meetings both locally and internationally including leading Kenyan business executives during the Kenya-France business forum hosted by MEDEF in Paris on 2nd October 2020, which was held in honour of H.E President Uhuru Kenyatta on his official visit to France.



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Nesbitt wears many hats, including being a board member of the Vision 2030 Delivery Board, Central Bank of Kenya, Commercial Bank of Africa (NCBA), American Chamber of Commerce, AMREF Flying Doctors, Kenya School of Monetary Studies, Multimedia University and Gateway insurance. He is also an active member of the Young President's Organization (YPO), a global organization supporting leading CEO's.

Nesbitt has been profiled frequently in global and regional media as a thought leader and visionary and has been a frequent speaker and panelist on entrepreneurship, innovation and leadership at conferences in Kenya and around the world.

>>

>> The President of Kenya awarded Mr. Nesbitt a presidential honor, the Order of the Grand Warrior (OGW), in recognition of his pioneering spirit and accomplishments in creating the Kenyan BPO industry.

In a Business Daily interview four years ago, Nik was asked how he defined success, and he replied that "Success to me is about achieving your potential. What are you capable of doing? Success is about achieving what you are meant to achieve and what you are capable of achieving."

Nik lives by this definition of success. As one of a rare breed of transformational leaders in business in East Africa, Nik traits include an understanding of what needs changing irrespective of the member's background in a public discourse of contentious issues, the ability to stimulate the intellect by challenging people's preconceived notions during debates on the Television (TV) through his oratory skills, having a knack for encouraging an all-inclusive participation, for instance in KEPSA's Media Wall, a talent for encouraging genuine , honest and compassionate communication, and Nik promotes loyalty within reason from the business people he leads, has a sense of the bigger picture, has a high degree of empathy and unquestionable personal integrity.

> Nik is a chairman of extraordinary potential, and thanks to his outstanding wit, intellect and character, he has been fulfilling this admirably. Who knows what further ways he will find to be of positive influence in society? But, it is not in doubt that he will continue making big and uplifting waves, and not just in Kenya

One thing we can say for sure: Nik is a chairman of extraordinary potential, and thanks to his outstanding wit, intellect and character, he has been fulfilling this admirably. Who knows what further ways he will find to be of positive influence in society? But, it is not in doubt that he will continue making big and uplifting waves, and not just in Kenya.

Nik is one chairman who leads with vision and keeps the usual chair person's ego in check. This is as a result of a strong upbring and the activities and societies he was involve in during his formative years: Squash Club, Rugby Club, Green Key, Student Council.

Nicholas (Nik) Nesbitt is a keen golfer and mountain biker, who also enjoys safaris. Those who work closely with Nik on boards of leading corporations aver that by breeding and temperament, Nik is a chairman who is self-effacing and cultured. ■

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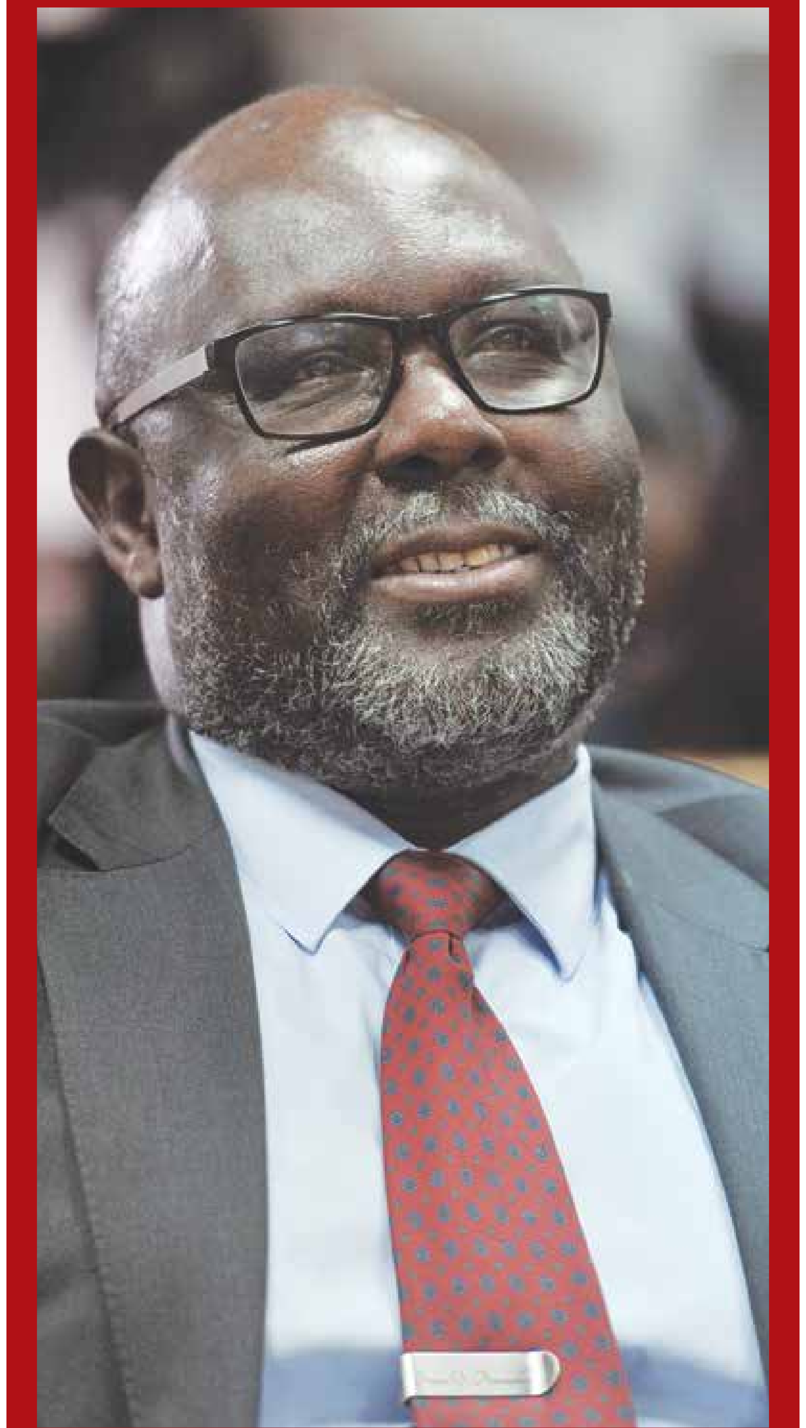
#5 Isaac Awuondo

CHAIR OF BOARD: NCBA BANK KENYA



Isaac Awuondo crown in the jewel in corporate life came when HE the President of Kenya, Uhuru Kenyatta, plucked him from his very busy corporate life as the group managing director of then Commercial Bank of Africa (CBA) to co-chair with Hon. Abdikadir H. Mohammed, The Presidential Taskforce on Parastatal Reforms (PTPR).

The PTPR was tasked with the responsibility of interrogating the policies on the management and governance of Kenya's parastatals with the aim of determining how best they would contribute to the pursuit of national development aspirations, facilitating the transformation of our country into a great land of prosperity and opportunity for all.

An experienced bank executive with a demonstrated history of working in the banking industry for a period spanning more than 33 years and very experienced and skilled in financial services, financial risk, corporate finance, business strategy, and change management, Awuondo had to release his intelligence, private sector knowledge and experience, to help in not only co-chairing the sessions, but also in framing the discussions and questions in such a way that the members of the taskforce would be clear about the context, understanding important facts as they scored through volumes and volumes of documents containing the respective mandates of each SOE and the hundreds of Acts and regulations that anchored the creations of some of these enterprises in the first place. All these needed Awuondo's skills, experience and multi-discipline exposure often needed of a good and chair. The taskforce completed its work and delivered the report to the President on time in October 2013.

Awuondo is now the chairman of NCBA Bank Kenya, following the merger between NIC and CBA in October 2019 that unveiled new leadership positions within the new bank entity. Before the merger, Isaac was the Group Managing Director of CBA for seven years (2012-2019). Previously, Isaac was the managing director, executive director and general manager of CBA between 1998 and 2012.

It is through Isaac's commendable experience in the banking industry that CBA bank emerged as the largest privately held commercial bank in Kenya. The bank is operational in other countries namely Tanzania, Uganda, Rwanda and Ivory Coast. CBA Group was one of the strongest and ethically managed commercial banks' offering a comprehensive range of banking services, including mobile and digitally enabled financial solutions and was recognized as the market leader in the provision of mobile lending and savings solutions, in partnership with Safaricom, Vodacom (Tanzania) and MTN (Uganda), Rwanda and Ivory Coast.

Awuondo took over the helm as chairman following the merger between NIC and CBA in October 2019 that unveiled new leadership positions within the new bank entity. Before the merger, Isaac was the Group MD of CBA for seven years (2012-2019).

Isaac began his career when he trained at BDO Binder Hamlyn in London qualifying as a Chartered Accountant in 1984. On his return to Kenya in 1985, he joined the firm of Githongo and Company (a BDO affiliate) as an audit manager in 1985.

In 1986, Isaac was appointed as the group auditor of Nation Printers and Publishers (now the Nation Media Group) and eventually rising to be the group financial controller and company secretary. Then in 1988, Awuondo was an executive director and chief financial officer at the Standard Chartered Bank until he joined CBA group.

He also served as Director of Centum Investment Company (earlier known as ICDC Investments) until September 12, 2008.Isaac sits on the board of several public and private organizations, including the chairman of Kenya Airports Authority, Kenya Cultural Centre and Aidspan, a former chairman of the financial sector board of KEPSA, chairman of the council of Riara University, director of Bata Shoes Company Kenya plc and Nairobi Java House, among others.

Since his appointment by HE the President of Kenya, to chair the board of the Kenya Airports Authority (KAA), the authority has embarked on expansion and rehabilitation of airstrips and airports as it seeks to open up tourism, boost the movement of cargo and enhance mobility of passengers across the country. The Jomo Kenyatta International Airport (JKIA) is undergoing a major facelift. Under Isaac Awuondo's leadership, KAA is committed to positioning JKIA as the preferred regional aviation hub in east and central Africa. In this regard, KAA has embarked on a renovation project to upgrade the JKIA's Terminal 1B and 1C.

The 12-month JKIA development project which is estimated to cost Ksh. 963 million aims to refurbish the departure halls to improve the check-in, security screening, retail operations as well as passenger lounge experience.

Once completed, the newly renovated light-filled departure terminals will deliver modern concessions and amenities that will give travelers a friendly and memorable experience. It will also ease passenger flow and increase efficiency due to the centralization of security screening procedures and the reallocation of available floor spaces to international departure gates.

"The refurbishment and facelift of the T1B and 1C aims to align the passenger experience in these terminals to match what is offered at T1A. The remodeling project is an integral part of the ongoing JKIA customer service improvement plan (CSIP) was sanctioned by the board and formulated after the consideration of feedback from our stakeholders and customers. To expedite the implementation of this project, Airlines that have been operating from Terminal 1B and 1C are being temporarily relocated to Terminal 1A and Terminal 2. To minimize inconveniences, passengers are requested to arrive at the airport at least 4 hours before their flight departures.

Through his involvement in charitable and philanthropic activities, Awuondo is the chairman of the Kenya Conservatoire of Music, University of Nairobi Alumni Association, The Rhino Trust, a conservation charity involved in preservation of environmental biodiversity, WWF Kenya, and a Trustee of Zawadi Africa Education Fund, an educational charity which provides scholarship support to disadvantaged girls from Africa.

Awuondo holds a Bachelor of Commerce degree from the University of Nairobi where he majored in Accounting and Finance. He also undertook accountancy training in the UK, where Isaac is a member of the Institute of Chartered Accountants in England and Wales (ICAEW). Isaac is also a member of the Institute of Certified Public Accounts of Kenya (ICPAK) and a Fellow of the Kenya Institute of Management (FKIM).

Isaac Awuondo is a keen golfer, enjoys music and is a collector of contemporary African art, an area of interest for more than 30 years. He is also into classic cars and has been involved with the sponsorship of the Concours D'Elegance organized by the Italian Alfa Romeo Owners Club. ■

#6
Michael Joseph

CHAIR OF BOARD: SAFARICOM AND KENYA AIRWAYS PLC

Michael Joseph first made national and global headlines with the successful launching the M-Pesa in 2007. The use of corporate social responsibility to shove the fortunes of Safaricom's plummeting shares was then to become the first CEO in Kenya to use a deliberately well-crafted CSR campaign strategically as a sustainable business strategy.

Michael Joseph's corporate life started many years ago with senior roles in South Africa, the USA, Argentina, Brazil, Peru and Hungary. However, here we will concentrate on his corporate life in Kenya which began in July 2000 when he came to Kenya as the founder CEO of Safaricom, then a joint venture between Vodafone UK and Telkom Kenya.

Although hard to believe now, the early years of Safaricom were tough, challenging and stressful for Michael and his colleagues but, they admit, they were enormously enjoyable as well. They had very little capital at their disposal, lacked sufficient market data to make insightful decisions, and were the first to admit that they made not a few mistakes. The turnaround started in 2003 after reaching over a million subscribers, with the successful launch of Safaricom's first corporate bond when it became a household name, including thanks to its uplifting corporate social responsibility (CSR) philosophy-what Absa Bank's CEO Jeremy Awori calls embedding sustainability as a strategic business principle and practice with the objective of creating incremental shared value for all the stakeholders, both in the ways we do business but also in the services and goods on offer.

Michael made many decisions at that time which with hindsight we can see formed the building blocks of the subsequent success of Safaricom but which at the time were based on dubious data and more on his gut instincts. Two very important ones were the emphasis on innovation, with many new products launched that changed the lives of their customers (inevitably, not all of them succeeded); and the drive to see its CSR projects (typically through sponsorships) touch as many people's lives as possible.

It was the introduction of M-Pesa in 2007 that proved transformative. M-Pesa was based on an idea >>

>> sponsored by DfID and designed by Vodafone, initially as a product for the disbursement and repayment of micro-finance loans, and then brought to life by Safaricom as a true mobile money system. Michael's role was to drive the adoption and penetration of M-Pesa in its first 12 months by pushing the envelope, not least by driving his team to attracting as many customers as possible so that the product would go viral.

A massive distribution network was essential for success and, although the company faced many challenges during this time, Michael was his usual relentless self in driving the team to maximize the number of dealers, and the rest, as they say, is history. M-Pesa played a major role in supporting the peace efforts during the 2008 post-election violence, which proved both its value as a social enterprise project and as a contribution to both the financial and operational success of Safaricom. Since then, M-Pesa has become intrinsic to the social and economic fabric of the Kenyan life… and to the wellbeing of Kenyans.

In 2007, Safaricom became a public company, unfortunately coinciding with the worldwide economic meltdown. As a result, Safaricom shares, which were listed at KSh5 per share, dropped to KSh2. Michael had to deal with being blamed for the downturn, being vilified by the Kenyans who had invested heavily in the shares. But, of course, the shares recovered and went from strength to strength, to the point that they are now trading at over KSh36 per share.

In 2010, Michael Joseph stepped down as CEO and, after a one-year sabbatical as a Fellow of the World Bank and a consultant to the Bill and Melinda Gates Foundation, he took on the role as Mobile Money Director for Vodafone, through which he introduced M-Pesa to Tanzania, Mozambique, Lesotho, DRC, Egypt, Albania, Romania, India and South Africa. In the beginning this was a difficult journey, with as many of the companies not appreciating the medium- and long-term benefits of mobile money to them. Unfortunately, Vodafone had to admit defeat in India, South Africa, Albania and Romania, which still leaves a bitter taste in his mouth as he firmly believed then and still does today that had they persevered, these companies would today be benefitting hugely from the unique benefits of M-Pesa.

First forward. In 2017, Michael was head-hunted by the President of Kenya and requested to take on the role of Chairman of Kenya Airways. He was somewhat reluctant to do so, as firstly he knew he was more of a hands-on operational executive, and secondly, he was not fully familiar with what would be required of him. He never guessed quite how difficult this job would be, as the company was going through most difficult times and in a very bad shape both financially and operationally, with many serious issues: from insufficient cash to pressure from unions; from insufficient revenue to high operational costs, particularly when compared to its nearest competitors. Every aspect of the airlines operations was struggling and staff morale at its lowest ebb.

When Michael joined as Chairman, Kenya Airways was also in the middle of a financial restructuring, which generated its own momentum. This was coupled with a management review, many of whose elements promised eventual economic success but were heavily reliant on many other uncertain dependencies.

When Michael joined as Chairman, Kenya Airways was also in the middle of a financial restructuring, which generated its own momentum. This was coupled with a management review, many of whose elements promised eventual economic success but were heavily reliant on many other uncertain dependencies.

Michael is the first to admit that the final outcome of this financial restructuring did not really solve the fundamental problems. This was then followed by an unsuccessful attempt to form a private/public partnership with the Kenya Airports Authority, and a possible nationalisation (now being pursued in parliament).

Just as Kenya Airways started to see light at the end of the tunnel, Covid-19 pandemic struck. For Kenya Airways as for all worldwide airlines, the effect was devastating. Almost immediately, the KQ fleet was grounded, with zero income flowing in while high fixed costs continued. Even after the resumption of flights, the future remains uncertain, with the airline forced to live from day to day.

To come from starting and operating one of the most successful companies in Eastern and Southern Africa to being involved on a day-to-day basis as chairman of a struggling airline has been really hard to deal with for Michael – as it would indeed be for anyone. We would readily understand if he were to be disheartened and discouraged by the daily challenges, so gleefully and mostly negatively covered by the media. But what keeps him going is his burning desire to save Kenya Airways as a strategic asset of the country and to protect as many jobs as possible for the loyal and hardworking Kenya Airways staff.

The normal role of a chairman is upended in these times of crisis, as it goes far beyond merely running regular standard board meetings to offering intense support to the management team – particularly to CEO Allan Kilavuka, who took the reins of the company substantively on April 1, 2020, at probably the worst time in the company's history. Allan has been managing the day-to-day challenges of trying to keep KQ operating despite the most adversarial economic climate and the roughest of operating conditions. It is good to be reminded that the way Allan has been conducting himself earned him the right to be among this magazine's 25 most influential CEOs in Kenya in our last edition.

Not all has been rosy for Michael. In July 2019, after a long battle with leukaemia, Michael lost his dear friend and colleague who was his successor at Safaricom. Not only did he have to mourn the loss of his close friend, but then he also had to accept the board's request to take on the role as Acting CEO of the company. It was both a bitter and sweet moment >>

>> for Michael. He always regarded Safaricom as "his" company, watching over it as a director during Bob's time, and relishing a chance to be at the helm again. But simultaneously he had to deal with his emotions for why this new challenge arose.

It was a challenging time for Michael, as not only did he want to make many changes but he also felt restricted due to the temporary nature of his role. It was however also an exciting time, as he set the stage for the incoming substantive CEO, Peter Ndegwa – who also featured among our 25 most influential CEOs.

According to insiders who participated in his appointment, Peter Ndegwa possesses extensive commercial and financial services knowledge and experience at the global level, much needed to be able to cope with the fast-evolving technology driven multi-billion firm that is Safaricom PLC.

In 2020, Michael was appointed chairman of Safaricom, replacing the long serving Nicholas Nganga. New opportunities facing Safaricom will include the possible entry into Ethiopia; strengthening its position in the Kenya market with improved services and products; and positioning itself in new market segments as a more broadly based technology company. With hard-charging Michael as the chairman, with the recently appointed CEO Peter Ndegwa, and the strong supporting team in place, there is no sign of incumbent complacency at Safaricom.

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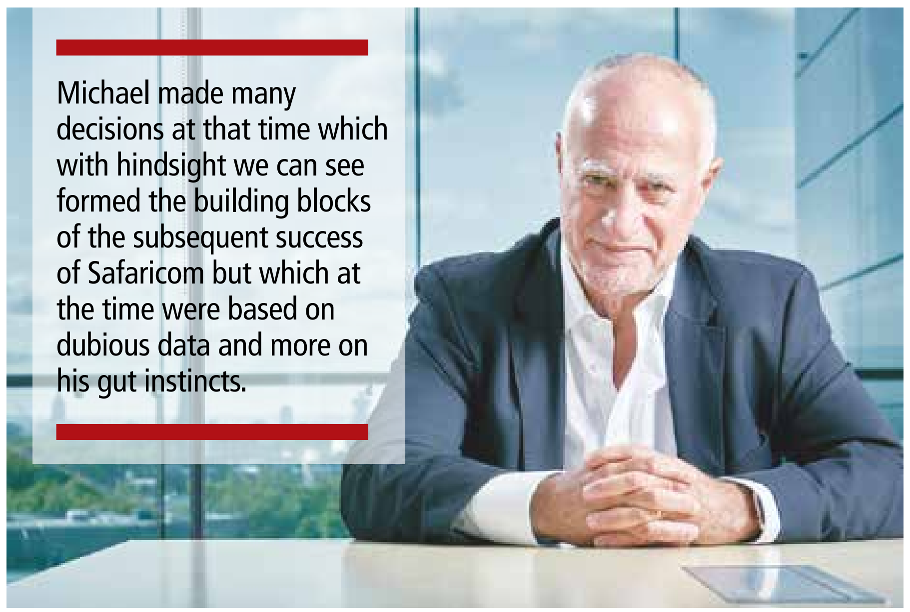
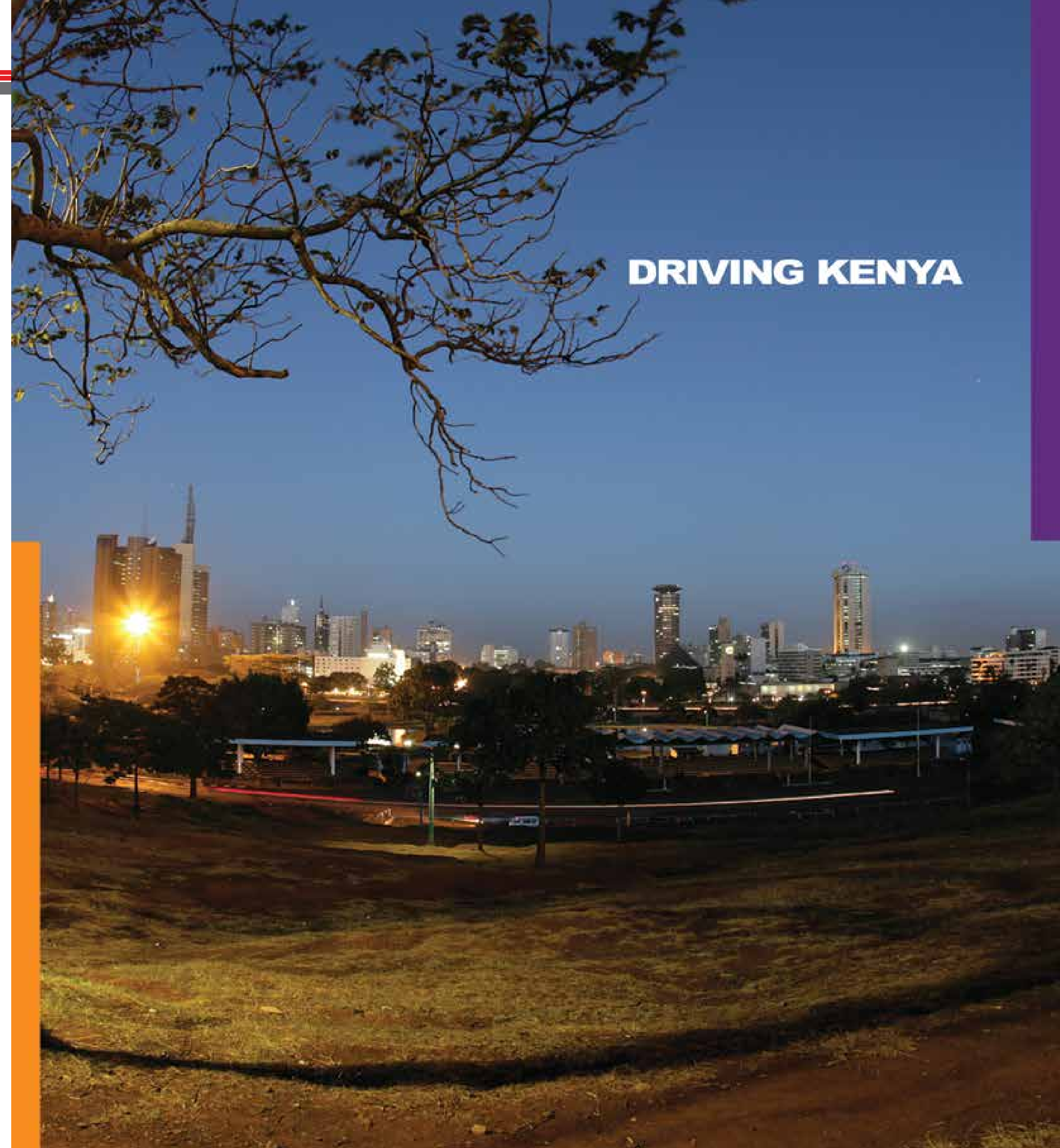


The zest for going from strength to strength is unabated; the assumption of ongoing serious sustainable growth is absolute. This is what leadership is about, at both board and management levels, quoting Michael Joseph.

Michael Joseph is not just a chair of board: Michael Joseph is the chair of the boards of Kenya Airways and Safaricom PLC. If that is not wielding influence, then MJ impacts all businesses in Kenya. ■



As Kenya's economy recovers post-COVID-19, few things will be more important to its development than sufficient supply of electricity. KenGen is the country's largest generator of electricity and supplies the energy that drives everything from our industries to the light in our homes. As Kenya grows, KenGen plans to continue leading the way in generating sufficient and reliable green energy to meet the countries growing electricity demands. KenGen, Energy for the nation.

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Energy for the nation.

#7

Jane Karuku, MGH

CHAIR OF BOARD: VISION 2030 DELIVERY

Upon the exit of an industry giant like Dr. James Mwangi, the President of Kenya had to head-hunt someone with the charm, elegance, poise, presence, drive, strategic thinking and charisma to reboot and give fresh impetus to the country's premier planning agency. So, and naturally, it was to Ms. Jane Karuku that he turned.

Ms. Karuku is currently the Chair of the Vision 2030 Delivery Board. The Board is mandated to deliver a policy making and advisory role and provide overall leadership, oversight, guidance and policy direction in the implementation of the Kenya Vision 2030 Strategy.

Vision 2030 Delivery Board also drives sustenance of the momentum in realizing the goals and aspirations under the Vision's three pillars, political, economic and social, in addition to setting sectoral and national targets, evaluating the results and influencing policy direction.

As if this catch was not big enough, it is again to Ms Jane Karuku that the President of Kenya turned, when SARS CoV 2, the virus that causes the Covid-19 disease hit Kenya's shores, to chair the Kenya Covid-19 Emergency Response Fund Board to support the government's efforts in the procurement of medical supplies and equipment (also referred to as PEE) for front line health workers as well as alleviating the welfare support to the vulnerable communities and individuals. The Fund has helped raise over Kshs 2.8 billion shillings in cash and in-kind donations directly which has already been distributed and fully utilized. The Fund has also helped coordinate the distribution of an additional Kshs 500m worth of in-kind donations through its secretariat from various charity groups, individuals and corporates across the country, a no mean feat.

With her at the helm, the Board has been fulfilling its mandate with utmost transparency, having adopted good corporate governance theory and embedding this in practice, working with professional audit, consulting, financial advisory and tax services firms PwC Kenya, KPMG, Deloitte Kenya and EY Kenya to support operations and providing pro-bono assurance services.

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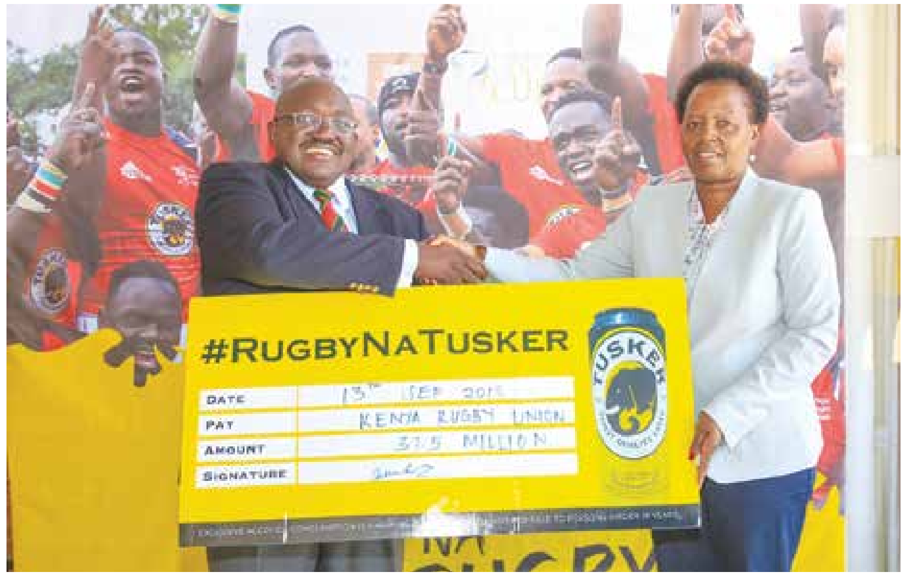
Then, the EABL Board led by Dr Martin Luke Oduor-Otieno came calling: They appointed Ms Jane Karuku to take the helm as Group Managing Director and CEO at East African Breweries on January 1, 2021, the first woman to be appointed to the position since its incorporation. Ms. Karuku is not new to the EABL business. She joined the company's Board in 2013, before being appointed Managing Director for Kenya Breweries Limited (KBL) in mid-2015.

At KBL as Managing Director, she has driven the growth agenda for Kenya's biggest manufacturer and one of the oldest companies which will be celebrating a centenary in 2022. She is currently among the most senior women leaders in East Africa, steering East and Central Africa's largest alcohol beverage business to greater heights with iconic brands such as Tusker, Bell, Serengeti, Senator, Guinness and Johnnie Walker. She has been instrumental in driving innovations in the business by launching new brands and categories that include Tusker Cider, Tusker Premium Ale, Sikera Cider and a number of premium scotch whiskeys, gin, rums and liqueurs.

Ms. Karuku has also been driving one of Kenya's biggest investments in recent times by a single company—the Kshs 15 billion Kisumu brewery—to produce the Senator, a low-cost beer made from sorghum. The Senator value chain has spawned a significant multiplier effect in the economy with 30,000 farmers supplying the Nairobi Brewery and nearly 15,000 more from Western Kenya region delivering to KBL Kisumu Brewery. The new brewery is estimated to have created over 100,000 jobs in the Western Kenya. >>



>> She has been instrumental in ensuring KBL is committed to the UN Sustainability Development Goals (SDGs) which has seen KBL aligned to 13 SDGs and the company was awarded the Private Sector winner of the 2020 SDGs Kenya Awards 2020.

Jane is passionate about driving diversity and inclusion by ensuring disadvantaged sections of the society are given opportunities to participate in the KBL value chain, one of the main criteria for the 25 Most Influential Chair of Boards Impacting Business nominations.

Ms. Karuku is a dynamic business leader, with strong management experience spanning over 25 years in fast-moving consumer goods (FMCG) and non-governmental organizations, stretching from Cadbury East Africa to Telkom Kenya to the Alliance for a Green Revolution in Africa (AGRA). Her expansive experience straddles strategy development, operational management, marketing, brand management as well as change management.

In her new tour of duty at the helm of the EABL business, Ms. Karuku is leading East Africa's biggest manufacturing Group with an exceptional collection of local and global brand icons across beer, spirits and non-alcoholic beverages. While the EABL manufacturing operations are concentrated in the three East African core markets of Kenya, Uganda and Tanzania, the products are sold in more than 10 countries across Africa and beyond.

Ms. Karuku is leading a company whose performance ambition is to be the best performing, most trusted and respected consumer products companies in Africa. She is also guiding EABL's significant contribution to the community and the positive role of alcohol plays in society as part of a balanced lifestyle.

Jane has served on several boards including Barclays Bank (now ABSA Kenya) and is currently a Trustee of Precious Sisters, a Not-for-profit organization that empowers bright and underprivileged girls through education scholarships.

Always polite and unassuming, Jane has been recognized and awarded for her contribution to the country's social and economic development by HE the President of Kenya. She was recently awarded the Presidential Order of Service, Uzalendo Award in May 2020 and conferred the award of the Order of the Moran of the Golden Heart (MGH) in December 2020. ■

#8

James Ndegwa

CHAIR OF BOARD: CAPITAL MARKETS AUTHORITY

According to a response to a question put to the 20 chairs from 13 countries attending the high impact executive development programme at INSEAD for board leaders; "What makes a good chair today?", good chairs know whom they are accountable to and it's not shareholders or employees.

This quote from the INSEAD article co-authored by Stanislav Shekshnia an INSEAD Affiliate Professor of Entrepreneurship and Family Enterprise and the Co-Programme Director of Leading from the Chair, one of INSEAD's Board Development Programmes and a contributing faculty member at the INSEAD Corporate Governance Initiative and Timothy Rowley, a Professor of Strategic Management at the Rotman School of Management, University of Toronto and a visiting Professor of Strategy at INSEAD, best describes James Ndegwa, the chair of the board of the Capital Markets Authority.

The Capital Markets Authority is an independent public agency established by an Act of Parliament, Cap 485 under the National Treasury and Planning. The Authority came into being on December 15, 1989 when the Act was passed and was inaugurated in March 1990.

The CMA is a regulating body charged with the prime responsibility of supervising, licensing and monitoring the activities of market intermediaries, including the stock exchange and the central depository and settlement system and all the other persons licensed under the Capital Markets Act. It plays a critical role in the economy by facilitating mobilization and allocation of capital resources to finance long term productive investments.

James Maina Ndegwa is a son of Philip Ndegwa, a globally recognized Kenya economist, entrepreneur, former Governor of the Central Bank of Kenya and patriarch of one of the country's most respected names in entrepreneurship, with clear and indelible footprints in real estate, financial services, insurance and re-insurance and in high quality manufacturing. He formed the First Chartered Securities Group as a vehicle to create and build wealth in various sectors of the economy.

As he served his country with sterling performance, selflessly creating and recreating one national institution after another, Philip Ndegwa structured boards of directors composed of individuals of integrity, including we now call independent non-executive directors to oversight the top management of his businesses, and avoided conflicts of interests.

Philip Ndegwa was educated at Makerere and Harvard Universities and began his working life as a Research and Tutorial Fellow at Makerere before joined the civil service in 1965 as Senior Planning Office in the Ministry of Economic Planning & Development. Over the next three years he rose to be Chief Planning Officer and then Permanent Secretary. He would later serve as a Permanent Secretary in the Ministry of Agriculture in 1969 before becoming Permanent Secretary for Finance & Planning in 1970.

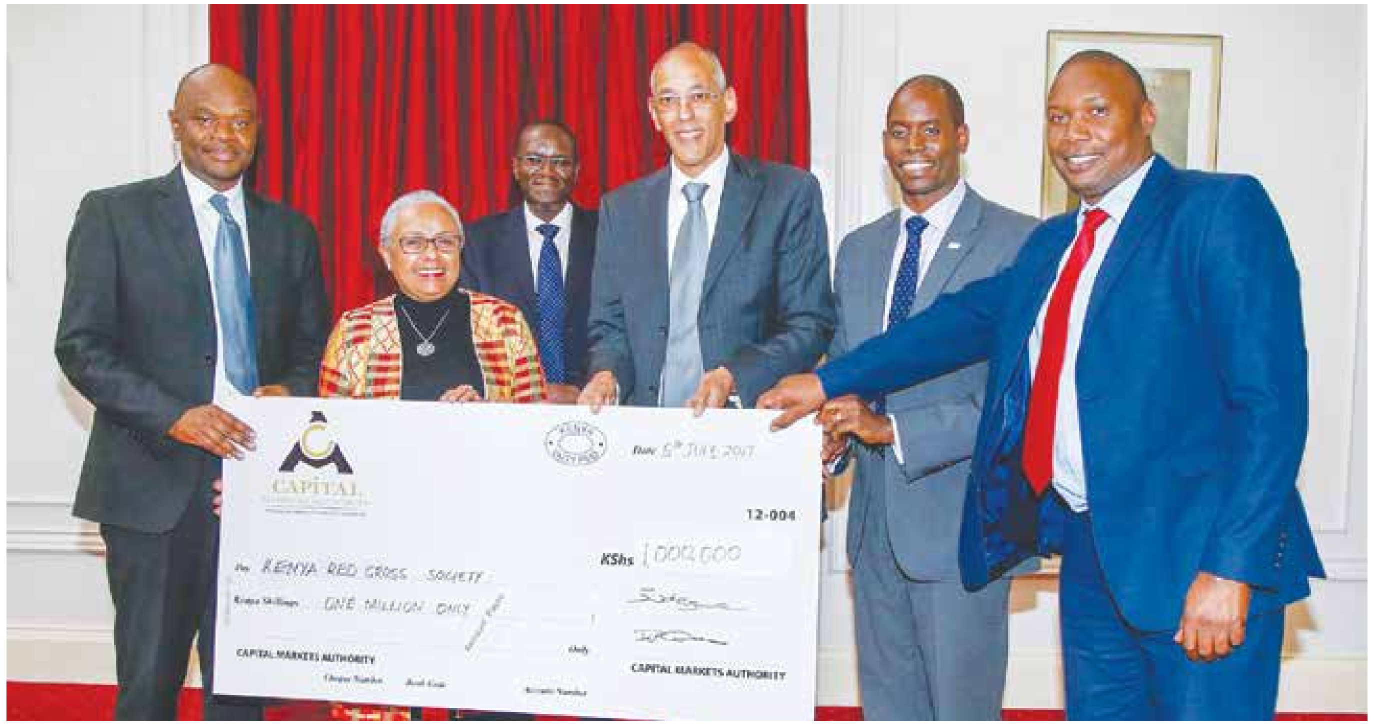
Towards the close of 1974 Mr Ndegwa was seconded to the United Nations Environment Programme initially as Economic Advisor before becoming Assistant Deputy Executive Director. In 1978 he returned to the civil service as Economic Advisor to the President and in addition was appointed Executive Chairman of the Kenya Commercial Bank in November 1979. Mr Ndegwa became the third Governor of the Central Bank of Kenya in December 1982, an office he held until January 1988.

Mr. Ndegwa played a key role in the privatization of Kenya Airways which he served as chairman from 1991 to 1996 and was also the first chairman of Kenya Revenue Authority. Besides his public service duties and business interests, Mr Ndegwa maintained a keen interest in academic pursuits, particularly in relation to economic development and research. He also undertook a number of international assignments including in 1987 when the United Nations Secretary General appointed him to a panel of international economic experts charged with examining Africa's debt crisis and recommending policies to address it. Mr Ndegwa also wrote several books, the last of which was 'Africa to 2000: Imperative Political and Economic Agenda', published in 1994 and co-authored with Reginald Herbold Green.

> Those who sit on the board of CMA aver that James is a man whose integrity cannot be called into question. They postulate that, State Corporations have very good procedures, if properly observed, for managing competing interests when they arise, and that James would recuse himself whenever the occasion arises.

Philip Ndegwa founded what would become known as the First Chartered Securities (FCS) Group in 1974 with 20 other shareholders. Their first major acquisition was the purchase of the Insurance Company of East Africa (ICEA). Following the merger of ICEA and the Lion of Kenya Insurance to form the ICEA LION Group, the entity would become one of Eastern Africa's largest insurance companies. The Group is also the majority shareholder of the region's first private reinsurance company, East Africa Re.

In banking, FCS merged its bank, AMBank with National Industrial Credit having bought out the Barclays Bank interest in 1996 and the institution became NIC Bank PLC. NIC Group PLC recently merged with the Commercial Bank of Africa to form the NCBA Bank group, whose Kenya bank board is chaired by Isaac Awuondo and James chairs the NCBC Group PLC. >>



>> In real estate, FCS' assets include the ICEA LION Centre, Riverside Park, Lion Place among others.

FCS has also made forays into other sectors, including logistics, agriculture, milling and beverages.

Philip Ndegwa died on 7 January 1996. As a tribute, the United Nations released the multi-author research volume 'Renewing Social and Economic Progress in Africa: Essays in Memory of Philip Ndegwa' in the year 2000.

The upbringing and the influence of his father may have ingrained in James Ndegwa the three main characteristics of good chairs; personal humility; listening, while challenging and supporting the board and the 'guts' to do what is right for the company, not the shareholders, employees or the family. This is what is currently conceptualized in the corporate governance academic discipline as business sustainability and creation of social value to all the stakeholders where a company is doing business.

According to the INSEAD article, it starts with humility. A good chair knows who they work for and is ultimately accountable to the organisation of which board they lead. Not its stakeholders – shareowners, customers, employees, executives, but the institution itself.

A good chair unequivocally understands his/her role – to lead the board of directors. The board is a very special institution at every company – it meets only a few times a year for a few hours, but makes decisions that define the organisation's destiny for years to come, according to the INSEAD article.

To lead the board is a challenging and noble undertaking, but many chairs are not content with this role and try to move beyond it to leading the company, leading its management team or leading its public relations' efforts. In the particular INSEAD programme we are tapping from in order to appropriately frame James Ndegwa, the participants agreed that in most cases such duality reduces the chair's effectiveness in executing his/her core role – to lead the board. The consensus was that a good chair gets the board to work seamlessly before taking on any additional roles. This is James Ndegwa at FCS, at NCBA Group and at the CMA.

> James Ndegwa holds a BA (Hons) and a MA degree from Oxford University. An insurer by profession, he is an Associate of the Chartered Insurance Institute (UK) and an Associate of the Insurance Institute of Kenya.

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James Ndegwa holds a BA (Hons) and a MA degree from Oxford University. An insurer by profession, he is an Associate of the Chartered Insurance Institute (UK) and an Associate of the Insurance Institute of Kenya. He is the Chairman of First Chartered Securities (FCS) and a director of several companies.

He also served as the managing director of Lion of Kenya Insurance until 2003, before taking over as the chair of the board at FCS. ■

#9 Mugo Kibati

CHAIR OF BOARD: LAKE TURKANA WIND POWER PROJECT (LTWP)

"The problem we have had in Kenya and Africa over the last 50 years is that we have had a lot of people… who have focused on wealth acquisition," said Kibati. "An entrepreneur is not an acquirer of wealth. An entrepreneur is a creator of wealth. If your goal is to acquire wealth, then in your list of strategies… anything goes. If you steal it, if you acquire it corruptly, it doesn't matter."

"My concern when I hear people wanting to become millionaires or to become rich is our history as Kenyans and as Africans. Something must change because over the last 50 years, this country has created many millionaires. I suspect some of them are your role models and some of them you have watched do whatever they want to do and therefore you are motivated by them to become millionaires. But I want to challenge this new next generation of millionaires to be different," he told the conference audience.

"Today, I meet young people who want to be billionaires at 34 and they are 32… You have to build it and sometimes that requires patience and hard work. If you want to have true long-lasting sustainable wealth, you have to do the hard work yourself. You have to be a wealth creator."

"As a result, many young people venture into entrepreneurship solely to attain wealth and emulate such lifestyles, embarking upon the same lines of business as the successful business people they are trying to emulate, without any knowledge of that particular industry. This discourages innovation," adds Mugo in the notes for the conference he was addressing.

"You cannot get ahead in acquiring wealth simply by cheating people. You must acquire that wealth because you are bringing value to the table. If you are a civil engineer, you must be proud of the roads… the ports, the airports [and] railway lines that you have designed or built."

"We need a critical mass of people who actually deliver what they promise to deliver."

These are the words of Mugo Kibati speech on entrepreneurship, to a young audience in 2011.

Mugo, the amiable and soft-spoken founder director general of Kenya's Vision 2030 Board, was then and still is, a young man, raised well according to the Roman Catholic faith, by one of the country's top, sharp and most astute intelligence officers and political analysts, Joseph Kibati. It is said that one ignored Joe's intelligence analysis at their own peril.

To this day, it is not uncommon to see father and son stuck together in a corner of an exotic restaurant in the leafy suburbs of Westlands or at the Village Market Mall in Gigiri on Sundays, after attending the Holy Mass, the dad enjoying lunch and a bottle of his favourite beer, and Mugo, drinking from the endless fountain of knowledge and wisdom that is, his father. On many of these occasions, Mugo will be accompanied by his wife, Laila, herself a respected self-made professional and an entrepreneur in her own right – founder and Chairman of the Africa Digital Media Institute (ADMI), a Board member of Centum and ABSA bank as well as a past Vice Chair of KEPSA.

Mugo Kibati chairs the board of the Lake Turkana Wind Power Project (LTWP) which provides 310MW of reliable, low cost, wind power to Kenya's national grid. It is the single largest private investment in Kenya's history and the largest wind energy plant in Africa. Mugo was formerly chairman of M-KOPA Solar, an innovative and leading affordable home solar solutions provider in the world.

He is the CEO of Telkom Kenya, that provides integrated telecommunications solutions in Kenya and was the Group CEO of Sanlam Kenya until March, 2018. Sanlam Kenya is a Financial Services Group, listed on the Nairobi Securities Exchange.

From 2009 to 2013, Mugo was the founding Director-General of the Kenya Vision 2030 Delivery Secretariat. In that role, he spearheaded the implementation of Vision 2030, the official national strategy to transform Kenya into a newly industrialized country by the year 2030. Mugo's knowledge of running successful and well governed SOE was tapped when he was headhunted to sit on the important and all-powerful Presidential Task Force on Parastatal Reforms in 2012.

Mugo Kibati (second left) when President Uhuru Kenyatta officially inaugurated the 310MW Lake Turkana Wind Power Project on July 19, 2019.

Prior to his 4-year stint in public service, Mugo was Group Managing Director and CEO of East African Cables, where he transformed a small Kenyan company into a regional blue-chip firm with presence in South Africa, Uganda, Tanzania and Rwanda.

Mugo has also served on several corporate boards: I&M Bank, the Apollo Group and has also held top leadership positions in the boards of the Kenya Association of Manufacturers (KAM), the Kenya Private Sector Alliance (KEPSA), including the position of deputy chair at the Federation of Kenya Employers (FKE).

Mugo has an undergraduate degree in electrical engineering from Moi University - Kenya, a Master's degree in technology management from the Massachusetts Institute of Technology (MIT) in the United States (US) and an MBA from George Washington University. To broaden his academic horizon, Mugo read European Union economics at Oxford University.

"You cannot get ahead in acquiring wealth simply by cheating people. You must acquire that wealth because you are bringing value to the table. If you are a civil engineer, you must be proud of the roads… the ports, the airports [and] railway lines that you have designed or built.

In 2008, he was named a Young Global Leader by the World Economic Forum. In 2012, he was admitted as a Fellow to the African Leadership Initiative and also became a member of the Aspen Global Leadership Network.

Mugo was honoured with the award of Elder of the Order of the Burning Spear (EBS) in 2012; following an earlier Order: Moran of the Order of the Burning Spear (MBS) both of these being Presidential Decorations, by Kenya's third president, His Excellency, Mwai Kibaki, in recognition of outstanding and distinguished services rendered to the nation in various capacities and responsibilities. ■

#10 Mike Eldon

CHAIR OF BOARD: OCCIDENTAL INSURANCE COMPANY

Mike Eldon, according to friends and peers, is an emotionally mature people's leader, management consultant and coach. Tall and elegant, mostly in well-tailored business suits and matching ties (at least before Covid-19 pandemic), and crispy light-colored sweaters on working Saturdays, Mike's influence customarily extends beyond specific appointments and assignments.

For instance, as Business Daily's longest serving columnist, Mike is considered an indispensable thought leader by many, whom you ignore at your own peril. A practical strategist in all aspects of his life, business and personal, Mike reinforces his written work by his many appearances on broadcast media, where his oratory prowess, gentle demeanor, intellect and wit easily blended to deliver maximum effect on NTV's am live morning talk shows, as an expert panelist on the State of the Economy and the Leadership Forum programmes. Due to these exposures and performances behind the podium, Mike is one of the most sought after as a public speaker and facilitator on a wide variety of topics.

With a university education that spanned two globally prominent institutions – University College London, where he graduated in Economics, and the London Business School, where he attended the Sloan Fellowship Executive Master's program – Mike is very comfortable in academia as an adjunct distinguished faculty, the latest of which includes the Aga Khan University Graduate School of Media and Communication. This education and the subsequent workshop and leadership experience catapulted him into the top echelons of leadership development as a co-founder of the Institute for Responsible Leadership, which was launched in London in 2019.

Mike became a management consultant, focusing on strategy, culture and change management after phasing out of the ICT industry fifteen years ago, after reflecting on how much of what he, as a non-techie, had been focusing on, leading his own people, making the business case for investing in technology, and developing his clients' ability to deal with the disruptive change generated whenever new technology and systems were being introduced.

Through The DEPOT (The Dan Eldon Place Of Tomorrow), which he formed in 1994 as a living memorial to his son Dan and whose founder chairman and lead consultant he became, he has worked in many sectors with both international and local organizations, and in both the private and public sectors – much of the latter through partners such as the World Bank and GIZ.

He has been invited to join boards of strategic institutions after offering exemplary services and value addition as a consultant. These include the African Institute for Development Policy (AFIDEP), whose prime focus is to see the actualization of the demographic dividend; Occidental Insurance, where – as with AFIDEP – the relationship began when he helped them develop their strategic plan and also to meet industry regulatory requirements and good corporate governance standards; and Davis & Shirtliff, the water and energy sector leaders, where he has been a director since 2003 and currently chairs their Board Audit, Risk and Compliance Committee.

His commitment to the education sector is exemplified through having served on the council of the Kenya Education Management Institute, which is responsible for the capacity building of head-teachers and education officers; and having chaired the council of KCA University, which he took on a few days before its chartering and where his term ended last year, by which time KCA had become the second largest private sector university in Kenya, with a formidable reputation thanks to its uplifting culture… actively nurtured by the towering chairman of the university council in partnership with its visionary vice chancellor, Prof Noah Midamba.

In 2015, as Occidental Insurance Company was deciding to re-strategize towards a more ambitious growth trajectory, it invited Mike Eldon to facilitate the development of a strategic plan that would guide it to the next level. The positive impression he made during the strategy retreat, and the good chemistry that developed between the directors and him, led Occidental Insurance to invite him to join their board as an independent non-executive director, in line with the emerging good corporate governance best practice and insurance regulatory requirements.

It was not because he enjoyed a background in the insurance sector but, as he would show during and since the strategy event, thanks to his ability to get the best out of those with whom he works, consistently bringing his colleagues together as a high-performance team that enjoys working to a common vision and with healthy values.

Mike Eldon took over as chairman from Jimnah Mbaru (one of the leading investment bankers in Kenya), a major shareholder. Alongside fellow directors, Jimnah wished to comply with contemporary good governance practice, even as he continues to focus on the company's sustainable growth as a director.

Since Mike took over the helm Occidental Insurance, a company that was incorporated in 1984 and which started operations in 1987, registering Ksh 11 million in gross premium booked in its first year, has expanded its broker network, moved into retail business and begun opening branches around the country. The gross premium underwritten has since rose to Ksh 2.6 Billion as at 2018.

Under its current board and outstanding managing director Asok Ghosh, Occidental Insurance has benefitted from good corporate governance practice that has >>

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>> guided its steady but not unduly dramatic growth. For it has taken great care to say “no” when it is prudent to do so, and in particular to the all-too-common undue undercutting of premiums that make claims payment unsustainable.

Asok Ghosh is an accomplished economics graduate and a Fellow of the Indian Insurance Institute, who enjoys vast experience in all the insurance sectors, and thanks to him and to active board support Occidental Insurance has been attracting bright young recruits while developing and empowering staff at all levels. Relying on high-trust relationships, it has been reinforcing an organizational culture that has seen Occidental’s reputation as a reliable and responsive organization, enabling it to soar higher within a culturally diverse and complex industry.

During his time as a director and now chairman, and as is customary for him, Mike has applied his skill of grasping the essence of any issue and articulating it in easy-to-understand ways, both within the company and with external stakeholders.

In much of his work, whether as a chairman or as a management consultant, he typically sees himself as an energy aligner, helping others to develop their

Mike is at ease with anyone, from anywhere, however senior or junior, irrespective of age, gender or how many letters they place after their name. This is perhaps explained by his diverse background.

non-technical skills, not least their emotional intelligence, so they can negotiate win-win outcomes. This implies a give-and-take culture, where consensus is built around decisions that everyone buys into and owns. His role is to act as coach and mediator, building positive and ethnical mindsets that allow people to enjoy working together, being trustworthy and hence trusted and empowered. In doing so, Mike’s default style is to engage with a light touch, and to allow his wit and sense of humour to generate a friendly atmosphere.

Mike is at ease with anyone, from anywhere, however senior or junior, irrespective of age, gender or how many letters they place after their name. This is perhaps explained by his diverse background. His parents are from Romania, so the first language he spoke – in which he is still fluent – was Romanian. But he was born in Israel (then Palestine); brought up in England; and moved to Kenya in 1977, where he has lived ever since.

He says it was joining the Rotary Club of Nairobi in 1978 that integrated him into this country (he became the Club’s then youngest ever Chairman in 1986), and marrying Evelyn Mungai further helped him see Kenya as his home. (He was the editor of her book From Glass Ceilings to Open Skies.)

It was British computer multinational ICL that brought him to Kenya, to be the general manager of their subsidiary here. He became a pioneer for promoting ICT (long before the acronym was coined), including as Founder Chairman of the Kenya ICT Federation, and participating in the development of the country’s first ICT policy – within the 2005 Poverty Reduction Strategy Paper.

He is also a champion for modern management practices, not least when he was chairman of the Kenya Institute of Management (KIM) at around that time.

It was these kinds of positions that led him to be a founder director in 2003 of the private sector umbrella body KEPSA, rising to be its vice chairman and now an active member of its Advisory Council.

Mike is a founder chairman of the British Business Association of Kenya (now the Kenya Chapter of the British Chamber of Commerce) and a past independent non-executive director of Hotpoint Appliances.

Those who have worked closely with Mile Eldon over the years aver that he reminds them in all ways but physique of Peter Ferdinand Drucker, the Austrian management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. But Mike has gone steps further; adding media and ICT to his menu. ■

#11

Martin Luke Oduor-Otieno

CHAIR OF BOARD: EABL

As Chairman of EABL and in his various board roles, his focus continues to be inculcating good board corporate governance practices and strong values-ethical business leadership, integrity, respect and diversity in gender, age and skill set, among others.

Martin Luke Oduor-Otieno is tall and elegant, not at all the exuberant, noisy type. He has no need to be centre stage, no need to be the Big Man. He lets his competence, his courtesy and his conscientiousness speak for themselves, and they do in spades.

Martin asks more than he tells, and listens more than he speaks; he takes no short cuts; and it is for such reasons that he has been sought out to take on major responsibilities, largely but not exclusively in the private sector. He is a practicing Roman Catholic, and is married and has children and grandchildren.

An accountant by background, Martin started his career in the accountancy profession with Pannell Bellhouse Mwangi (which later evolved into Ernst & Young) before joining BAT and then enjoying a very successful career at Barclays Bank (currently rebranded in sub-Saharan Africa to ABSA Bank).

Through his volunteer spirit and driven by the urge to help grow a strong accountancy profession in Kenya, he emerged as the chairman of the professional accountants' body, ICPAK, and it was from ICPAK and Barclays Bank that Martin was parachuted in as part of President Daniel Arap Moi's Dream Team as Permanent Secretary (PS), Ministry of Finance and The Treasury.

During his time there, Martin Luke Oduor Otieno was at the centre of restoring Kenya's relationship with the Bretton Woods Institutions, the World Bank and the International Monetary Fund (IMF), while transforming the culture within the ministry.

Under his leadership, and with support of the Change Team he appointed in the Treasury, the steepest of steep organizational pyramids, with its massive power gaps between levels—not least between the to-be-feared PS and everyone else—was flattened, and energy began flowing downwards and outwards towards the intended beneficiaries rather than inward and upward to him as a power PS.

Hundreds of Change Champions were developed, from an initial team of less than ten, as agents of the desired change, and his influence was breathtaking and invigorating. In less than two years, much was achieved under his leadership, including the formulation of the World Bank supported Poverty Reduction Strategy Paper (PRSP) and the Medium-Term Expenditure Framework (MTEF), the first serious policy planning documents to date.

Following his short but transformative term at the Treasury, Martin returned to Barclays Bank, serving in senior positions both in Kenya and in South Africa, before being head hunted and lured into Kenya Commercial Bank. Here he deputized for CEO Terry Davidson for 18 months before taking over from him, in one of the most well executed CEO succession planning in corporate Kenya and expanded the bank's operations to other countries - South Sudan, Uganda, Rwanda, Burundi in rapid succession as well as revamping the Tanzania business.

When Martin took over as CEO, KCB was still very much in recovery mode from having become a classically dysfunctional SOE. Martin built on the foundations for revival laid by his two predecessors, Terry Davidson and before him Gareth George, formerly also from Barclays Bank.

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Upon leaving KCB Group, after leading one of the best CEO succession plans in a now blue chip company, with Joshua Oigara taking the helm as the Group CEO, Martin became senior advisor in the financial services division at Deloitte East Africa, a leading audit, consulting, financial advisory and tax services firm, before taking up appointment as a non-executive director of Standard Bank Group, headquartered in South Africa, British American Tobacco (BAT), East African Breweries Limited (EABL)—where he is now chairman, and Kenya Airways. He also continues to sit on the boards of >>

>> GA Life Insurance as well as the SOS Childrens Villages International Senate.

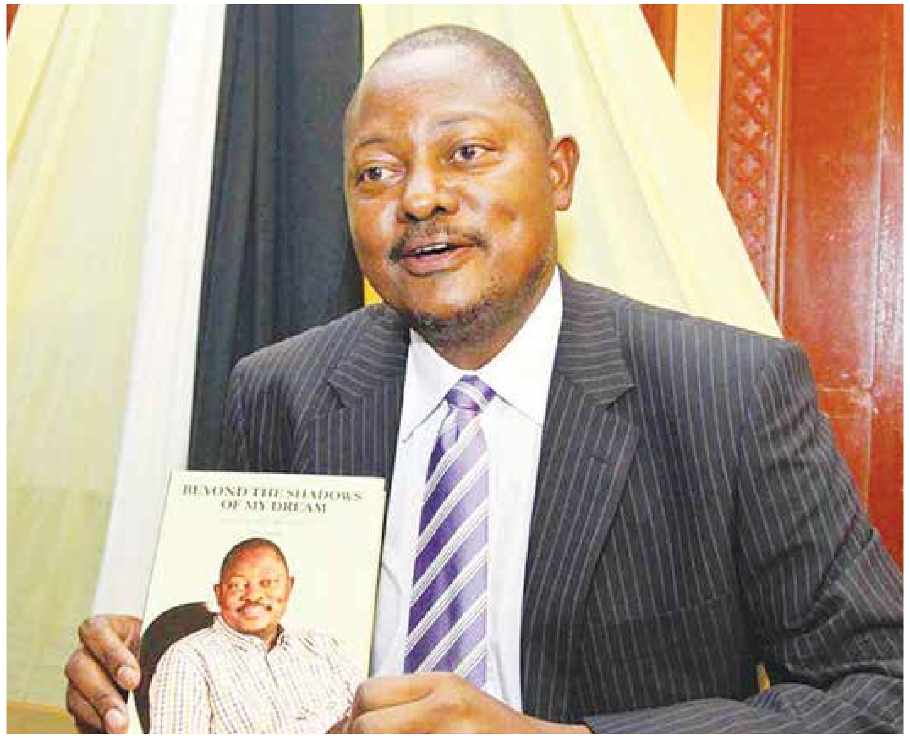
As Chairman of EABL and in his various board roles, his focus continues to be inculcating good board corporate governance practices and strong values—ethical business leadership, integrity, respect and diversity in gender, age and skill set, among others. Martin sees these as foundational to driving performance. Certainly, in the throes of COVID-19 pandemic challenges, these organizations have demonstrated world class leadership underpinned by these values.

Having 'retired' from formal executive roles at the end of 2015, he founded the Leadership Group Limited, (www.leadershipgroup.co.ke) a firm that offers executive coaching to leaders, as well as consultancy and training in the areas of leadership, governance, strategy development and execution.

Martin has just stepped down as the President of the Kenya Chapter of the International Coaching Federation at the end of 2020 and taken on the role of the Chairman of the Africa Executive Coaching Council, (www.aeccouncil.com), an institution focused on bringing together the players in the Executive Coaching ecosystem in Africa to create greater awareness through advocacy and research and advance the practice of coaching as a tool for transforming society.

His biography, Beyond the Shadows of my Dream, was published in 2012, and needless to say, so much more about Martin's extraordinary life is laid out there.

Martin Luke Oduor-Otieno holds a Bachelor of Commerce (B. Com) degree in accounting from the University of Nairobi, and an Executive MBA that was awarded jointly by the Eastern and Southern African Management Institute and the Maastricht Business School. While CEO of KCB Group, he attended the Advanced Management Program at the Harvard Business School, and he was awarded an Honorary Doctorate in Business Leadership by KCA University—whose state-of-the-art library is named after him, in appreciation of his great service as chairman of the university's council in its formative years.



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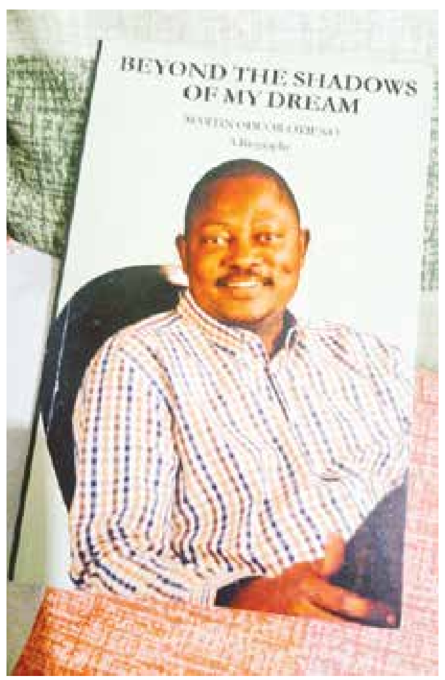
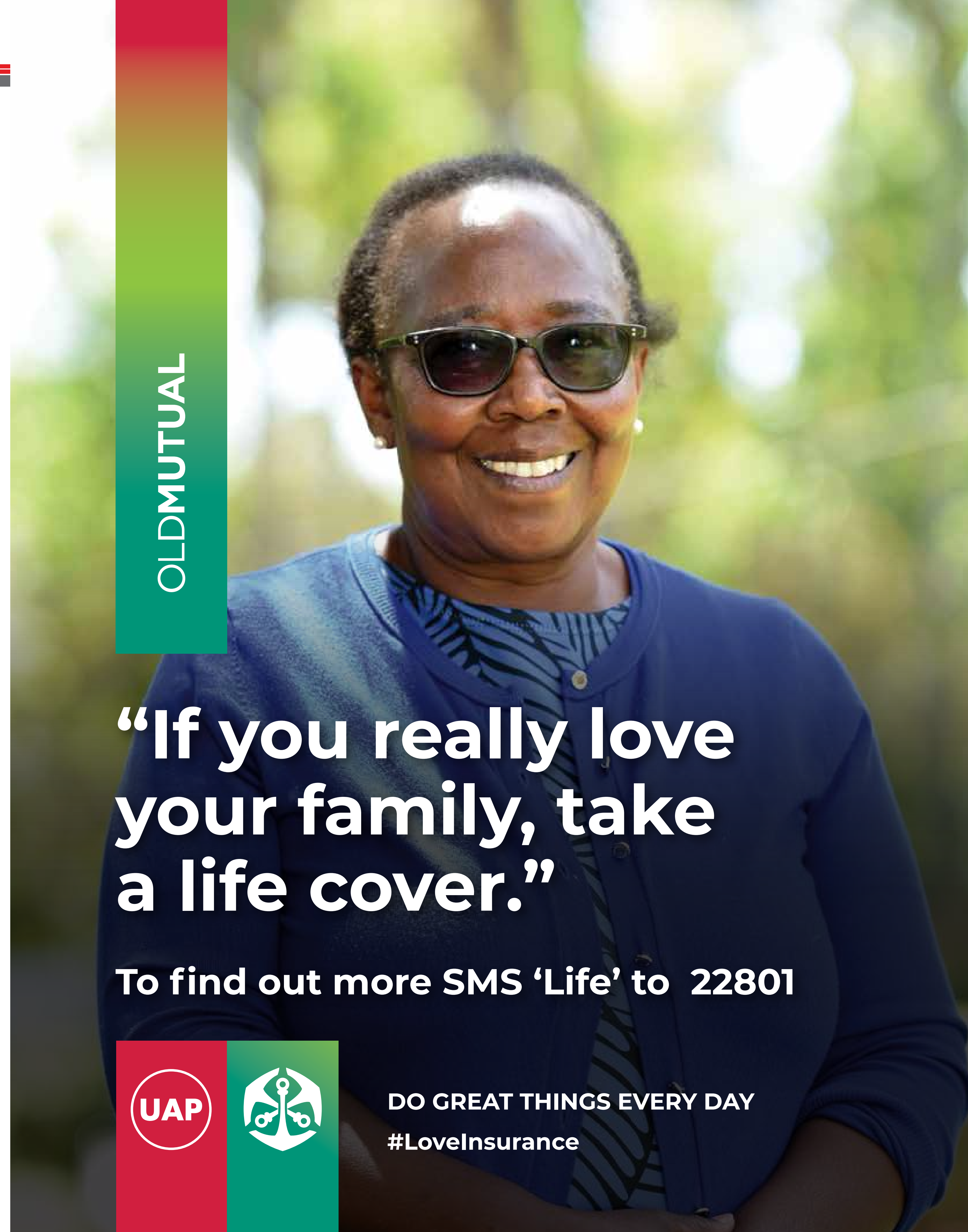


Martin has been an adjunct faculty member of the Aga Khan University Graduate School of Media and Communications, as well as the Strathmore University Business School.

At the national level, Martin was awarded the 1st Class Order of the Chief of the Burning Spear (CBS) in recognition of his contribution to National Development by HE President Mwai Kibaki. Other Awards in his cap include: Fellow of the Institute of Certified Public Accountants of Kenya (FCPA); Fellow of the Institute of Certified Secretaries (FCS); Fellow of the Kenya Institute of Bankers (FKIB) and Fellow of the Institute of Directors of Kenya (FIoDK), all in honour of his contribution to the respective professions. He also holds the credential of Associate Certified Coach (ACC) from the International Coaching Federation.

Who knows what still lies ahead for this humble man of great achievements. One thing is certain though: the amiable and youthful looking Martin Luke Oduor-Otieno will be making many more great contributions to the development of Kenya and far beyond. ■



#12
Stephen K. Kirogo,
FPRSK, MGH

CHAIR OF BOARD: PUBLIC SERVICE COMMISSION

Stephen Kinyanjui Kirogo is a career administrator with solid credentials and a track record of public service spanning over thirty years. His appointment as Chairman of the Public Service Commission (PSC) in August 2018 capped an illustrious career that began in 1984 as an Assistant Secretary in the Office of the President.

Prior to his appointment as PSC Chairman, Stephen was the Principal Administrative Secretary/Assistant Secretary to the Cabinet in the Presidency and Cabinet Affairs Office since 2012. He rose steadily through the ranks of the civil service from humble beginnings as Assistant Secretary, District Officer, District Commissioner, Senior Assistant Secretary, Undersecretary, Deputy Secretary/Personal Assistant to Head of the Public Service, Secretary to the State Corporations Advisory Committee (SCAC) and finally to the position of Principal Administrative Secretary/ Assistant Secretary to the Cabinet.

Following his appointment to the high office of chairman PSC in 2018, Stephen found himself strategically positioned to influence a new direction for the public service. He has been able to apply the public service ideals of honour, trust and commitment that he cherishes dearly. He is passionate about performance management and inculcating a culture of performance in a bid to turn around the long-held image of the public service as a corrupt, inept and lethargic institution. His recipe for improving productivity in the public service is the implementation of a measurable performance management framework that is underpinned by values and ethical conduct, performance culture and value for money. These are the same values Stephen inculcated in State Owned Enterprises (SOE) during his tour of duty as Secretary/CEO of SCAC, where he wielded tremendous power, but acquitted himself with humility and decorum. At SCAC, he was always in the eye of the storm, with all kinds of hurricanes from state corporations and he always managed to calm the raging waves, whatever the speed with calmness unknown in public service.

In the short period he has been at the helm of the PSC, the constitutional commission designated with the responsibility for managing the human resource in the entire public service, Mr Kirogo has superintended over the introduction of far-reaching reforms in the public sector, guided by a transformative strategic plan 2019-2024. Indeed, his priority assignment upon replacing Prof Margaret Kobia, the cabinet secretary (CS) for Public Service, was to rebrand and reposition the PSC as the engine behind a citizen-centric approach to service delivery with public servants who are accountable to the citizens. The strategic plan 2019-2024 gives him the all-important pathway he needs to drive the transformation agenda hence his introduction of a new mantra Reform, Perform, Transform Kenya (RPTK) as a rallying call for public servants to rededicate and be more accountable to the citizens.

The highlight of his transformation agenda is the introduction of the highly successful Public Service Internship Program (PSIP), now in its second year. Through the program, the commission onboarded young university graduates and deployed them to ministries, stated, and ministerial agencies for one-year paid internship. The commission rolled out the program in 2019 with the support of parliament which provided the initial funding allocation of Ksh 1 billion.

The selection process ensured that those recruited represent the face of Kenya, based on considerations of merit, ethnicity, gender, disability status, minorities and the marginalized. The interns are deployed in areas of their specialization and qualifications, and mentored to acquire the relevant hands-on training, competencies, practical skills and experiences required for the job market and entrepreneurship.

The first cohort of interns had 3,119 deployed in September 2019 followed by the second cohort with 2,400 deployed in January 2020. The third cohort of 2,500 interns reported to their new workstations on 25 January, 2021.

Pension reform is one of the major of the success stories under Mr Kirogo's watch. The persistent long delays in processing of pensions in Kenya has been a major challenge for the government over the years with serious consequences for retirees and their families. This has been blamed on factors ranging from systemic inefficiencies, inadequate manpower and frequent break-down of the pensions management system due to low absorption of exchequer allocations.

Stephen Kirogo (left) and Head of Public Service Dr Joseph Kinyua (2nd left) with some of the winners of the 2019 Public Service Excellence Awards during the gala ceremony held at Intercontinental Hotel in Nairobi.

The PSC, in fulfilment of its constitutional mandate of ensuring efficiency and effectiveness in the public service, intervened by instituting radical measures to unlock the problem that had for many years condemned retirees to endless suffering. A Rapid Results Initiative (RRI) conducted by the PSC in 2019 helped to clear the backlog of unpaid pensions within 100-days and subsequently ensured timely processing of pensions and a seamless transition from salary to pension.

Mr Stephen Kirogo holds an Executive Masters in Business Administration (EMBA) degree and a Post Graduate Diploma in Business Development from Inoorero University, a Bachelor of Arts (BA) degree and a second Post Graduate Diploma in Public Relations and Communication from Kenyatta University. He is a Fellow of the Public Relations Society of Kenya (FPRSK).

Owing to his long public service career and his active participation in development initiatives such as construction of schools and churches as well as raising funds to assist needy students pursue education, through what he calls personal social responsibility (PSR) Stephen has positively impacted the lives of many people across the country. And in recognition of his immense contribution to public service and citizens wellbeing, Mr Kirogo was awarded the Order of the Elder of the Burning Spear (EBS), the Order of the Chief of the Burning Spear (CBS) and lately the Order of the Moran of the Golden Heart (MGH) by His Excellency the President of the Republic of Kenya.

Looking at the public service today, the effectiveness and success of the reforms and transformation instituted since Stephen Kirogo took over the helm at the PSC, can be seen through superior public service delivery. We shall hear more about this amiable public servant in the near future. Of this, there is no doubt. ■

Following his appointment to the high office of chairman PSC in 2018, Stephen found himself strategically positioned to influence a new direction for the public service. He has been able to apply the public service ideals of honour and trust that he cherishes dearly.

#13

Jaswinder (Jas) Bedi,

EBS, MBS

CHAIR OF BOARD: KENYA EXPORT PROMOTION AND BRANDING AGENCY

Wherever he goes, Jas expects, in his own words, to be someone who is MAD and who makes others MAD too. And what does he mean by this? To be someone who will Make A Difference.

Jas does not enter a room unnoticed, for he is a visibly high-energy person. A most successful industrialist entrepreneur, he has become a key player in the textile industry, running Bedi Investments, a textile mill that was started by his father and his uncle in 1972 which manufactures synthetic yarns, woven fabrics and apparel for export to the US, Europe and elsewhere in Africa. He is also executive director of Fine Spinners Uganda, which spins cotton yarns and manufactures sewing threads.

Early on, the family worried that without exports it wouldn't survive the inflow of low-cost imports, and indeed in the 1990s cheap imports did begin landing, with many textile companies shutting down as a result. But by then Bedi Investments was exporting its fabrics, first to Zimbabwe and later to Europe and the US. Watch this space for further ambitious expansion.

While running his major factory in Nakuru, he has also expanded his production to a facility in Uganda, where he is Executive Director of Fine Spinners Uganda Limited. As soon as the Covid-19 pandemic hit Kenya, he was as proactive as always, transforming his production facilities and assembly lines to produce masks and other PEEs in huge quantity.

No wonder that on his LinkedIn profile, Jas announces that he is a "dynamic personality with ambition to make a difference to our society and community". For his contributions to society go way beyond creating jobs and generating export revenue while also indulging in import substitution—all this derived from his commercial enterprises.

In so many ways, he has over the years been a unique champion far more broadly for job creation and export generation, not least currently as chairman of the recently formed Kenya Export Promotion and Branding Agency (KEPROBA)—the body set up following the merger of the Export Promotion Council (where he was already a director) and Brand Kenya—which is now also due to merge with the Kenya Investment Authority, the Kenya Tourism Board and the Kenya Yearbook.

Jas was recently appointed as one of the directors from the private sector to serve on the board of ICDC, after it became the holding entity for the three national transport and logistics organizations: Kenya Ports Authority, Kenya Railways and Kenya Pipeline.

He has previously served as Chairman of the Kenya Association of Manufacturers, the African Cotton and Textiles Industries Federation, and the Kenya Apparel Manufacturers Exporters Association. But there's more, for he has also served as a Director in the Export Processing Zones Authority, the East African Business Council (for some of the time as its vice chairman) and the Federation of Kenya Employers. He has been the Vice Chairman of the Kenya India Business Council, and the Co-Chair of the World Bank Cotton Apex committee.

Jas is a director of the highly influential Kenya Private Sector Alliance (KEPSA), the private sector umbrella body, and he is a Member of the Young Presidents Organization (YPO).

He has been tirelessly committed to developing export market opportunities, particularly in trading blocs such as EAC, COMESA, SADC, TFTA, AfCFTA, USA and the European Union.

Wherever he goes, Jas expects, in his own words, to be someone who is MAD and who makes others MAD too. And what does he mean by this? To be someone who will Make A Difference. Not just to show up for work, not just to put ticks in easy Performance Contracting compliance boxes, but to make a significant impact.

He is a strategic and purposeful thinker, a person who knows both how to jolly people along and to wield the big stick when necessary. His sense of confident optimism is by no means pie-in-the-sky, as his illustrious track record shows. Jas is just the kind of leader the co-Covid-19 world needs.

Aside from his degree in textile technology, Jas has attended numerous executive business courses at the Harvard Business School, IMD and IIM. His business acumen has been recognized by the Government of Kenya, where HE President Mwai Kibaki decorated him with the Moran of the Burning Spear (MBS) in 2012. Further, in 2016, Jas was nominated as a finalist in the Africa CEO Forum Awards, and he was subsequently proclaimed as Sikh CEO of the year. Thereafter in 2017, HE President Uhuru Kenyatta decorated Jas with a yet higher award, the Elder of the Order of the Burning Spear (EBS) in recognition of outstanding services rendered to the nation in various capacities and responsibilities. ■

#14
Carole Kariuki Karuga

CHAIR OF BOARD: SPECIAL ECONOMIC ZONES AUTHORITY

You cannot omit her name in any literature or article on any discourse on what or who impacts business in Kenya. If she is not facilitating one aspect of business or the other, she is meeting a business delegation from either within or without the country.

If she is not steering a committee that is organizing a national or international conference, she is a key speaker, delivering a well thought, structured and prepared paper in either a conference of high voltage business people or a group of university students. If she is not following up the seat of government, judiciary or parliament for the quarterly Presidential, Chief Justice or the Speakers round table, she is a key facilitator and most watched presenters in a ministerial or sectorial meeting.

The quality of her presentations and papers is usually easy to discern: by the sheer numbers of the important people in attendance; by the flipping of note pads as the delegates take handwritten notes on their note pads of the key deliverables from her presentation.

Always deeply researched and powerfully and meticulously prepared papers are a much sort after literature by both students and lecturers yearning for quality stuff to boost their academic literature.

Her opinions span across political, economic and social issues that one would confuse her as the chief policy maker at the Vision 2030 delivery secretariat. From speaking on the economic framework in response to Covid-19. From giving her opinion on why the government should have delayed the minimum tax, as the timing is not right, coming immediately when the country is reeling under the heavy weight of the adverse effects of the Covid-19 pandemic. In calling on the government to undertake an urgent, independent and transparent audit on the usage of all monies expended on both capital and recurrent expenditures. When advising on the sourcing goods and services under the BuyKenya BuildKenya mantra and simplifying the world trade concept, 'we buy from you, you buy from us.

Meet Carole Kariuki Karuga, the queen of business and chair of the board at the Special Economic Zones Authority (SEZA), a Kenyan statutory body established in 2015, through an Act of Parliament (Special Economic Zones Act No. 16 of 2015). SEZA is the regulator of all Special Economic Zones (SEZs) in Kenya and is responsible for designing, approving, establishing, developing, operating, promoting and regulating SEZs. It also issues licences and implements government policies and programmes relating to SEZs. Further, the Authority is in charge of determining the investment criteria and investment thresholds for the businesses in the zones and maintains records of the enterprises and residents operating in each zone. If all these is not influence, what is?

How does Carole Kariuki Karuga influence and impact business. Carole chairs the board whose overall objective is to contribute towards the transformation of the country's economic base in order to realize a higher and sustained growth, employment creation and poverty reduction in the country. The specific objectives of the agency she leads are to attract both local and foreign investments, to expand and diversify production of goods and services for domestic and export markets, to promote value addition, to promote local entrepreneurship through Small and Medium Enterprises (SMEs), to enhance technology transfer, development and innovation, to promote County and National industrialization by exploiting comparative advantage of local resources. From these responsibilities, a diplomat from outside Kenya meeting with her for the first time may misconstrue her role and mistake her, as the cabinet secretary (CS) for Trade and Industry in the government of Kenya.

SEZs are established in Kenya as one of the strategies towards realizing Vision 2030 and the Big 4 Agenda. The SEZ Authority mandate includes creation of an enabling environment inside and outside of the zones through:

- Development of integrated infrastructure facilities;
- Creation of incentives for effective facilitation of economic and business activities by SEZ Enterprises; and
- Removal of impediments to economic or business activities undertaken by SEZ Enterprises.

According to Carole, there are a number of very compelling reasons to invest in Kenya, among these, Carole points out, is the fact that Kenya is a strategic location and a gateway to East and Central African region bordering the Indian Ocean. Kenya is also well suited as a production and distribution base to service Africa, Europe, the Middle East, South Asia and other Indian Ocean Islands.

Ms Karuga adds that the country enjoys a liberalized and strong economy in the region: Kenya is the largest and the most advanced economy in East and Central Africa; with strong growth prospects supported by an emerging, urban middle class and an increasing appetite for high value goods and services.

Ms Karuga posits that the country boasts of a wide market access. Kenya's membership to regional economic blocs assures investors of market access to the local market of approximately 50M people, the East African Community (EAC) market of 180M people and Common Market for Eastern and Southern Africa (COMESA) market with 520M people.

For a long time, Kenya has been a beneficiary of several trade preferential arrangements, including AGOA and EPA which gives duty free access to USA and EU among other markets. The country has an improving Infrastructure that is relatively well developed, including four international airports in Nairobi, Mombasa, Kisumu and Eldoret, an extensive road and railway network (including the SGR), a modern deep-sea port in Mombasa, capable of handling bulk and other containerized cargo, an expanding, liberalized energy sector and digital telecommunication networks.

> According to Carole, there are a number of very compelling reasons to invest in Kenya, among these, Carole points out, is the fact that Kenya is a strategic location and a gateway to East and Central African region bordering the Indian Ocean.

Carole also cites the vibrant capital markets and a pro-markets reforms and continuous improvement on the Ease of Doing Business rankings. Other reasons for investing in Kenya, according to Ms Karuga are low risk investment environment due to the political stability and favourable and favourable investment macro and micro policies. The government is keen to reducing energy cost and improving availability, to quote the new chair of the board of Kenya Power, Vivienne Yeda, an attorney, banker and economist, who was tapped from the Eastern Africa Development Bank (EADB) where she is the Director General (DG).

Through organized input from bodies like the Kenya Private Sector Alliance (KEPSA) and the East Africa Business Council (EABC) Kenya presents a robust and well-established private sector.

Ms. Karuga is also the CEO of KEPSA and is credited with transforming KEPSA from a little-known business institution to one of the most influential institutions in Kenya and Globally. KEPSA is the apex body of the private sector in Kenya, galvanizing the private sector through public-private dialogue and influencing >>

>> the economic and development agenda of the country and Africa.

Carole Karuga holds a Bachelor of Arts (BA) degree in Economics and Sociology from the University of Nairobi and a Master's degree in Public Administration and International Affairs from Bowling Green State University, Ohio, USA. She has also pursued several professional courses on Public-Private Sector Dialogue, Global Leadership and Private Sector Development among others.

She currently serves in several boards including: East African Cables PLC, IS Kenya (Internet Solutions) Business Advocacy Fund, Danish Embassy-Kenya, a United States International University–Africa Trust, Global Compact Network, Kenya, and Advisory Board Member, ACF Women in Business Initiative of the Africa, France, Nairobi Innovation Lab, Operationalisation of the Kenya National Convention Bureau and Council Member of the National Council of Administrative Justice chaired by the Chief Justice of Kenya.

Carole previously served on the following boards, among others: Harvard University Center for African Studies, Africa Advisory Board, USA, Business Leaders Caucus Group of Global Partnership for Effective Development Cooperation by OECD, France, The Center for Corporate Governance Board, Kenya, University Council Member of the Daystar University, Kenya, Emerging Leaders Foundation, Rotary Club of Langata and Growth Oriented Women Enterprises Kenya Program (GOWE), Kenya.

Ms Karuga is a member of several professional bodies including The Rotary Club of Langata, Kenya Institute of Management (KIM) and Institute of Directors (IoD) of Kenya.

Ms. Karuga has been recognized with several awards for her leadership and role in the development of the Private Sector including nomination as one of the TOP 25 CEOs impacting business in The 25th Anniversary Special Awards Nomination Edition of the Business Monthly, East Africa Edition, January – February 2020, one of the Top 100 Women CEOs in Africa, by Reset Global People in partnership with Pulse, and Avance Media, in 2019, Global Female Leadership Impact Award and Induction into the Global Women Leaders Hall of Fame (GWLHOF), by Centre for Economic and Leadership Development (CELD), during the 2017 South America-Africa-Middle East-Asia Women's Summit (SAMEAWS), under the patronage of His Highness Sheikh Juma Bin Maktoum, Dubai-UAE, The Moran of the Burning Spear (MBS) 2012 and Heads of State Commendation (HSC) 2011 by President H.E Mwai Kibaki, Top 40 Under 40 Women in Business Awards Kenya, 2011 and 2012 consecutively by The Business Daily, Kenya, Contribution to Society Award by Nairobi Chapel 2011, Kenya, Outstanding Role in Creating Public Private Partnerships (PPPs) for Business Growth by ILO Kenya Women Entrepreneurship Development 2011, Role in Growing Sustainable Business Initiative 2006 by UNDP Kenya, Role in the Development of the UN Global Compact 2006 by UNDP Kenya.

In 2012 she was voted 'Extraordinary Personality to Inspire the Future' by 80% of the 20,000 students of the Entrepreneurship Clubs of Kenyan Universities. ■

KEPROBA CEO Wilfred Marube, (right) KEPSA CEO Carole Kariuki Karuga during the signing of an MoU on February 9, at KEPSA office.

Carole Karuga holds a Bachelor of Arts (BA) degree in Economics and Sociology from the University of Nairobi and a Master's degree in Public Administration and International Affairs from Bowling Green State University, Ohio, USA.

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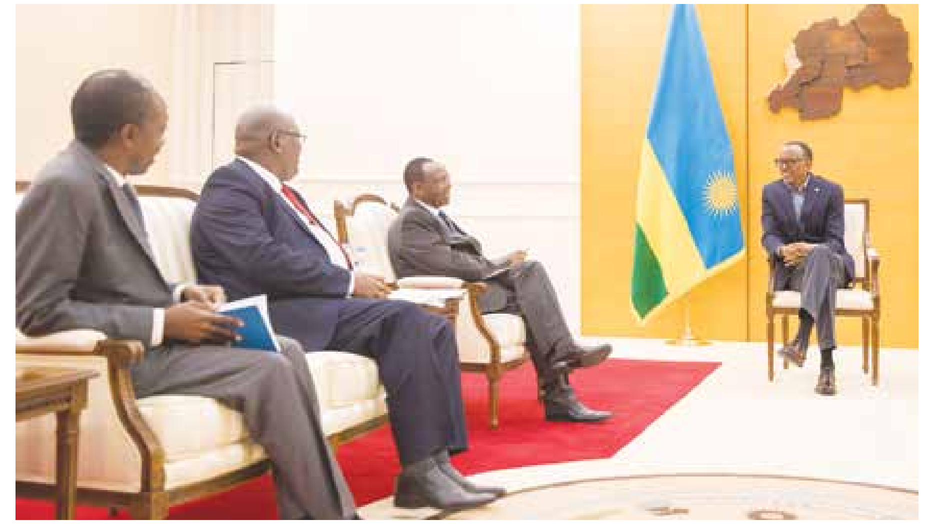
#15 Dr. Wilfred David Kiboro

CHAIR OF BOARD: NATION MEDIA GROUP



Wilfred Kiboro joined Nation Media Group (NMG) in 1993 as the managing director designate of the Nation Newspaper, with only the Daily Nation and Taifa Leo in the company's stable. Under his watch an in line with the then ongoing regional political integration plans, NMG launched The East African in 1994, so far, the most respected and incisive weekly newspaper in East Africa.

In 1999, the NMG made their entry into the electronic media industry after the liberation of the airwaves, with Nation FM and Nation TV.

A proven visionary and transformational leader and entrepreneur, Kiboro would soon be appointed by the NMG Board the Group CEO in 1995, a position he held with respect and honour until retiring in 2006.

The now multi-billion NMG expanded rapidly under Wilfred, buying majority shareholding in Mwananchi Communications in neighbouring Tanzania and in Monitor Publications in Uganda, and established a strong presence in Rwanda.

Since then, the NMG has developed into the leading media powerhouse under Wilfred as chair, with extensive new expansion and new products, NMG ePaper and Nation. Africa, in a bid to realize his long-held vision for NMG's diversification into a minimum of 12 sub-Sahara countries within this decade.

Wilfred has a wealth of experience in the corporate world and has previously served on the board of leading companies and institutions, both locally and internationally. These include on the board of East African Breweries Limited (EABL) Standard Chartered Bank (SCB) Kenya, Kenya Association of Manufacturers, Rhino Ark and the National Environment Management Authority (NEMA).

He was chairman of the East Africa Business Council and the Kenya Business Council, the predecessor to the Kenya Private Sector Alliance (KEPSA), and the founder Chairman of the Media Owners Association (MOA).

At NMG Dr Kiboro has been a key player in media development across >>

Wilfred has a wealth of experience in the corporate world and has previously served on the board of leading companies and institutions, both locally and internationally. These include on the board of East African Breweries Limited (EABL) Standard Chartered Bank (SCB) Kenya, KAM Rhino Ark and the NEMA.

>> the EA region. Together with other media luminaries like Dr SK Macharia and lawyers Paul Muite and Dr Gibson Kamau Kuria and others, He led the fight tirelessly for media freedom and for the liberalization of the airwaves, for the widening of the democratic space and thanks to them, the country has hundreds of broadcast radio and television stations and a vibrant ICT backbone and infrastructure.

Kiboro has travelled extensively, holding numerous national, regional and international job assignments that have seen him supervise cross-national teams across continents, a vote of confidence in his abilities as a change manager. During these international sojourns, he served as President of the International Press Institute, headquartered in Zurich, with membership in over 100 countries.

Internationally, Wilfred Kiboro is the chairman of the International Press Institute (IPI) in Kenya, the East African Business Summit and a member of the International Who's Who of Professionals. He also sits on The Rhodes Trust in Kenya as Honorary chairman and is a member of the International Organisation of Employers' Enterprise Advisory Group.

Today, the pan African spirit in Kiboro continues to anchor the AU Agenda 2063 on democracy, rule of law, ethical governance practices, good governance, inclusivity and improved human rights. To this end, Dr Kiboro continues to bring together government leaders, scholars, professionals, politicians, scientists, the youth and so on, through the Kusi Festival of Ideas, to progress and prosecute the Africa agenda 2063.

His most impactful CSR engagements have included several environmental and humanitarian efforts during his tenure at NMG, two key ones being the launching of the Aberdare Forest Fund in 2002 to

erect over 400 kms electric fence around the forest to protect the critical water tower, together with other members of the Rhino Ark Board. Wilfred Kiboro is also credited for the launching of the Nation Turkana Relief Fund in 1999/2000 with other media owners, an appeal that rallied all the private sector players to help cushion the effects of one of the worst food shortage disaster to hit our shores.

In the company of environmental stalwarts like Nobel Laurette winner the late Wangari Maathai, Wilfred unleashed the power of the media, as the public watchdog and national agenda setter to reclaim parts of the Karura Forest and the Nairobi Central Park from then ferocious land grabbers.

After receiving his Bachelor's degree in civil engineering from the

> Kiboro has travelled extensively, holding numerous national, regional and international job assignments that have seen him supervise cross-national teams across continents, a vote of confidence in his abilities as a change manager.

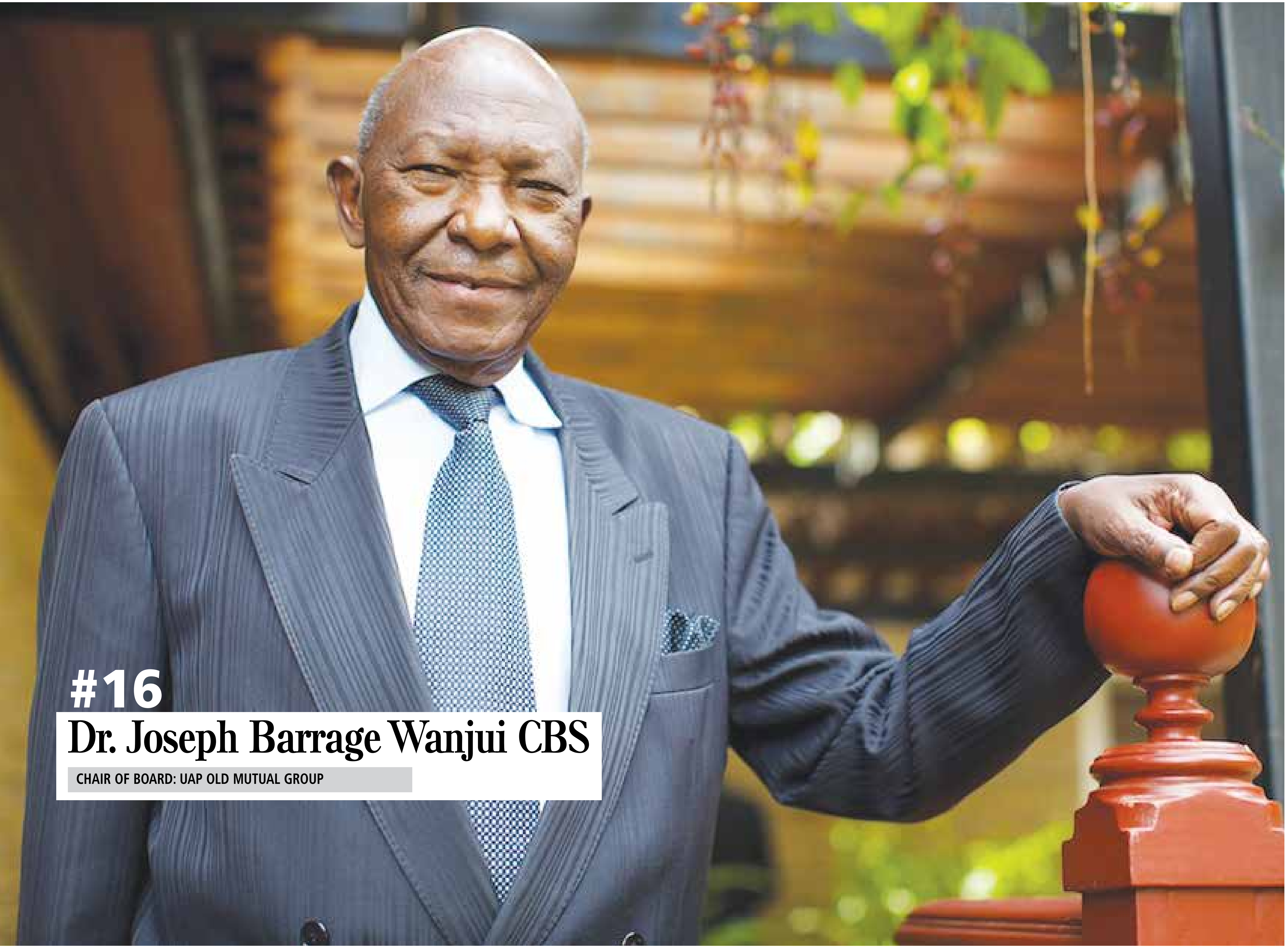
University of Nairobi, Wilfred Kiboro began his career as a Technical Sales Engineer for Shell International, and was swiftly promoted to Technical Sales Manager, in charge of the manufacturing, sales and marketing of industrial and road construction products in the East and Central Africa region.

Kiboro joined Esso Kenya in 1974 as a Supply, Planning and Economics Manager, where he caught the management bug, rising quickly through the ranks to serve in senior positions in Europe, the Far East and Africa in numerous areas including construction, project management, sales and marketing, operations and logistics, planning and strategy, new business development and general business management.

He is also the chair of the board of Family Bank, Africa Digital Network and is the Chancellor of the Riara University, a new centre of higher education that boasts a modern Law, Business and Media Schools, with well-equipped library with e-learning and a modern media studio.

Kiboro retired as the Group CEO of the NMG in 2006 and spends most of his time as the Chairman of Wilfay Investments Limited and looking after his farm always accompanied by his supportive wife, Fatuma. In between, he finds time to mentor the youth, new directors of boards, academics, and top corporate c-suite executives.

Among the major national, pan-Africa and global awards include being bestowed with the Honour of the Order of The Burning Spear by the President of Kenya as a recognition of his hard work, excellence in whatever he does, patriotism, selfless service and in recognition of all the responsibilities he has held in the country; the Leadership Shines Through – Africa and the ICT Hall of Fame – 2007 Lifetime Inductee. ■



#16

Dr. Joseph Barrage Wanjui CBS

CHAIR OF BOARD: UAP OLD MUTUAL GROUP

Unknown to many Kenyans, Dr Joe Wanjui is a consummate family man, industry captain and shrewd king-maker.

And, according to him, Kenya's political scene would have been more stable today had Raila Odinga been appointed prime minister in 2003. Dr Wanjui was a respected member of the then political and economic think tank.

Indeed, the transformation that is much hyped about the University of Nairobi, including improved corporate governance structures and ethical leadership in Kenya's premier seat of learning, is thanks to his leadership of the institution, as the first non-President Chancellor of the university. It is during his tenure that the University recruited the Vice Chancellor competitively, Professor George Magoha, current CS Education and facilitating his advanced management training at the Stanford University Graduate School of Business. Prof. Magoha, through the support of Dr. Joe Wanjui, implemented phenomenal transformational change that led to growth, through performance-based change management and firm leadership.

Born on 24 May 1937, the Ohio Wesleyan and Columbia University trained engineer became the Chairman of the UAP Old Mutual Group on 8 November 2007. Prior to this, he served as Chairman of the UAP Insurance Company from 1998 to 2015. He has been a director within the Group since 1986.

As Chairman of UAP Insurance, he influenced the Group's decision to grow regionally and this saw UAP venture into Uganda and South Sudan, and subsequently Rwanda and Tanzania. This led to the formation of UAP Holdings Plc which successfully listed its shares on the Over-the-Counter market at an initial offer price of Kshs. 60 per share. The share currently trades at Kshs. 160.

The strong presence of UAP within East Africa attracted Old Mutual to invest in UAP when seeking to grow its footprint in the region. This culminated into a merger between the two entities and the birth of a new brand – UAP Old Mutual in 2015 and the launch of the region's first integrated financial services group offering insurance, investment, savings and banking to help customers plan for, grow and protect their personal and business ambitions.

In his role as the Group Chairman, Joe, as he is affectionately known to his friends and peers, has provided stewardship to the board and management to actualize the group's ambition to be the largest integrated financial services group in East Africa.

Additionally, under his visionary leadership, the group continues to positively impact communities through various initiatives including; refurbishment of major public hospitals in Kenya and South Sudan, medical camps across Kenya, financial education, planting trees to conserve Kenya's water towers, and providing scholarships, funding and learning materials and infrastructure to very needy public schools.

His prior experience includes; Chief Executive Officer of East Africa Industries (which later became Unilever) and Chairman of CFC Stanbic Bank in Kenya. He was also appointed as the Chancellor of the University of Nairobi in June 2003 by H.E. President Mwai Kibaki CGH. The University of Nairobi conferred an Honorary Doctor of Science degree to their new Chancellor in May 2004.

A man of many firsts, Dr. Wanjui was the first African Chairman of the Rotary Club of Nairobi.

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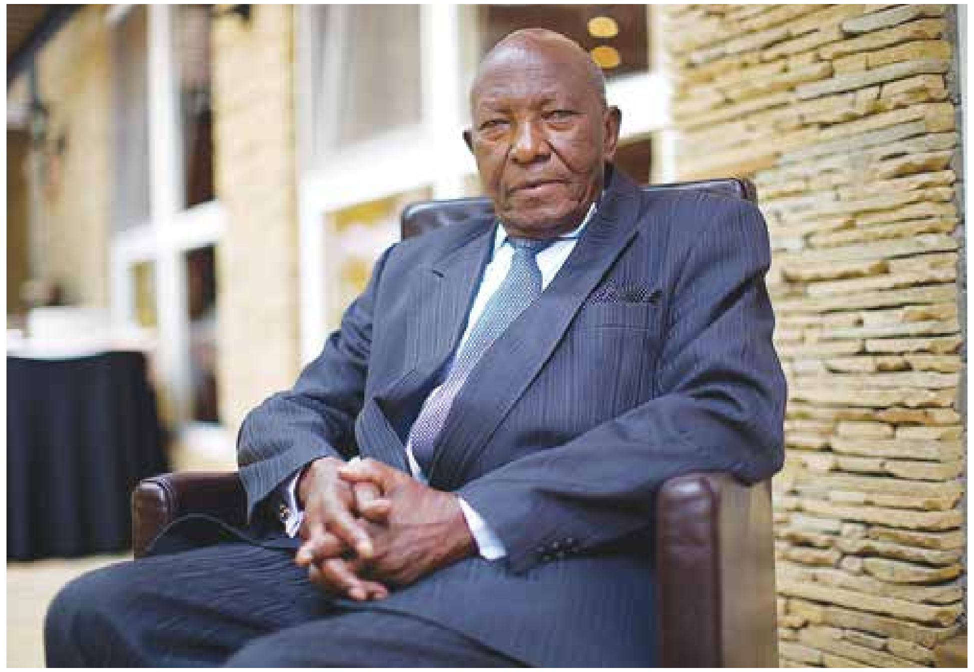


>> Dr. Wanjui sits as a Board Member in a number of limited liability companies including: Bawan Holdings, Wishbone, Kikuyu Highlands Tea Company, Twi Beach Hotel, Camp David Retreat, Olemonana Enterprises and Hakika.

Dr. Wanjui's vast experience stems from his lengthy career in the private sector and the national government. Immediately after his university education, he joined ESSO Executive Trainee Program in New York. He returned to Kenya with ESSO in 1964. He left ESSO on a 5 year leave of absence to become Executive Director of Industrial and Commercial Development Corporation (ICDC) where he was Chief Executive Officer for four years before returning to the private sector.

In his tenure at ICDC, he provided strategic and leadership insights which led to the development of Kenya National Trading Corporation (KNTC) which was meant to help Kenyans enter the supply chain of wholesale and distribution network of consumer products. This led to the launch of the first crop of large-scale African traders in the country. Dr. Wanjui also played a key role in the establishment of Kenya Industries Estate (KIE) with the purpose of helping Africans venture into small-scale industries.

After ICDC, Dr Wanjui joined East Africa Industries (EAI) now Unilever where he worked for 28 years starting as the technical director then managing director and finally the Executive Chairman. While at Unilever, he initiated a policy that would soon launch the company in attracting high calibre Africans to train and enrol in the company in anticipation of the post-independence era. He implemented the policy first in his technical department and later on, cascaded it in the whole organization, after his appointment as the managing director. In his service as the executive chairman, the company always registered a steady growth in profits and turn over.

> Dr. Wanjui's vast experience stems from his lengthy career in the private sector and the national government. Immediately after his university education, he joined ESSO Executive Trainee Program in New York.

In recognition of his exemplary contributions to positive change in society and his dedicated service to the nation, he was awarded the Chief of the Order of the Burning Spear (CBS) of the Republic of Kenya in 2004.

He founded Joe B. Wanjui Education Trust in 2004 with the aim of promoting university education to bright but needy female students. The fund is funded solely by Dr. Wanjui and has so far given grants to over 400 students in various universities from all over Kenya.

Dr. Joe B Wanjui's interests are golfing, farming, traveling, reading, sharing his experience with organizations that would bring growth and development in Africa and the world at large. He has attended and presented papers at many local and international conferences and seminars. He is the author of three very popular books: The Native Son, My Native Roots and From Where I Sit with Views of an African Executive.

Dr Joe Barrage Wanjui holds a BA degree in Physics and Mathematics from the Ohio Wesleyan University and a MSc. Degree in Engineering from Columbia University (USA).

Dr. Wanjui is inspired to personally offer a glance of his corporate and philanthropic life thanks to the recent events following the disputed US elections. Quoting him verbatim, 'I mention all this because Abrams and Groh-Wargo were somehow able to bring their organizing skills to bear on the general election in November and the Senate runoffs in January despite the coronavirus pandemic. Now they are sharing their advice on "How to Turn Your Red State Blue." It's not hard to see Abrams's community-minded faith or Groh-Wargo's strategic tenacity in the piece they have written together'. ■

#17

Vivienne Yeda

CHAIR OF BOARD: KPLC

During the 43rd Annual General Meeting (AGM) held on November 13, 2020, the UK trained scholar, banker and attorney, Vivienne Yeda was elected the Chairman of the board of Kenya Power Lighting Company (known daily as Kenya Power-KP) breaking the glass ceiling, becoming the first woman to lead the board of the strategic utility firm.

The appointment of Vivienne Yeda is no surprise for those who have worked with her before. Vivienne is the Director General (DG) of the East African Development Bank (EADB). Prior to her appointment as the CEO at EADB, Vivienne was Resident Representative and Country Manager-Zambia at the African Development Bank Group (ADB).

Vivienne, as Chairman, is expected to lead the turnaround of KP to provide sustainable energy to the Kenyan economy, energy that is both affordable, reliable and sustainable. The affordability aspect of energy is critical to the social and economic development of a country. It is also part of the critical drivers recognized and flagged as fulfilling one of the 30 UNSDGs.

Vivienne will be leading the new KP board in planning for adequate electricity generation and distribution to meet demand; build and maintain the last mile transmission network and retail electricity to both corporate and individual households effectively and efficiently.

Among the priority areas already identified by Vivienne is inculcating an integrity culture, instituting good corporate governance practice and re-engineering KP organizational performance management structures to help move the utility firm back to profitability.

In KP latest interaction with the consumers, the firm has embarked on offering customers the level of service desired, including access to power through efficient and prompt connectivity, including an improvement on the reliability index by reducing outages to the bare minimum and prompt billing. These key performance indicators (KPI) are already in the out-tray, with actions already taken to roll out the needed interventions.

The board, under Vivienne has already targeted to grow revenue by enhancement of revenue protection efforts, rationalization of electricity and an easier to administer billing system that also includes an efficient self-meter reading, followed by prompt issuing of invoices and reducing the turnaround time for making payments to within two weeks.

Indeed, the board's vision for Kenya Power is to become a reliable, predictable, trusted and provider of affordable electricity to Kenyans. 'We want to be a customer-centric company, sharply focused on providing power to Kenyans, and be the preferred provider of power, because Kenya Power provides an excellent service. Together we will restore and enhance the image and fortunes of this company. We are focused on getting Kenya Power to where it belongs, amongst the most successful and admired companies in Kenya and Africa' opines Vivienne.

Thanks to the oversight of--the new board, improvement in operational performance at KP is noticeable, with year to date of 140,000 new customers connected against a target of 125,000 despite the Covid-19 pandemic, since the last AGM.

KPLC has in its immediate term plans of introducing additional revenue streams, including solar as well as partnering with county governments, to make each a regional profit centre. This action is expected to shove up the numbers.

The new board plans to follow up on the Government's extension of a moratorium on concessional loans it had procured on behalf of Kenya Power, as among the initiatives the state should be employing to help the company find a firm financial footing and health.

Also on the radar is a strategy for efficient debt collection especially from other state departments, government agencies, state owned enterprises (SOEs) and county governments. >>

> To enjoy the distinction of being a member of an august club of women business leaders at the top echelon in the country, reminds her of her career journey and the lessons learnt along the way that she brings into her role as chair of the KP board: resolve, prayer and hard work.

>> According to Vivienne, the few months she has been at KP have been fascinating. She avers that despite all the negative stories about the company, Kenya Power is a fascinating, complex business, full of first-class people who want to do well. She reminds us not to forget that the company continues to do something that many other countries envy: distribute electricity regularly, despite an aging infrastructure and distribution system.

To Vivienne, it is her task and the board she leads to focus the company on its basic mandate, to allow staff to use the incredible talents they have to grow KP into world class supplier of electricity.

She lists the following as the board's short-term priorities which will lead to the start of the turnaround: to stabilize the cash position in order to provide KP with a platform for recovery and growth. She states that the board is paying close attention to operational costs while pushing for debts collection and prompt billing and payments of amounts as they fall due.

The board under Vivienne will first instituting measures for effective and efficient running of KP before thinking of imposing a tariff increase, to cushion Kenyans from the current financial burdens arising out of an economic down turn occasioned by effects of the Covid-19 pandemic. The cost of energy to KP and subsequently to the consumer will be the key focus of the Board to ensure that Kenya remains an attractive investment option for both domestic and foreign investors. KP's strategy is to work in partnership with producers to provide clean, green ,reliable and affordable energy . KP will look after its own business to ensure that it is the best reliable and affordable energy solution provider. KP will also build on its partnership the other sector institutions including EPRA, GDC, KETRACO and KENGEN to ensure efficiency and containment of costs in the sector.

Already, a strategy paper has been developed and will act as a guide for the board going forward. The new board is aligning KP to the global structural changes, including climate change and energy distribution and consumption efficiency. To this end, Vivienne lists customer focus, customer service and purposeful well-thought-out balanced and cost effective power production agreements, motivated employees among the list of short- and long-term focus areas.

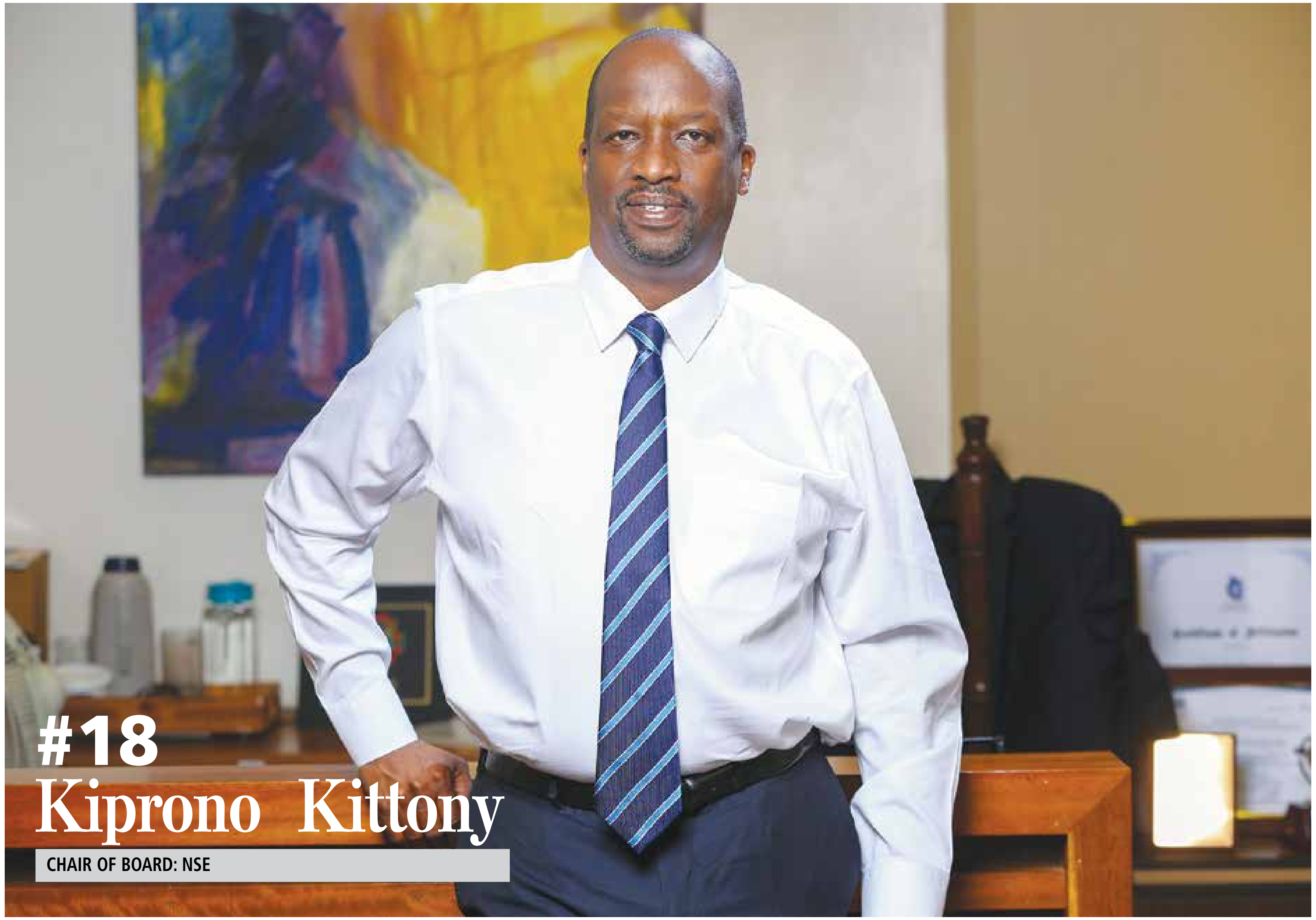
> With KP wading into an increasingly competitive business space with, for example, solar energy being seen as a big threat now and into the future, Vivienne discloses that the board is already implementing a strategy to secure the power market and ensure that the KP remains the energy solutions provider of choice into the future.

With KP wading into an increasingly competitive business space with, for example, solar energy being seen as a big threat now and into the future, Vivienne discloses that the board is already implementing a strategy to secure the power market and ensure that the KP remains the energy solutions provider of choice into the future. Kenya Power is agnostic about how power is generated. KP takes in power from all sources—hydro, wind, solar, and geothermal.

Vivienne is up to the task, as board chair at Kenya Power, considering her achievements at the EADB where she has helped to restructure management of many poorly performing firms and successfully turn them around, through prudent management advisory and offering development financial packages that have supported and developed into some of the best companies in the East African region. Most of the firms developed or restructured under Vivienne's watch at the EADB have since become blue chip companies, generating new assets and profitable, consistent and quality sustainable growths in the critical sectors of the region's economy including agriculture, manufacturing, education, banking, transport and communications.

To Vivienne, the appointment to the chair of the KP board is a great and personal honour and privilege . KP is critical to Kenya's well being on all fronts: economic, health, education - you name it, and the likelihood is that every aspect of the life of all Kenyans has a need for available, reliable and affordable power. To be appointed to a leadership role in such an institution is both a great honour and an enormous challenge.

Vivienne Yeda states that to enjoy the distinction of being a member of an august club of women business leaders at the top echelon in the country, reminds her of her career journey and the lessons learnt along the way that she brings into her role as chair of the KP board: resolve, prayer and hard work. ■



#18 Kiprono Kittony

CHAIR OF BOARD: NSE

Kiprono Kittony is the current chairman of the Nairobi Securities Exchange, the leading securities exchange in East and Central Africa.

If you ask Kip how he became a leading figure in Kenyan business circles, he will tell you it was by mistake. Kiprono Kittony, who is also the Vice Chair of the World Chambers Federation (WCF) always wanted to study Law, despite his long and distinguished career in business today.

"As a young man, I wanted to study law, but as fate would have it, I was enrolled for Commerce at the University of Nairobi. Dad told me, 'don't worry, you have always had the potential to be a good businessman,' narrates Kittony, who is the immediate past national chairman of the Kenya National Chamber of Commerce and Industry (KNCCI), where he is credited with modernizing and restoring the organization to its glory during his two terms as Chair (2012-2019).

"In my early days in business, when the pull to study Law was very strong, I realized my dad was right; I had the potential to be a good businessman. But I also learnt something else in those early days, something valuable that has served me to this day. You can't bank potential, you have to work hard," he says, adding that "hard work has played a huge role in my business journey, a bigger role than my knack for business."

But what does hard work look like for Kip, as Kittony is fondly called by his friends? 'To me, it is being constantly curious, putting in the effort to learn and partnering with others where there is a knowledge or skills gap', Kip explains. To illustrate this, he points to his diverse business interests, which have expanded over the past three decades to cover media, technology, telecommunications, agriculture and hospitality.

10,000+ contacts

Kip has travelled to over 75 countries. In the course of these travels, he has built a database in excess of 10,000+ contacts consisting of professionals, businesspersons, investors and government officials.

NSE CEO Chairman Kiprono Kittony speaks during a bell ringing ceremony.

"I wear many hats, and this requires a real commitment in terms of time and networks. You need to put time into building teams and networks. You can't do everything alone. Even Bill Gates has 24 hours a day and needs a team," he quips.

Kittony loves to network. "As chairman of the KNCCI and a business man, Kip has travelled to over 75 countries. In the course of these travels, he has built a database in excess of 10,000+ contacts consisting of professionals, businesspersons, investors and government officials. Networks help if you want to progress in any meaningful endeavour," he says.

So, with all this on his plate, did he manage to study Law? Yes. Kittony holds two degrees from the University of Nairobi. Bachelor of Commerce and Bachelor of Law. He also holds a Global Executive MBA from USIU-A in conjunction with Columbia University.

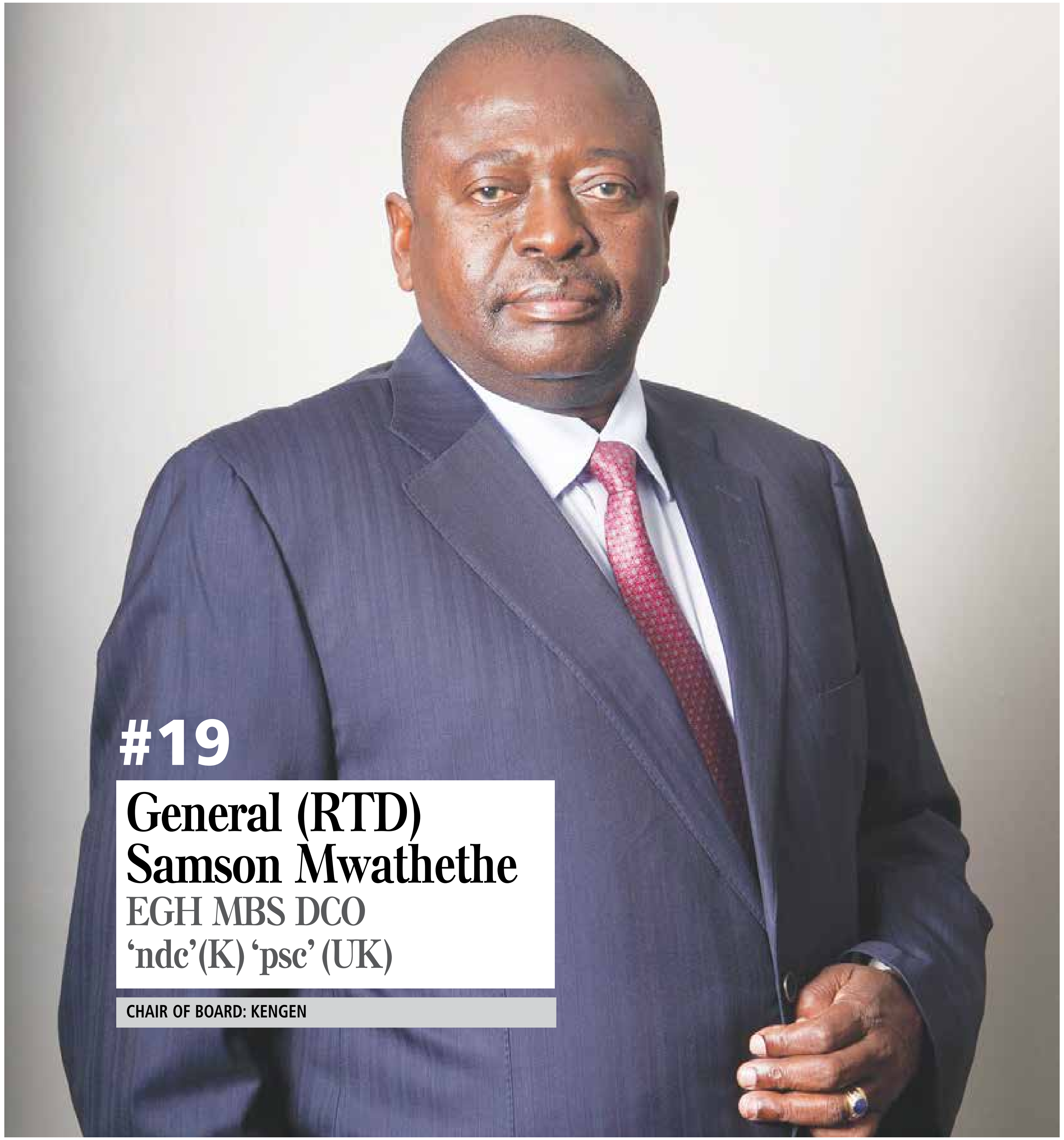
He loves to spend his free time with his family, both in Nairobi and at his farm in Kitale, where he grows and processes coffee, keeps dairy cattle, a few horses and ensures Sirwo Resort and Cranes Haven, two luxury hotels his family operates in the area, live up to their reputation for excellence for the benefit of their customers, who frequent the two hospitality setups from all over Kenya and from Uganda.

> I wear many hats, and this requires a real commitment in terms of time and networks. You need to put time into building teams and networks. You can't do everything alone. Even Bill Gates has 24 hours a day and needs a team.

Kiprono Kittony was awarded the Elder of the Order of the Burning Spear (EBS) by HE the President of Kenya on Dec 12 2019 for his contribution and for distinguished services to the country, in the sphere of business leadership.

Highlights in Kittony's life include: Founding Chairman of Radio Africa Group, a leading media house, vice chairman World Chambers Federation in Paris, where he represents Africa, chairman of My Jobs in Kenya, a leading jobs portal, CEO of Capital Realtime, one of the top 10 Safaricom dealerships, chairman of Mtech Communications, a leading pan-African tech firm, chairman CreditInfo CRB Kenya, chairman of Betway in Kenya, director and member of advisory council of IFHA (International Fund for Health in Africa), an Amsterdam based private equity fund and past chairman of the Media Owners Association, an influential lobby group of the media industry and the AAR Insurance.

He is also a director at the Central Depositary and Settlement Corporation. He actively mentors the youth and regularly participates in several philanthropic projects. ■



#19

General (RTD) Samson Mwathethe

EGH MBS DCO 'ndc'(K) 'psc' (UK)

CHAIR OF BOARD: KENGEN

When President Uhuru Kenyatta plucked General (Rtd) Samson Mwathethe out of retirement and appointed him the chairman of the KenGen board, it was the latest in a trend where military generals, both serving and retired, are heading key government institutions in the strategic security, transport and energy sectors.

Gen (Rtd) Mwathethe retired from the military in May 2020 after serving for close to four decades. He rose from a seaman to head the defence forces and become the principal military adviser to the President and the National Security Council.

"General (Rtd) Mwathethe brings to the KenGen board immense wealth of experience in strategy and leadership, which will steer KenGen on our noble mandate to generate reliable, safe and competitively priced electric energy for the nation and diversify the business to expand the revenue streams," Ms Rebecca Miano, the KenGen MD and CEO, said in a press statement, welcoming the chairman.

General (Rtd) Samson Mwathethe, is a Kenyan military officer. Effective April 2015 to May 2020, he was the Chief of Defence Forces (CDF) of the Kenya Defence Forces (KDF), the highest appointment in the Kenyan armed forces.

General Mwathethe was the Chief of Defence Forces, his last promotion and appointment on 17 April 2015. He has held various command appointments including Vice Chief of the Defence Forces, Commander Kenya Navy, Deputy Commander Kenya Navy, Kenya Navy logistics Commander, Base Commander Mtongwe and Fleet Commander. His other appointments included Chief of Systems & Procurement, Department of Defence, Command of individual Kenya Navy Ships, SOII Operations at Navy Headquarters, 86 Squadron Commander, and SOI Co-ordination at the Department of Defence.

> He has held various command appointments including Vice Chief of the Defence Forces, Commander Kenya Navy, Deputy Commander Kenya Navy, Kenya Navy logistics Commander, Base Commander Mtongwe and Fleet Commander.

His professional and military training include International Sub-Lieutenants Course (UK), International Principal Warfare (IPWO) Course (UK), Missiles Course (ITALY) and the Royal Naval Staff College, Greenwich (UK) in 1989. He also attended the Defence Resource Management Course in Monterey, USA in 1998, and the National Defence College in Nairobi, Kenya in 2000.

He also served with the United Nations as a Military Observer in Kuwait/Iraq and Yugoslavia in 1991/92. His decorations include Distinguished Conduct Order (DCO) Moran of the Burning Spear (MBS) among others.

General Samson J Mwathethe was born in Malindi and educated at Shimo La Tewa and Sacred Heart High Schools Mombasa, before joining the Kenya Navy in April 1978. He was commissioned in 1980 as a Seaman Officer after attending Britannia Royal Naval College, Dartmouth, Devon, United Kingdom (UK). ■

#20
Flora Wanjiru Mutahi

CHAIR OF BOARD: ANTI PIRACY AND COUNTERFEIT AGENCY

Joining the leadership role of the Anti-Counterfeit Authority (ACA) from being the chair of the Kenya Association of Manufactures (KAM) is one of the hardest leadership tests in her career life since she was largely involved in the private sector.

Mrs. Mutahi was the first female chair of the Kenya Association of Manufacturers board since its inception in 1959, a position she held from July 2016 to 2018 when she joined the Anti-Counterfeit Authority.

During her tenure as chair of KAM, she initiated a private-sector led advocacy initiatives that focused on improving and championing business competitiveness and conducive environment for trade in the country.

Since taking the position of the chair of the ACA, Flora has been at the forefront of instilling a service mentality within the authority. To make the authority a service-oriented government agency in the 21st century, her first role was to bring together all stakeholders right from the private sector, government agencies and the consumer bodies into a partnership in the war against counterfeits.

Through her advocacy skills, the government realized that to curb all forms of illicit trade, it required the coordinated efforts of different government agencies. This led to the formation of the inter-agency anti-illicit trade executive forum and technical working group (the Multi Agency Team for combating illicit trade) in July 2018.

The Committee came up with 'The National Action Plan and Implementation Framework to Combat Illicit Trade 2019/2020 – 2021/2022'.

The team comprises of the State Department of Trade, Kenya Police, Kenya Revenue Authority, Kenya Bureau of Standards, The Anti-Counterfeit Authority, The Pharmacy and Poisons Board, The Kenya Copyright Board, Pest Control Products Board, Kenya Plant Health Inspectorate Service among others.

Critical to the enforcement effort, the need to address the demand side of illicit trade was formulated. It came up with public outreach framework dubbed the "Multi Agency Anti-Illicit Trade Outreach"—(MAAITO) for public outreach programs coupled with leveraging different types of media including; social media (Twitter, Facebook), live chats (#kuwalegit chat platform), TVs, radio stations, print media and others, to pass the message.

Flora Mutahi's success areas in the last three years after its formation in April 2018, the team seized illicit goods worth over Ksh13 billion across the country.

Illicit Goods worth over Ksh2.8 Billion have since been destroyed with the rest still in courts awaiting determination. Notable support has come from none other than HE President Uhuru Kenyatta participation in July 2018, where illicit goods worth Ksh1.6 Billion were destroyed in Athi-River, in Machakos County under multi-agency formation.

From the outreach efforts, over 225 judiciary officers have been trained on the protection and enforcement of intellectual property. This was done with support from the judiciary training institute (JTI) and US department of homeland security & customs border protection (CBP) and joint operation centre (JOC) training with the border management committee (BMC). The authority has also trained over 300 senior police officer station commanders at the Kiganjo Police College and over

Since taking the position of the chair of the ACA, Flora has been at the forefront of instilling a service mentality within the authority. To make the authority a service-oriented government agency in the 21st century.

1000 enforcing agencies in all major towns and entry points.

The multi-agency team, through funding from Trade Mark East Africa undertook the first Kenya's national baseline survey on the extent of illicit trade. According to the survey conducted between October 2019 and February 2020, the government revenue lost in 2018 stood at Kes 102.99 billion up from Kes 101.23 billion in 2017.

Mrs Mutahi attributes her success as chair of ACA as an outcome of partnership and stakeholder support. We sought and responded to every stakeholder input towards making Kenya a counterfeit free country.

Back in the 1990s, Flora Muhahi noticed a gap in the fiercely competitive tea manufacturing, branding and packaging industry, and with little relevant background she decided to launch Melvin Marsh International, building a tea company from scratch.

Within the Melvin Teas label, Flora's company produces flavored and herbally infused teas, which are sold not only in Kenya but around sub-Saharan Africa and indeed beyond in global markets.

In 2015 the company launched Melvin's Tea House, with the aim of capturing the wider consumer market and making tea an "Out of home" refreshment. There is a plan to roll out many more outlets.

Melvin Marsh International has metamorphosed into a fully-fledged food processing company that >>

>> blends and packages Kenyan tea, salt and rice products under the brand name Melvin's, with Melvin, as a household brand, being the largest flavored tea company in Kenya.

A keen student of strategic management, Flora has structured Melvin Marsh International into a mature professional organization, complete with an independent board of directors to oversee and strengthen management and infuse strategic thinking and best practice in corporate governance and business ethics. As a result, Melvin Marsh International has scooped several awards such as the Top 100, Fire awards for financial reporting, and most promising entrepreneur.

Flora's visionary nature saw her diversify into the real estate sector, under the name AZIZI Realtors, with an initial focus in and around Lavington. AZIZI Realtors deals in sales, rentals and property management.

Flora herself is of course an entrepreneur, but one who has gone way beyond what most business founders invest in by way of their own personal development. Her outstanding character has led her to acquire extensive local as well as international experience in practical strategic leadership and in business development – including in how to penetrate new international markets. She has a proven ability to innovate, conceptualize and implement new product development.

Flora remembers that "back in the 1990s, everyone thought you should choose a profession, like a doctor or a nurse. Business was for those people unable to find careers." But given her own life journey since then she now spends much of her time advising young people to become business women and men as their first choice. For sure, when she was chairperson of the Kenya Association of Manufacturers (KAM) (the first woman to hold that hitherto male-dominated position), under her leadership the body tried very hard to attract SME business owners in the manufacturing sector so they could be nurtured by KAM.

She is a passionate mentor, particularly relishing the opportunity to uplift women entrepreneurs and to help them prosper in the still male-dominated manufacturing sector. To cushion the upcoming women entrepreneurs from the devastating effects of the Covid-19 pandemic, Flora established the Melvin's mentorship program in 2020. So far, 30 women have benefitted.

> Flora herself is of course an entrepreneur, but one who has gone way beyond what most business founders invest in by way of their own personal development.

While she was chair of KAM, Flora spearheaded a new chapter for Women in Manufacturing (WIM) – whose current chairperson she is – whose mission is to encourage more women to join the sector.

Flora earned an MBA degree from the University of Cape Town, following her BSc degree in Finance and Accounting from the UK. She is also well grounded in corporate governance, having attended several training programmes on the subject, including with the Centre for Corporate Governance. And she holds a post-graduate diploma in Executive Business Coaching.

Flora also sits on the boards of the Kenya chapter of the UN Global Compact Kenya and in New York, of KEPSA (through having chaired KAM), and SBM Bank Kenya.

She is married to Mutahi Wariithi, an accomplished architect and co-founder with her of AZIZI Realtors. They are blessed with three children, and to take her mind off business, she enjoys playing golf and travelling. ■

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Simple • Transparent • Honest
FOR YOU

Safaricom
BEYOND 20 YEARS

#21 Nicholas Nganga

CHAIR OF BOARD: KAKUZI PLC

In addition to Safaricom, the career chairman has been at the helm of more than six different companies and currently at the helm of the boards of Car & General, G4S and the fishing and farming conglomerate Kakuzi Plc, the most recent appointment as chair of board.

While sharing his 14 year-journey as the chair of board at the blue chip Safaricom Plc during an exclusive interview with NTV Weekend Edition, Nicholas Nganga revealed that until Peter Ndegwa, 'no Kenyan had been found for the CEO's position at Safaricom Plc, East Africa's most profitable company'.

Safaricom Plc needed a CEO with extensive commercial and financial services knowledge and experience at the global level, to be able to cope with the fast-evolving technology, Nganga disclosed in the interview, and that he considered serving Safaricom as a personal call.

Nganga further revealed that while appointing Bob Collymore, the board, under his chairmanship mandated him to identify and develop a Kenyan to take over from him. Although he unfortunately passed on before conclusion of the process, Bob Collymore was involved in the selection of his successor. In came Peter Ndegwa. This demonstrates how Nick, as he was affectionately known in the days as the chairman of the Marlboro Safari Rally organising committee, seriously took his calling to the Waiyaki Way based Safaricom's chairman's office.

For those who know him and have been privileged to work alongside him, Nicholas Nganga has been and remains a disciplined and fair chair of board and a man of integrity in all the public and corporate service positions he has held.

Polite and soft-spoken, and no push over, Nick was considered highly educated, what with a BA degree from Makerere University, then the citadel of university education in East Africa. He was a light among a breed of indigenous Kenyans who joined the public service at Independence and rose to the position of Permanent Secretary (PS). Nganga's tour of duty included stints in key government ministries, including Treasury (two times) Foreign Affairs and Health.

He also served in public service as the chairman of National Bank, the Agricultural Finance Corporation (AFC), East African Portland Cement Company (EAPC) Tea Board of Kenya, and was the first chairman of Kenya Pipeline Company (KPC). In addition, he served as vice-chairman of council of the University of Nairobi (UoN) and as a commissioner on the Electoral Commission of Kenya (ECK).

Nicholas Nganga joined Safaricom 6 May 2004 as a director and appointed to chair the board on 16 January 2007.

In addition to Safaricom, the career chairman has been at the helm of more than six different companies and currently at the helm of the boards of Car & General, G4S and the farming conglomerate Kakuzi PLC, the most recent appointment as chair of board.

Already under Nganga's leadership, the Kakuzi board has agreed on the creation of a separate human rights advisory committee.

Kakuzi PLC is a listed Kenyan agricultural company trading on both the Nairobi and London Stock Exchange engaging in the cultivation, processing and marketing of avocados, blueberries, macadamia, tea, livestock and commercial forestry.

While not willing to comment on Kakuzi matters, Nick expressed great confidence in the future of the company as a leader in export oriented commercial agriculture and its contribution to the economy of the country.

That is Nick Nganga, a chair of board whose influence has and continue to permeate through all the strategic sectors of the economy and impacting on all nature of business in the country. ■

#22
Rita Okuthe

CHAIR OF BOARD: KENYA PIPELINE COMPANY PLC

"The ageless science of leadership is to create an alignment of strengths in ways that make the system's weaknesses irrelevant"
- Peter Drucker.

Upon my appointment as a director to the Board of Kenya Pipeline Company (KPC) in 2018, I was surprised. Having been a private sector professional all my life, I could not comprehend how I would add value to the public sector and more so at KPC that, at the time fraught with numerous challenges, including a very bad and unreasonably antagonistic media.

Most of my peers and friends warned me that I was likely to go down a slippery slope and if history was anything to go by, many career private sector individuals like myself have never cracked the public service and, instead are often cracked by it.

One of the things that always intrigues me is how well the private sector entities thrive and why the public, rarely. Having worked at Safaricom for 11 years, I was acutely aware of just what resounding success looked and felt like. I often wonder what hinders the public sector from thriving, given that the public and the private sector co-exist in the same business ecosystem. And, though the challenges could be different, both the public and the private sector enjoyed one thing in common, extremely good and well trained and developed human capital.

In fact, I would aver that the public sector has very skilled and highly trained individuals, the one thing the government invests heavily on is in the training and development of the work force.

Outgoing KPC Board Chair John Ngumi (R) hands over to incoming Board Chair Rita Okuthe (L) in a brief ceremony at Kenpipe Plaza, Nairobi.

Rita Okuthe (right) with H.E. Governor of Mombasa Hon.Hassan Ali Joho (left) cut a ribbon to officially open the refurbished Coast General Teaching and Referral Hospital new born unit and Ward 9.

As a Kenyan who had been a part of the success of building East and Central Africa's largest company, Safaricom Plc, I was faced with two options upon my appointment: sit on the sidelines and criticize the public sector by pointing out to the nth detail what wasn't working or be the change I wanted to see and make my country a better place for future generations, one step at a time.

Fast forward, upon my joining the board at KPC, I kicked off my tenure as the chair of the board audit committee. This gave me a bird's eye-view of the organisation; what was working well and what needed improvement.

> Since I took over as the chair of the board, KPC is evolving into a customer centric SOE, always thinking about the customers first, always. We remind ourselves constantly that we exist to transport petroleum products on behalf of our customers and the more we improve our efficiencies across all customer touch points, the better experience we give our customers.

I discovered a couple of things. As earlier mentioned, KPC has a highly trained and competent team. In addition, it is easy for the perennial critics to take for granted what KPC does…we keep the country moving, literally. If Kenya was to wake up one morning to a shortage or total lack of petroleum and fuel products like it indeed happen in other countries, the country would grind to a halt.

Secondly, I learned that government has the most elaborate framework of processes and systems to cover every anticipated business need, with the framework so elaborate that there is a cure for every situation under the various government legislative Acts and regulations that govern state corporations.

But there are a few challenges. The systems and processes are not always adhered to by those entrusted with the management of the state corporations. Most SOEs are very inward looking and while the human resource is educated and well trained, commercial acumen in decision making has not been that well-honed. In most of the organizations, culture is the biggest contributor as an impediment to the effective service delivery and this generally impacts negatively on the employing morale.

Unlike most of the SOEs, KPC has had a successful run, thanks to the firm management style and financial discipline introduced by the previous chair of the board, John Ngumi. So, for instance, KPC paid dividends totalling Ksh 18.4 billion to the Exchequer. My challenge as the chair of the board, therefore, is to figure out how the board should provide leadership to build and scale up on this success.

Since I took over as the chair of the board, KPC is evolving into a customer centric SOE, always >>

Safaricom Foundation Trustee Rita Okuthe hands over sanitary towels to Gladys Biwott and Baringo County Women Representative Gladwell Cheruiyot.

>> thinking about the customers first, always. We remind ourselves constantly that we exist to transport petroleum products on behalf of our customers and the more we improve our efficiencies across all customer touch points, the better experience we give our customers.

We are also looking into new lines of business, new revenue streams to grow and diversify our revenue lines into the future.

Thirdly, we are clear that strategy often eats execution for breakfast. So, it is important that we have the right structure, systems, skill set and organizational culture to make KPC nimble and speedy in execution of the growth strategy. As a board, we are committed to providing management with the governance required to execute projects on time, within cost and on schedule.

Working with the "whole of government" approach which has started off with Kenya Transport and Logistics Network (TLN), we are confident that the synergies between KPC, KPA and KRC will position Kenya as the premier logistics hub in sub-Saharan Africa. If we are able to achieve these national objectives, we will create an alignment of strengths to leverage and support the growth of the country's economy. It certainly is not an easy task but it will be done. I am very fortunate to have on my board a team of highly skilled like-minded professionals who are determined to support management in achieving this task.

Rita Okuthe is a seasoned business leader with a career spanning over 25 years. She's a marketing turnaround specialist, renowned for her ability to build and create brands and new business lines in the telecommunications sector.

She has worked for organizations such as MTN Uganda and Safaricom Plc, where Rita is credited with building the Safaricom brand through memorable ads like "Niko na Safaricom", "Relax with MPesa" amongst other touch-point and memorable products.

She is credited with creating impactful brand assets such as Safaricom Sevens, Safaricom Jazz and Niko na Safaricom Live whilst driving innovation through new business lines such as Skiza, Lipa Na MPesa; Internet of Things and integrated business solutions.

> Rita Okuthe is a seasoned business leader with a career spanning over 25 years. She's a marketing turnaround specialist, renowned for her ability to build and create brands and new business lines in the telecommunications sector.

Ms Okuthe has won several local and international awards and has been nominated as one of the top 50 Global Marketeers by the Global Telecoms Magazine in recognition of her contribution to building the Safaricom brand.

Rita recently transitioned into corporate governance roles and sits on several public and private sector boards. As chair of KPC, Rita serves as a Director of the Industrial Commercial and Development Company (ICDC), the British Chamber of Commerce in Kenya (BCCK), CarePay Kenya and the Advisory Board of Global Payment Services. She previously served on the boards of JamboJet and the Kenya Advertising Standards Board.

Rita is passionate about empowering women and supporting women in breaking the imagined 'glass ceiling". She is an accredited executive coach and mentors executives and entrepreneurs.

She is heavily vested in Corporate Social Investment (CSI) and serves as a trustee of the Safaricom Foundation where she leads the maternal and child health pillar to ensure that the lives of mothers and children are safeguarded. She previously served as a trustee of the SoS International Children's homes.

Rita holds a Bachelor's Degree in Economics from the University of Nairobi and an MSc degree in Marketing from the Business Faculty of the London School of Economics (LSE). ■

#23 Patricia Ithau

CHAIR OF BOARD: VIVO ACTIVEWEAR LLC

Patricia is passionate about creating opportunities that improve people's lives. Her love for identifying enduring consumer and commercial insights to support the development of brands and grow businesses has been actualized in a career spanning 25 years across 3 global companies namely Unilever, Diageo/East Africa Breweries Limited (EABL) and L'Oreal.

In the last 8 years, her focus was on setting up new organization and opening new frontiers as managing director for Uganda Breweries, then in her role as managing director for EABL International.

Ms Ithau strategic and operational ability in the FMCG sector was further amplified in the setting up of L'Oreal East Africa, a subsidiary of the Global multinational, as its inaugural managing director. This was indeed a crowning glory having in a little over 3 years, grown it into a business with a turnover of over $25million, employing over 270 people, manufacturing 40 million units per annum and closing one of the first of its kind acquisitions of a local business, in the Kenya market.

Patricia pivoted her passion for transforming lives to drive scaling and transformation of MSME's, the largest job creation sector, in all emerging economies. She makes that a reality as the regional director for the Stanford Institute for Innovation in Developing Economies - SEED, an initiative out of the Stanford

She currently sits on the Boards of; ABSA Bank Kenya PLC, and Chairs the Board of Absa Securities Ltd a subsidiary of Absa Bank PLC; the Kenya Private Sector Alliance (KEPSA), Jambojet Ltd and also Chairs the Board of Vivo Activewear Ltd.

Graduate School of Business, that supports transformation and upscaling of MSME's in the East and Southern Africa region, through year-long programs.

The program which she launched in May 2016, has in the last 5 years supported the sustainability, revenue growth, regional expansion and job creation of over 200 micro, small to mid-size companies, demonstrating real impact through the age-old idiom '. teach a man to fish and you feed him for a lifetime'.

Ms Ithau seats on the boards of ABSA Bank Kenya Plc and chairs the board of Absa Securities, a subsidiary of Absa Bank Kenya PLC.

Patricia also seats as a director on the Kenya Private Sector Alliance (KEPSA) board and Jambojet, a subsidiary of Kenya Airways Plc.

Patricia builds on the positive impact of development funding, as a board member of Trade Mark East Africa (TMEA), the multi donor initiative and largest aid institution for trade organization, with the overall goal of reducing poverty in the East African region through reduction of trading barriers and increasing trade competitiveness of the region.

Patricia brings to life her enduring desire to connect corporate business with social sustainability investment as a Trustee on the Board of the Vodafone Foundation, UK.

Alongside Margaret (Maggie) Ireri, Patricia served her marketing profession with distinction, as one of the most able, eminent and transformative leaders, in her role as the chair of the council of the Marketing Society of Kenya (MSK) and on the inaugural board of Brand Kenya (Brand.Ke) and later on the Kenya Tourism Board (KTB).

Ms Ithau has attended the Saïd Business School, University of Oxford for the Advanced Management Program (AMP) in Scenario Planning in 2013 after a General Management Program under Executive Education with INSEAD – CEDEP.

Patricia also attended an AMP jointly offered by the Strathmore Business School Nairobi/IESE Business School Barcelona in 2007. She holds an MBA in Strategic Management from the United States International University (USIU - A) (2002-2003) and a University of Nairobi (UoN) B. Com (Hons) degree (1986 – 1989).

Ms Ithau also graduated from the prestigious Catholic church sponsored and then, run, Loreto Convent Msongari, Lavington.

She is a trained, certificated and currently accredited executive coach with The Academy of Executive Coaching (AoEC). ■

#24

Gen. (RTD) Joseph Kibwana

CHAIR OF BOARD: KENYA PORTS AUTHORITY

As Chair of the Kenya Ports Authority (KPA) board, Kibwana has played a key role in strategy formulation has spearheaded the revision of the Kenya Ports Master Plan 2018-2047 and the Authority's 2018-2022 Strategic Plan. The Strategic Plan sets out clear port plans, developments, and targets for a period of five years while the Master Plan is a long-term document that aims to build all ports development into the future.

"Development of the Strategic Plan was informed by a systematic and consultative process involving both internal and external stakeholders, with the board providing vital strategic guidance in shaping the vision for the KPA. The plan has been developed at a critical time when the country is focusing on harnessing the potential of the blue economy to support economic growth while ensuring environmental sustainability of the oceans for the future generations," the Gen (RTD) says.

Under his chairmanship, the KPA board has given management the necessary support towards implementing key transformational projects and programmes as outlined in the Strategic Plan including among others; Customer Engagement Centre, Capacity Expansion, SGR related initiatives and the Blue Economy initiatives.

Some of the strategic initiatives witnessed during his reign include the ongoing construction of Kenya's second commercial Port in Lamu, the development of small ports, inland waterways and ICDs. The development of Lamu Port which is a major component of the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor project has gained momentum following the completion of the first of the three berths earmarked for the first phase. The remaining two berths are expected to be completed by October 2021.

Similarly, significant progress has been registered on the development of Shimoni Fishing Port.

The project is forecasted to improve the country's fishing industry as more cold storage facilities shall be availed. Elsewhere in Kisumu, the residents are expectant of the restoration of the once vibrant facility following KPA's investments towards its rehabilitation. Under the Chairmanship of Kibwana, the KPA board has continued to closely monitor the implementation of all these projects.

"To ensure successful completion of the projects, the board and management hold half yearly review meetings. During these meetings, the board receives and reviews progress reports from the managing director, indicating overall progress made on key strategic objectives and initiatives," says the Chair of board.

The Gen (RTD) military background and wealth of knowledge and experience also saw him become the Chair of Kenya Trade Network Agency (KenTrade), playing a vital role in beefing up and speeding the automation of key cargo processes and integrated security systems (ISS) at the port. It was under his watch between 2005-2008 that management got support for resources which enabled KPA invest in modern equipment and automation, making the Port competitive globally.

The KPA Board Chairman Gen. (Rtd) Joseph R. Kibwana at a Grievance Redress meeting with the leadership of the Beach Management Units from Kwale and Mombasa Counties.

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>
> - Gen. (Rtd) Joseph Kibwana

Gen (RTD) has also served as a non-executive director on the boards of KCB Bank Group (2012-2017), KCB Bank Burundi (2013-2015) and as the chairman of KCB Bank South Sudan up to June 2020.

The Port of Mombasa has continued to feature and remain among the top five Ports in Africa in container ranking after Port Said (Egypt), Port of Alexandria (Egypt), Tanger Med Port (Morocco) and Port of Durban (South Africa). Mombasa Port is ranked among the top 120 globally and is the only Port in the East of Africa to appear among the top ranked container Ports.

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>> Besides chaperoning the business interests of the KPA, Kibwana's board effectively oversights management to ensure that KPA creates social value to the community the port operates in through an impactful engagement that is entrenched in and supported by the Corporate Social Investment (CSI) Policy. Towards this, KPA allocates two percent of its profits to strategic needy causes that enhances the environment and the people. Gen. (RTD) Kibwana is the patron of St. Thomas Girls Secondary School in Kilifi County, among other social responsibility initiatives that he undertakes.

The year 2020 was one of the most challenging for many corporate organizations including KPA due to the outbreak of the global COVID-19 pandemic. As the board chair and through the board risk and audit committee, Kibwana provided the much-needed oversight that steered KPA through challenges brought about by the pandemic. He ensured the development of policies and procedures and aligned them with KPA strategy towards averting the effects of the COVID-19 pandemic on port operations as well as following up with management on implementation of those policies and procedures.

In its oversight role, the board is responsible for ensuring prudent management of resources. Under his watch, the KPA has put in place policies that promote prudent financial management to ensure financial sustainability at all times. Key among these policies is ensuring that the KPA has a procurement unit that adheres to the Procurement Act and regulations while bench marking with the best global practice. These includes approval of annual procurement plans and budgets and periodic review of the same. On internal controls, the board established an Enterprise Risk Management Framework (ERMP). This entails oversighting all matters risk and how to mitigate them. In addition, the board through the board audit and risk committee (BARC) receives quarterly financial and operational reports for action.

His Excellency President Uhuru Kenyatta visited the KPA Stand at the ongoing Mombasa International Show. The Head of State was received by the KPA Board Chairman Gen. (Rtd) Joseph R. Kibwana (Right) and Managing Director Dr. Arch. Daniel Manduku. Photo: Courtesy of KPA

KPA Board Chairman Gen. (Rtd) Joseph Kibwana on a tour at the Dockyard area.

Principal Secretary for Infrastructure Prof. Arch. Paul Maringa paid a courtesy call to KPA Chairman Gen. (Rtd) Joseph Kibwana

The year 2020 was one of the most challenging for many corporate organizations including KPA due to the outbreak of the global COVID-19 pandemic. As the board chair and through the board risk and audit committee, Kibwana provided the much-needed oversight that steered KPA through challenges brought about by the pandemic.

In August 2020, H.E President Uhuru Kenyatta issued Executive Order No.5 of 2020, which provided for the Framework Agreement that provided for the establishment of a seamless and coordinated national transport logistics network called the Kenya Transport Logistics Network (KTLN), bringing together Kenya Ports Authority (KPA), Kenya Pipeline Company (KPC) and Kenya Railways Corporation (KRC) under the coordination of the Industrial and Commercial Development Corporation (ICDC). Gen (RTD) is a member of the board of ICDC, which is responsible for providing the overall guidance to the boards and management of the operating entities (OEs).

Meet Gen. (Rtd) Joseph Kibwana, the man with the rare feat of being appointed twice to the covetous seat at the country's strategic parastatal KPA.

He was first appointed and served 2005-2008 and re-appointed after a ten-year hiatus in June 2018 and has been serving as the chair of board to date.

Kibwana is a career Naval officer and rose through the ranks up to his retirement as a General in 2005. He has seen duties in a number of positions of honour, and history was kind to him when he presided as Chief of General Staff of the Kenya Armed Forces between 2000-2005 and oversaw the transition from one President to another, the late President Daniel Moi to former President Mwai Kibaki.

He is an alumnus of the Britannia Royal Naval College (UK), Faraday House Engineering College (UK), the US Naval Staff College and the US Naval War College. ■

#25

Mucai Kunyiha

CHAIR OF BOARD: KENYA ASSOCIATION OF MANUFACTURERS

Mucai Kunyiha is the Chairman of Kenya Association of Manufacturers (KAM), a representative of manufacturing and value-add industries in Kenya established in 1959.

KAM is a dynamic, vibrant, credible and respected business membership association that represents members from Kenya's manufacturing industry.

Kunyiha has over 20 years' experience in business at executive management level in the manufacturing and distribution of agricultural inputs and the real estate industry and has what it takes to realize KAM's mission to promote competitive and sustainable local manufacturing.

Prior to this role, he was the Vice-Chair of the Association. He has also served on the KAM Board, specifically in the Legal and Regulatory Committee, HR and Governance Committee, Finance Management and Projects Committee.

For many years, Kunyiha has been on the driver's seat in championing KAM's sustainability agenda. He has been providing strategic direction to the association's initiatives, ensuring they are aligned to the Sustainable Development Goals (SDGs) and the 10 UN Global Compact principles on Human Rights, Labour, Environment and Anti-Corruption.

He provided strategic leadership to the KAM PET sub-Sector's endeavour to partner with the government and other stakeholders to manage plastic bottle waste during his role as the sub-Sector Chair and has played a key role in the development of the Kenya Plastic Action Plan (KPAP), a private sector-led policy and action plan aimed at enabling a circular economy for environmentally sustainable use and recycling of plastics in Kenya, launched its launch in 2019, earning him tremendous respect and recognition as a clean environmental ambassador and advocate.

He was equally instrumental in the development of the Strategic Business Plan for the establishment of a Plastic Producer Responsibility Organization (PRO) in Kenya and will drive collective Extended Producer Responsibility (EPR) in the country. In EPR, a producer's responsibility for a product is extended to the post-consumer stage of a product's life cycle, whilst turning plastic waste into valuable and re-usable resources.

Kunyiha also champions the drive of industry towards best practices on green growth and climate change initiatives. This includes linking industries with technology providers towards environmentally sound solutions to achieve sustainable manufacturing, through the Centre for Green Growth and Climate Change (CGGCC) launched late last year.

He is keen on promoting and nurturing local manufacturing and value-addition industries. To this end, he has been focusing on advocating for the development of coherent policies that support industrial growth, pushing for predictability in fiscal and legislative regulations and support for MSMEs through policy advocacy.

He acknowledges that the manufacturing sector is an integral part of Kenya's sustainable growth and development, and its resilience is core in his vision as the KAM chair of board.

Appointed as the KAM Board Chair in July 2020 as the country was reeling from the impact of COVID-19 pandemic, he has continued to steer members of the association amid the turbulent times. This includes developing recovery strategies and policies that will see the economy rebound and increase the sector's contribution to the GDP exponentially. He has been steering the organization through the management of the COVID-19 pandemic, which has seen the KAM members also delve in manufacturing PPE for the frontline health workers as well as providing hygiene and food products to help cushion the most vulnerable of the poor to have food on the table in their homes and keep the country moving.

Mucai trained as a lawyer at the University of Wales (Cardiff) later obtaining an MBA from Ashridge College in the UK.

Mucai serves on various company boards as a non-executive director and on the Kenya Vision 2030 Delivery Board. He has been on the board of Kenya Property Developers Association for several years and the Chairman (2016 – 2019).

Mucai Kunyiha is the Group Managing Director at Cooper K-Brands, the firm that recently launched a new factory at the Tatu City, in a strategic expansion of the company capacity and capability to manufacture and improve on its animal food and other nutritional supplements for the Kenya farmers and within the region.

> Appointed as the KAM Board Chair in July 2020 as the country was reeling from the impact of Covid-19 pandemic, he has continued to steer members of the association amid the turbulent times.

Seated on 5.7 acres of land, the new factory has an automated Buhler (Switzerland) plant fitted into a 36.5m tower. The new factory has capacity to produce 2 tons per hour of product. With a 541 kilowatts power requirement, the new factory is also fitted with a 200-kilowatt Photo Voltaic rooftop system as an alternative for cleaner energy for up to 50 per cent of its daytime requirement.

For decades, local farmers have trusted this firm to provide its leading range of high-quality mineral supplements for effectiveness and increased production on the farms.

The launch of the multimillion state-of-the-art factory is the first phase of the company's expansion plans. The company plans to relocate its manufacturing plants from its main offices in Loresho, Nairobi to Tatu City in Kiambu County. ■

Geoffrey Odundo

CEO-THE NAIROBI SECURITIES EXCHANGE (NSE)

CITATION

- Investment Economics
- Corporate Contingency Strategy
- Real Estate Investment Trust Management
- Derivatives Market Development
- Cost Optimization

In a report just released mid Dec 2020, the Nairobi Securities Exchange (NSE) reported a positive result for the six months period ending 30th June 2020. The report indicates a profit on the back of a weak macro-economic environment further worsened by the adverse effects of the COVID-19 Pandemic.

According to Geoffrey Otieno Odundo, the Chief Executive Officer (CEO) of the Nairobi Securities Exchange PLC (NSE) the largest stock Exchange in East and Central Africa, the group's profit after tax increased by more than 100%, to Ksh 110.6 million, up from Ksh 24.3 million registered in the same period in 2019.

Appointed CEO of NSE on March 3, 2015, Geoffrey Odundo states in the report that the increase in profitability is mainly driven by a reduction in administrative expenses guided by a prudent cost optimization strategy that achieved double-digit reduction in key cost items, which dropped from 41.7% and an increase in the share of profits of associate investments, which increased by 14.8% respectively.

'The Group's solid performance in the wake of an extremely challenging operating environment accelerated by the outbreak of the COVID-19, a global pandemic, is a testament of the effectiveness of NSE's corporate contingency strategy, the resilience of its business and the confidence of NSE's investors and shareholders in the firm,' stated the CEO.

In his words, 'Despite the challenges COVID-19 pandemic has caused in the market, the NSE management is working to ensure it provides value to shareholders, investors and the general public.

In 2021, the NSE will continue to implement its business continuity plans which focus on ensuring uninterrupted market availability to investors and remote access by trading participants, costs optimization as well as protecting the health and safety at work of staff and market players.

The NSE Exchange Trade Funds, Real Estate Investment Trusts as well as the Derivatives Market offer investors unique opportunities to make returns as well as safeguard against capital attrition during this period, added the CEO.

In his role as the CEO, Geoffrey Odundo has successfully spearheaded the development of innovative financial solutions for both investors and issuers, making the NSE the second most product diverse market in Africa, making Kenya realize its aspiration of becoming Africa's premium financial services hub by the year 2030.

Notable achievements include fronting the roll out of the world's first mobile traded government infrastructure bond dubbed M-Akiba which plays a significant role in informing the future of Capital Markets transactions globally. He also spearheaded the development of the second Derivatives Market in Africa, offering investors a new avenue for deployment of capital in the wake of rising asset price volatility in both regional and international markets.

Geoffrey has democratized access to capital markets to Small and Medium Scale (SMEs) enterprises through the development of Ibuka, a unique incubation and acceleration program that provides an opportunity for SME's to access public markets within a regulatory environment designed specifically to meet their needs

Over the course of his career, Geoffrey has contributed immensely towards the growth of the Capital Markets industry in Kenya through current and former roles as a Director/Board Secretary, Kenya Association of Stock Brokers and Investment Banks, Chairman of the Financial Standards Committee - Kenya Bureau of Standards as well as being a Board Director of NSE.

To support Africa's economic growth and development, he has spearheaded regional integration among African Securities Exchanges as director and head of the African Securities Exchange Association secretariat.

Geoffrey has advised on a number of corporate finance mandates in both the public and private sectors; he has also managed key mandates in the asset management industry through leading in various senior roles in asset management, corporate finance and securities trading.

He is a Council Member of the Institute of Certified Investment Financial Analysts (ICIFA). He is also a Director of the Association of the Stock Exchanges of Africa (ASEA) and is a Member of the Thomson Reuters Africa Customer Advisory Network.

Geoffrey Odundo holds a Master's degree in Strategic Management from the United States International University-Africa and an undergraduate degree in Mathematics and Economics from the Egerton University. He is also an Advanced Management Program (AMP) graduate from the Strathmore Business School (SBS). ■

> Geoffrey has democratized access to capital markets to Small and Medium Scale (SMEs) enterprises through the development of Ibuka, a unique incubation and acceleration program that provides an opportunity for SME's to access public markets within a regulatory environment designed specifically to meet their needs

From the editor: It's time to step up, free press needs allies

In the digital age, in which social media supports dissemination of content without any regard to its accuracy, the task of muddying the waters on matters of great public importance is simpler and cheaper than ever before.

MISHA KETCHELL

Misha Ketchell is a Friend of The Conversation.

We live in a time when the bullying of journalists has become a casual pastime for the president of the U.S. When journalists around the world are increasingly being stripped of rights and persecuted by governments that ought to know better. When a man like Jamal Khashoggi can be brutally assassinated for his writing. When all over the world, the businesses that supported journalism have been diminished by behemoths like Facebook and Google.

> Google and Facebook don't purport to provide journalism, and so they have no obligation to serve the public interest. Unlike journalists, they are free to do whatever it takes to win an audience.

For anyone who, like me, is old-fashioned enough to have grown up intoxicated by the idea of fearless journalists holding power to account, we have come a long way from All the President's Men. From the U.S president on down, the forces now arrayed against public interest journalism are pervasive and insidious. It needs champions like never before.

The value of journalism

Discussion of public interest journalism tends to focus on the role of journalists in holding power to account. Big investigations like Watergate most readily spring to mind. This high-profile work is vital, but there is another role for quality journalism that is even more fundamental: Journalists provide quality information that helps people understand the world around them and make informed decisions. Reliable information is essential for healthy democracy, but it does so much more than help us take part in public debate or decide how to vote.

It also helps decide what to eat to stay healthy, or how to keep your children safe online, or how to avoid the risks of problem gambling. Public interest journalism can provide essential context to help people make sense of a complex and confusing barrage of information. Quality information makes markets more efficient. It provides essential insights that help us understand our environment, our culture, our history. It underpins the health and well-being of society.

For example, when it first became clear tobacco was a lethal product, it was public interest media that reported the dangers. Simultaneously, tobacco companies redirected massive budgets to spread doubt so people would keep smoking. Vested interests set out to present the clear science as subject to debate. They were able to delay policy responses and stop people from quitting.

In the digital age, in which social media supports dissemination of content without any regard to its accuracy, the task of muddying the waters on matters of great public importance is simpler and cheaper than ever before. There is a deluge of information, but it is increasingly difficult for audiences to know what to trust. The destruction of the business model that supports quality journalism has created a digital public sphere where there are more voices than ever before, but it is infected with disinformation.

This is why preserving and protecting the role of public interest journalism is vital. And to achieve this, we need to define public interest journalism in a way that reflects the breadth of what public interest journalism really is: the independent dissemination of trustworthy information.

The outrage cycle

The media plays a vital role in providing this trustworthy information. But the modern media is also limited in significant ways: While journalists are very good at holding power to account, many journalists believe it is not their role to provide solutions to complex problems. Increasingly, journalists are swimming upstream against powerful forces that discourage this type of work.

As a consequence, in much of the media we consume today, solutions-based reporting on complex challenges like climate change is crowded out by a cycle of outrage. The business model demands this. For media companies, success or failure is measured in audience: More people spending more time with your journalism means more revenue. This type of engagement is highest for the type of journalism that provokes strong feelings, either negative or positive, not the type that requires thought. Hence the stunning success of the Fox News business model of perpetual outrage. Forget the political worldview for a minute—the key reason Fox News is successful is that it provides its audiences an utterly reliable emotional experience.

This type of preaching to the choir has always been part of the media landscape, but the growing sophistication of audience data made possible by the digital revolution has transformed the unreliable gut-instinct guesses of editors into a dismal science.

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News Feature

Journalists at a past press conference in Kigali, Rwanda. Photo | Courtesy.

>> New media challenges

Not so long ago, newspaper editors used to run campaigns on topics they considered in the public interest, such as reducing the road toll or fixing hospital waiting lists. But this type of journalism is expensive and time-consuming, and better data has shown us that while we all say we care about these issues, when you measure what people actually click on, the public appetite for these types of stories is hard to predict.

It's not easy to justify pursuing this type of work when the fleeting scandals of the daily news cycle will provide a more predictable audience. These trends have been amplified by the ways in which digital platforms like Facebook and Google have created powerful near-monopolies in the attention economy, and now exert huge power over audiences.

All media companies now rely on Facebook and Google to direct audiences to them, but they also have to compete with the deluge of content produced by these digital giants. And they do it with one hand tied behind their backs.

Google and Facebook don't support to provide journalism, and so they have no obligation to serve the public interest. Unlike journalists, they are free to do whatever it takes to win an audience.

All this means that media companies are trapped in a negative spiral. They face an existential commercial threat from digital platforms. To compete, they need to be ruthless in their pursuit of audience. In many cases, this means spending less time reporting on complex problems and more time seeking attention at any cost. And this makes their work harder to distinguish as journalism, which corrodes their very reason to exist.

At end the of the day, journalism is an ecosystem. It requires a range of voices and perspectives and missions to serve the public. Some of the journalism will be provided by commercial operators in the market.

New models

If we want to continue to have journalism that can provide transparency and help us address complex problems, we all need to defend it and support it. Gestures like Time magazine's decision in 2018 to name four journalists and one newspaper as its Person of the Year are laudable and necessary. The success of newspapers like The Washington Post and the New York Times under Donald Trump is also encouraging.

And there are new models emerging, such as The Conversation, a global editorial network that works with academic experts to provide reliable information to inform the public. As editor of The Conversation and part of the team that founded it, I am committed to producing journalism that grapples with complex problems and focuses on solutions. It's a gap in the market and it is vital that whoever does this work does it to serve the public interest, not vested interests.

At end the of the day, journalism is an ecosystem. It requires a range of voices and perspectives and missions to serve the public. Some of the journalism will be provided by commercial operators in the market. Some will be provided by public broadcasters and funded by governments.

It all needs financial support, through subscriptions or donations, but it needs moral support too. Please stand up for journalism when you can, and support it with your attention, subscriptions and donations. But even more important is to understand the true value of what all journalists do—most especially those in our profession who accept grave risks—and act accordingly to protect their rights and support their work. ■

This article originally appeared in Communication World magazine, published by the International Association of Business Communicators (IABC).

Journalism needs an audience to survive, but isn't sure how to earn its loyalty

As the news industry struggles to recapture this increasingly distant financial foothold, many within it are certain that the first step forward is to no longer take their audiences for granted. Instead, they have to be more deliberate about earning the audience's loyalty.

JACOB L. NELSON
Assistant Professor of digital audience engagement, Arizona State University

Journalism is in the midst of an existential crisis: the profession has undergone decades of declines in readership, revenue and public trust, with no obvious end in sight.

Many in the industry believe that the best way for newsrooms to recover both revenue and public trust is to improve their relationship with their audiences.

News organizations once boasted huge profit margins, which left many feeling confident that they knew exactly what they needed to do in order to reach the public. As a result, journalists rarely sought feedback from their readers.

However, the advent of the internet brought huge drops in journalism revenue. Between 2000 and 2015, newspaper ad revenue in the U.S. fell, as an Atlantic article describes, "from about $60 billion to about $20 billion, wiping out the gains of the previous 50 years."

As the news industry struggles to recapture this increasingly distant financial foothold, many within it are certain that the first step forward is to no longer take their audiences for granted. Instead, they have to be more deliberate about earning the audience's loyalty.

Yet this newfound consensus within the industry has resulted in a lot of uncertainty: How, exactly, should journalists do this?

One goal, different methods

Newsroom strategies for better understanding and connecting with their readers, viewers and listeners differ from one organization to the next. These differences matter because journalism's future, and the audience's role in it, will depend in no small part on which of these strategies succeed.

Some rely on digital metrics to determine what their readers like and dislike, and use that information to give them more of the former and less of the latter. The news company BuzzFeed, for example, is legendary for its use of data to predict which of its stories will "go viral."

Others rely on more qualitative information. City Bureau, a Chicago-based, nonprofit news organization, hosts weekly "public newsrooms" intended to "gather journalists and the public to discuss local issues and share resources and knowledge to foster better local reporting."

What accounts for journalism's varying approaches to the news audience?

I research the relationship between journalism and the public. In two recently published studies, my collaborators and I concluded that how journalists perceive their audiences powerfully affects what they do to reach them.

Making meaning from audience metrics

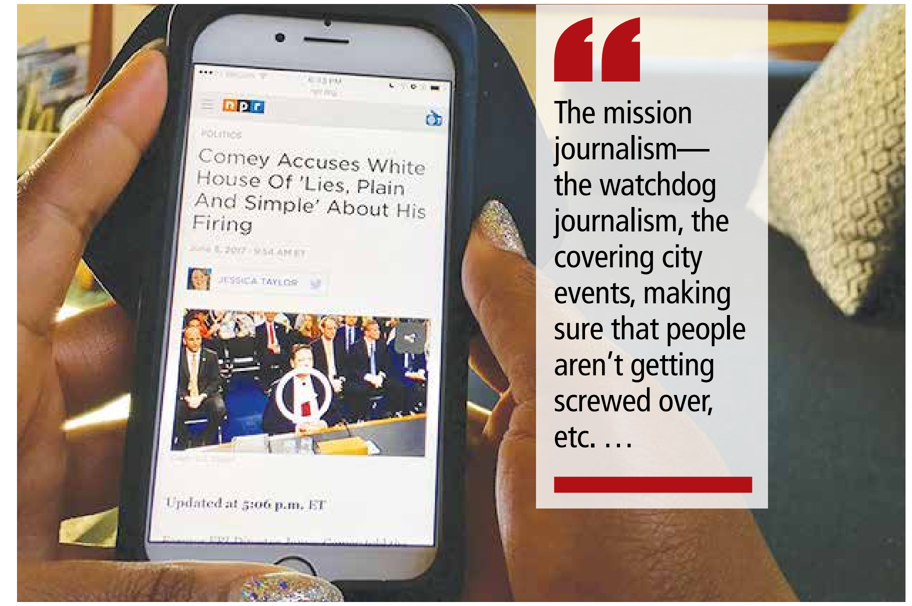
The first study, published in the academic journal Journalism Studies, drew on interview and observational data collected from a large daily newspaper.

My co-author Edson C. Tandoc Jr. and I examined how journalists use audience measurement data to understand who their work reaches.

We found that, when presented with a variety of sophisticated tools available for analysing reader behaviour, the newsroom's staff tended to favour audience size measures above all others. They wanted to know which story got the most readers.

The journalists we spoke to explained their focus on audience size metrics in two ways.

The first was economic: Media companies depend on advertising and subscription revenue. The larger the audience, the more advertisers will pay to reach it and the more financially secure the organization.



> The mission journalism—the watchdog journalism, the covering city events, making sure that people aren't getting screwed over, etc. …

The second related to the watchdog mission of the newspaper: The journalists argued that their stories can't make an impact on their community if no one reads them.

The reliance on these metrics made clear an important assumption these journalists held about the nature of their audience. When they used metrics to observe that readers tended to click on "soft" news stories (e.g., lifestyle, sports, dining) and not "hard" news stories (e.g., city hall), many of the journalists we interviewed concluded that a majority of the public is simply not interested in what they deemed "important" public affairs news.

As one of the paper's senior editors explained: The mission journalism—the watchdog journalism, the covering city events, making sure that people aren't getting screwed over, etc. … There're not enough people reading those stories … to keep us where we are now. … The money does not exist there.

In short, the increasing emphasis on understanding and measuring the news audience revealed that many within this newsroom perceive reaching a large audience and publishing public service journalism as separate pursuits.

While we can't generalize from our study of this one organization, a number of other academic studies have similarly observed that journalists associate what people click on with what they like. Since people tend to click more soft news than hard, this association has led some journalism scholars to worry: "The market requires giving the public what it wants; democracy requires giving the public what it needs."

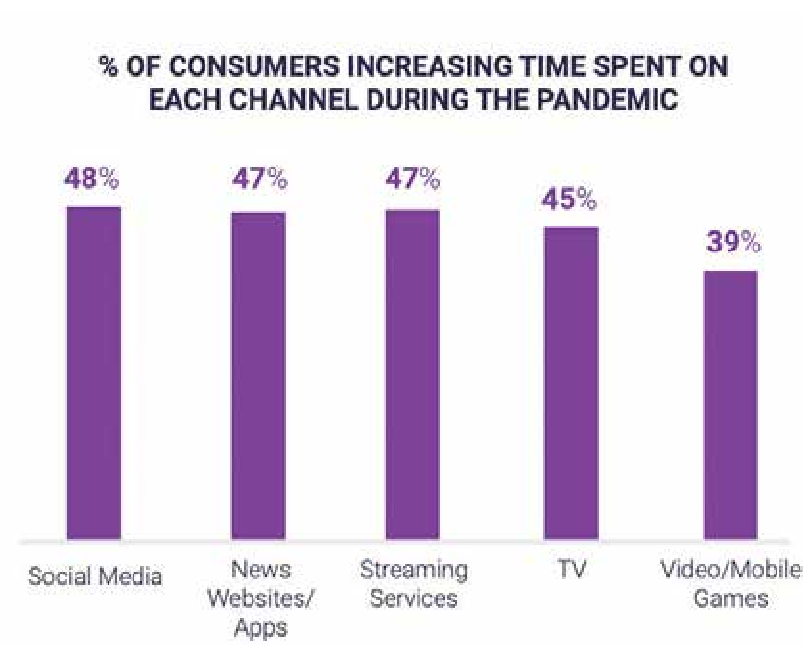
From measurement to engagement

Not everyone in journalism shares this assumption. A growing group of news industry innovators believes a majority of the public is genuinely interested in reading about civic issues, despite what some of the data appear to say.

This other group believes it's not a lack of interest that keeps citizens away from those stories, but a disdain for how those stories are being reported.

They argue the public feels alienated by, and distrustful of, journalism that rarely solicits their perspectives and, consequently, fails to accurately reflect their lives. To fix this, journalists need to more actively "engage" with the public. As the journalism researchers Thomas R. Schmidt and Regina Lawrence write, "Many increasingly see engaging with audiences and communities as a key strategy to maintain relevance and achieve sustainability."

The motivations and pursuit of engaged journalism came up in another study recently published in the aca- >>



>> demic journal Journalism Practice, which I co-authored with Valerie Belair-Gagnon and Seth C. Lewis.

We examined how journalists at two different public media news organizations attempt to engage with their audiences. This research also relied on interview and observational data.

We found that these journalists felt strongly about creating opportunities for more meaningful engagement with the public than has traditionally been the case, especially with communities the journalists felt had been "left out."

These opportunities included online initiatives like soliciting questions from listeners about topics they are interested in, as well as offline events like "listening sessions" designed to build trust and strengthen ties with minority residents whom these journalists cover in their reporting – but do not necessarily reach with their reporting.

A growing group of news industry innovators believes a majority of the public is genuinely interested in reading about civic issues, despite what some of the data appear to say.

For example, when the 2010 census revealed that Wisconsin led the nation in black male incarceration, this newsroom hosted a listening session with black men who had been released from prison.

The journalists we interviewed explained that the session was led by a university professor who had experience guiding a listening session and creating a safe place for people to share their stories.

"We didn't record it or anything. We used it more as a way to try to understand the issues that we're overlooking," one of the editors who organized the session said. "Out of that grew this sense that we weren't really giving these men a place … to tell their own stories" in the newsroom's reporting.

By pursuing these initiatives, these journalists sought to ensure their stories did not solely originate from what they believed to be the most important issues facing their readers.

Instead, they wanted to create opportunities to hear from their readers—specifically those who they infrequently hear from—about what they believed needed to be covered.

Same goal, different assumptions

These two studies show that journalism's growing focus on the news audience has not been accompanied by a growing consensus about who these audiences comprise and what they want from news.

Even when journalists agree that the audience consumes less public affairs news than it does other kinds, they draw different conclusions about why this is the case. Some blame the audience, others blame the journalists.

One thing that these studies make clear: As the news industry struggles to survive, many within it increasingly believe their best path forward lies with an improved relationship with the public.

However, the steps journalists take to do the work of improving that relationship remains an open question. ■

News Feature

Data remains an expensive luxury in Africa but free internet may not come free

What happens if those who control or own key networks in the internet break with the principle of net neutrality?

INDRA DE LANEROLLE
Visiting Researcher, Network Society Project, University of the Witwatersrand

The greatest barrier to extending internet use in South Africa, and indeed in most African countries, is the cost of data.

In South Africa one gigabyte of data on mobile networks—the only means of accessing the internet for most—is R149 (pre-paid). This means that for millions of people in the country data is a luxury.

So, when mobile operators start giving some of this valuable commodity for free it warrants attention. From July, the country's third-largest mobile services provider Cell C started offering some services such as Facebook and Wikipedia for free without paying for the data. In the telecoms industry this is called zero-rating.

This is not the only example of zero-rating in South Africa. In September, the country's second largest operator MTN announced a deal for its on-demand internet video service FrontRow. MTN now allows streaming of videos without data charges. This is not insignificant, as an hour-long television programme can use over 300 megabytes of data.

Getting something for free is generally a good thing—at least for MTN Front Row and Cell C customers. And some of the proponents of zero-rating see it as a way of addressing the high data costs for the poor.

Net neutrality versus free services

Cell C's free internet services package is the result of a global initiative launched in 2013 by Mark Zuckerberg, the CEO of Facebook, which aims to connect "the next five billion". Ebele Okobi, Facebook's London-based head of public policy in Africa, says that zero-rating is a response to a crisis in Africa where growth in internet access and use is far too slow.

But could it also be a bad thing? Yes, it could. Facebook's initiative has already caused controversy in other countries.

The internet is and has always been a network of networks. Delivering the content and services involves thousands of organisations. They are usually private businesses, in a complex collaboration that allows digital data to travel between the billions of devices that connect to the internet.

One of the internet's design principles is that carriers of this data don't discriminate between different messages or content they carry. More than ten years ago the term "network neutrality" was coined to describe this principle.

As a concept, it is older than that. Postal services have embodied similar principles for more than a century and phone services also do. In communication networks, addresses, phone numbers and envelopes are generally treated equally by those who own or control the physical or virtual networks—without discrimination as to the content of the letters or calls, or who sent them.

Zero-rating involves allowing data from some sources to pass through the system without charge while other sources have to pay. MTN is zero-rating its own service. Cell C is zero-rating Facebook and a few others. In both cases, the mobile operators—part of this network of networks that deliver the internet—are breaking with the principle of net neutrality.

In some countries–the US, Chile and the Netherlands for example–this would not be allowed because net neutrality is enshrined in law or regulations. Even where it has not been regulated, it has been a norm on the internet. This norm is now under attack, often by the telephone and mobile companies that are reluctant to remain the "dumb pipes" carrying content for other providers.

> Free-as-in-beer is not the same as free-as-in-freedom. Affordability is still the major issue facing the internet in South African and other African countries.

Should we care?

What happens if those who control or own key networks in the internet break with the principle of net neutrality?

There are three things that could happen once the principle is abandoned, all of which should be of concern to internet users.

First, it could lead to a much less diverse and open internet. One of the most obvious features of the internet is its diversity and this rests on the equal access to users that websites share.

Even so, researchers have demonstrated that there may be a powerful "winner-takes-all" tendency online that abandoning net neutrality would only exacerbate. Discriminating between services leaves mobile and fixed-line operators picking winners among internet products and services.

In Nigeria, MTN has a service called GoodyBag, offering customers social networking services in different packages. This discriminates against other similar services and also makes it harder for a new (and possibly better) service to compete.

Second, it could mark a substantial shift in power to the telcos and other owners of the pipes that carry the internet from those that provide internet services. In South Africa there are few telcos and many internet services providers.

It's difficult to imagine that VIDI, for example, a South African video on demand service very similar to MTN's Front Row, can compete against MTN since it is owned by a media company and not a mobile operator with access to pipes.

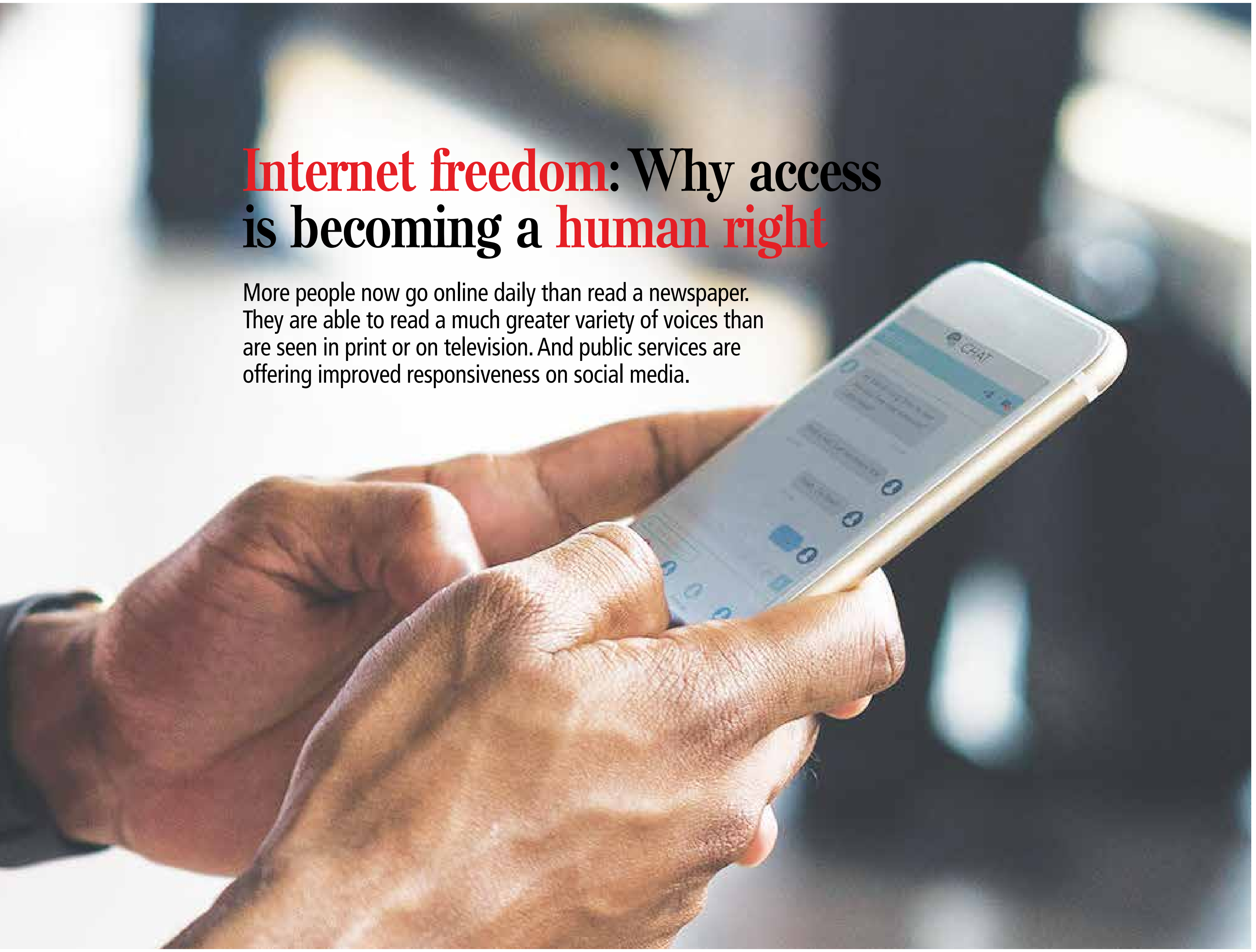
Third, it is not difficult to imagine a two-tier internet emerging: the general internet that we have known, remaining available for those that can afford it and an 'internet-lite' for the rest with a limited choice of services.

Even so, when we look at the problem from the point of view of an internet user on low income, an affordable "internet-lite" may be better than nothing. Partly because of this, some researchers have argued that rather than worry about net neutrality each case should be looked at separately and judged on its overall impact and benefits.

Free-as-in-beer is not the same as free-as-in-freedom. Affordability is still the major issue facing the internet in South African and other African countries. But the freedoms of the internet–its diversity, plurality and openness–matter also. In the face of significant opposition to internet.org in India, Zuckerberg said:

These two principles—universal connectivity and net neutrality—can and must co-exist.

African regulators and policymakers must manage that co-existence. ■



Internet freedom: Why access is becoming a human right

More people now go online daily than read a newspaper. They are able to read a much greater variety of voices than are seen in print or on television. And public services are offering improved responsiveness on social media.

INDRA DE LANEROLLE

Visiting Researcher, Network Society Lab, Journalism and Media Programme, University of the Witwatersrand

When most people think or speak about internet freedom, they are often concerned with the right, for example, to say what you want online without censorship and without being subject to the chilling effects of surveillance.

This kind of freedoms are sometimes called "negative freedoms" or "freedoms from…". They address the right not to be interfered with or obstructed in living your life. But there are also "positive freedoms"—"freedoms to…"

Some constitutions—notably the US Constitution—only protect negative rights. But South Africa's includes both negative and positive rights. Positive rights include, for example, the socio-economic rights to food and shelter.

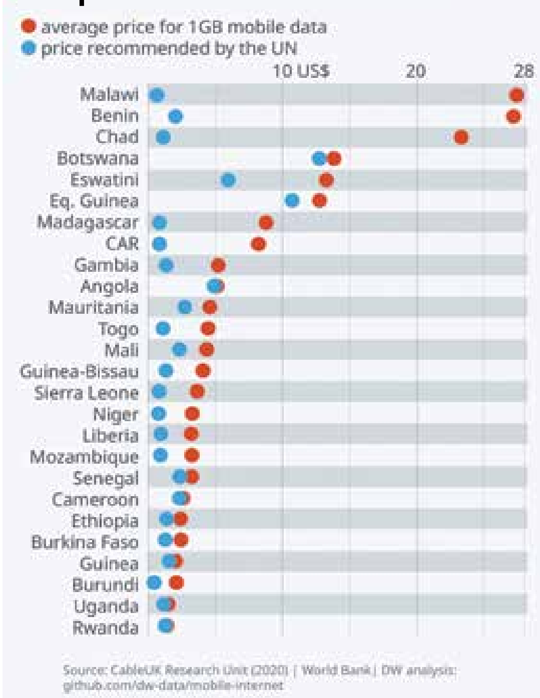
In its Internet Freedom Index Freedom House ranks South Africa as "free" alongside the UK, Argentina and Kenya. The ranking is largely because Freedom House weighs negative freedoms above positive ones. But how "free" is the internet in South Africa? For most, it is positive internet freedoms that may be more urgent.

Freedom is access

The South African Constitution in the Bill of Rights does not explicitly protect internet freedom but section 16(1) states that everyone has the right to "freedom to receive or impart information or ideas". This is a right for everyone and it is not just a freedom from interference – a "freedom from"—but also a "freedom to": a right to be able to reach others and be reached by others. In this it follows Article 19 of the Universal Declaration of Human Rights.

In its Internet Freedom Index Freedom House ranks South Africa as "free" alongside the UK, Argentina and Kenya. The ranking is largely because Freedom House weighs negative freedoms above positive ones. But how "free" is the internet in South Africa? For most, it is positive internet freedoms that may be more urgent.

Huge gap between affordable and real prices in Sub-saharan Africa



In his book Development as Freedom, Amartya Sen describes freedom as "our capability to lead the kind of lives we have reason to value". In many ways, the internet is extending such capabilities.

More people now go online daily than read a newspaper. They are able to read a much greater variety of voices than are seen in print or on television. And public services are offering improved responsiveness on social media.

But we are also seeing a new development–instances where internet access is now a requirement. Examples include:

- Registering a company,
- The Gauteng Education Department now requires parents with children entering primary or high school to apply online.

Previously they could apply at the local school, and

- The South African Broadcasting Corporation has announced that it will no longer advertise its jobs in newspapers, directing job seekers to its own website.

Indications from government are that we are likely to see more such initiatives. The result will be that South Africans' ability to lead the kind of lives they value will become increasingly dependent on the physical, procedural, economic and social networks that we call "the internet".

The question of cost

According to the All Media Products Survey (AMPS) of June 2015 fewer than half of South African adults had used the internet in the previous four weeks. More than half did not.

When we asked a representative sample of non-users in South Africa in 2012 why they hadn't gone online, the main reason was that they had no device to connect with (87%). The second reason was that they didn't know how to use it (76%) and the third was that it was too expensive (60%).

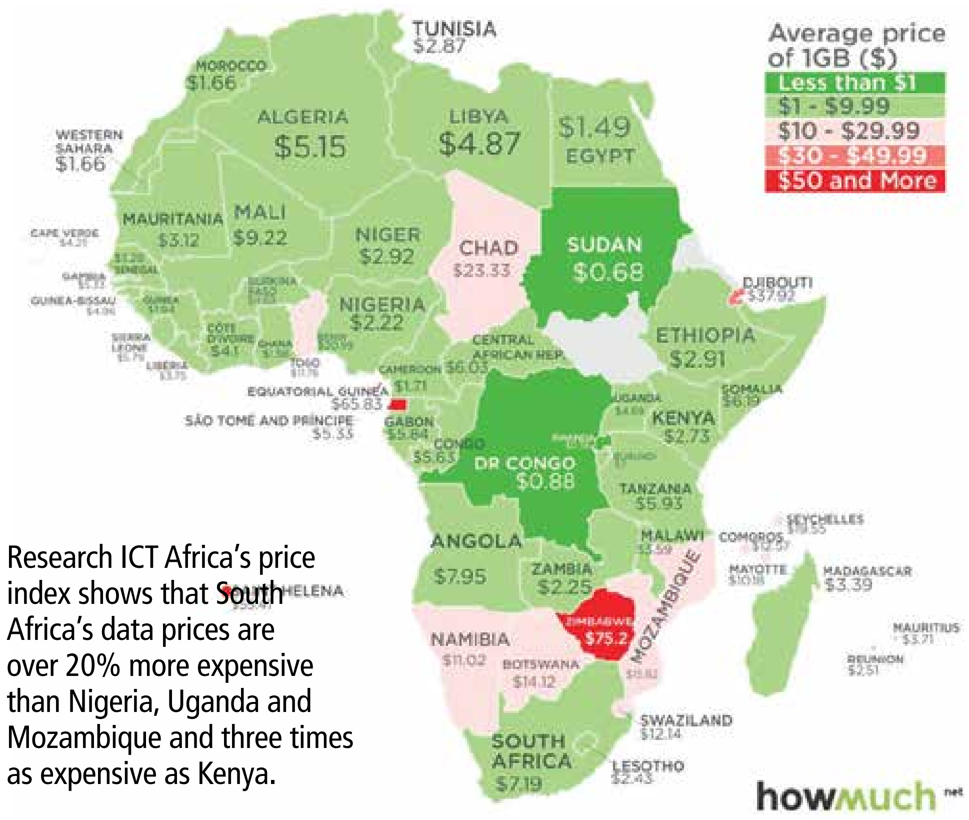
According to the survey, nine out of ten South Africans now use a mobile phone but only half of those now have access to smartphones. The most popular phone brand in South Africa is still Nokia. Most of the models in use have limited or no ability to connect to the net. And because only the better off have access to fixed lines at home or at work, the majority of South Africans, when they do get online, are dependent on mobile networks.

Mobile data is costly

The International Telecommunications Union and the UN's Educational, Scientific and Cultural Organisation have set a goal for affordable broadband internet access. It is that entry level broadband should not cost more than 5% of average monthly income. Because of a flawed methodology they state in a 2015 annual report that South Africa falls well within that target. But digging into the figures shows how unaffordable the internet is for most South Africans.

Statistics SA sets an upper bound poverty line of R779 per month per person (in 2011 prices). Most–about >>

Average cost of mobile internet across Africa (2019)



Research ICT Africa's price index shows that South Africa's data prices are over 20% more expensive than Nigeria, Uganda and Mozambique and three times as expensive as Kenya.

>> 53%–of the South African population live on income below this, according to the last census.

So, this poverty line is more or less the average income in the country. The poverty line adjusted for inflation to 2016 would be R1 031.

Taking the international 5% of income goal gives a maximum budget of about R52 per month. On three major networks (which account for more than 95% of all mobile customers) 500MB—the amount of data they set as a minimum—of data costs between R85 and R105.

So, for the average South African 500MB per month is unaffordable. In fact, mobile data prices would have to fall by about half to be affordable.

And is 500MB per month enough? It is enough for a lot of instant messaging, or say about half an hour a day of browsing the web or using Facebook. But it is not enough to participate in otherwise free online courses such as Kahn Academy that often rely heavily on video.

This is affecting usage. The most popular online activity is instant messaging using applications like WhatsApp. But only one in five people download music online.

Could mobile data be much cheaper in South Africa? Evidence suggests that the answer is yes. Research ICT Africa's price index shows that South Africa's data prices are over 20% more expensive than Nigeria, Uganda and Mozambique and three times as expensive as Kenya.

It is also worth noting that the poor in South Africa pay much more for data than the better-off. If you have a fixed line in your home you can buy pre-paid data bundles for R7 per GB or even less, a small fraction of what mobile network users pay.

Free internet?

We could go further and ask if the internet could and should not only be cheaper but free? In some places and for some people it already is. That includes university students thanks to a network for tertiary institutions funded by the government. It also includes many residents in the metropole of Tshwane – including townships – where there are over 600 Wi-Fi hotspots offering 500MB of data per day at fast speeds for free.

Just as South African municipalities give poor households a minimum amount of 600 litres of water and 50kwh of electricity for free, they could extend this model to the internet.

As lawyers sometimes say, the right to freedom of expression is an 'enabling right'—a right that enables people to access or defend other rights. In the same way the internet itself is now an enabling technology that is increasingly required to participate in social, political and economic life.

For many or most South Africans whether or not the Films and Publications Board interferes with their right to view video material online does not affect 'their capability to lead the lives they value' because they cannot afford to access video or audio content online.

At present, defending 'negative' internet rights is protecting the rights of the few. We need to move to demanding the 'positive right' of affordable access if we want internet freedom for all. ■

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Here's why some people are willing to challenge bullying, corruption and bad behaviour, even at personal risk

Research in neuroscience reveals that people's ability to stand up to social influence is reflected in anatomical differences in the brain

CATHERINE A. SANDERSON

Poler Family Professor and Chair of Psychology, Amherst College

Utah Senator Mitt Romney voted in February to convict President Donald Trump on the charge of abuse of power, becoming the first senator ever to vote against his own party's president in an impeachment trial.

Two Theranos employees – Erika Cheung and Tyler Shultz – spoke out about their concerns regarding the company's practices, even though they knew they could face lasting personal and professional repercussions.

Actors Ashley Judd and Rose McGowan came forward to report Harvey Weinstein's sexual harassment and assault, despite his threats to ruin their careers if they did so.

All of these people spoke up to call out bad behaviour, even in the face of immense pressure to stay silent. Although the specifics of each of these cases are quite different, what each of these people share is a willingness to take action. Psychologists like me describe those who are willing to defend their principles in the face of potentially negative social consequences such as disapproval, ostracism and career setbacks as "moral rebels."

Moral rebels speak up in all types of situations – to tell a bully to cut it out, to confront a friend who uses a racist slur, to report a colleague who engages in corporate fraud. What enables someone to call out bad behaviour, even if doing so may have costs?

The traits of a moral rebel

First, moral rebels generally feel good about themselves. They tend to have high self-esteem and to feel confident about their own judgment, values and ability. They also believe their own views are superior to those of others, and thus that they have a social responsibility to share those beliefs.

Moral rebels are also less socially inhibited than others. They aren't worried about feeling embarrassed or having an awkward interaction. Perhaps most importantly, they are far less concerned about conforming to the crowd. So, when they have to choose between fitting in and doing the right thing, they will probably choose to do what they see as right.

Research in neuroscience reveals that people's ability to stand up to social influence is reflected in anatomical differences in the brain. People who are more concerned about fitting in show more gray matter volume in one particular part of the brain, the lateral orbitofrontal cortex. This area right behind your eyebrows creates memories of events that led to negative outcomes. It helps guide you away from things you want to avoid the next time around – such as being rejected by your group.

People who are more concerned about conforming to their group also show more activity in two other brain circuits; one that responds to social pain – like when you experience rejection – and another that tries to understand others' thoughts and feelings. In other words, those who feel worst when excluded by their group try the hardest to fit in.

What does this suggest about moral rebels? For some people, feeling like you're different than everyone else feels really bad, even at a neurological level. For other people, it may not matter as much, which makes it easier for them to stand up to social pressure.

These characteristics are totally agnostic as to what the moral rebel is standing up for. You could be the lone anti-abortion voice in your very liberal family or the lone abortion rights advocate in your very conservative family. In either scenario it's about standing up to social pressure to stay silent – and that pressure of course could be applied about anything.

> Moral rebels are also less socially inhibited than others. They aren't worried about feeling embarrassed or having an awkward interaction. Perhaps most importantly, they are far less concerned about conforming to the crowd.

The path of a moral rebel

What does it take to create a moral rebel? It helps to have seen moral courage in action. Many of the civil rights activists who participated in marches and sit-ins in the southern United States in the 1960s had parents who displayed moral courage and civic engagement, as did many of the Germans who rescued Jews during the Holocaust. Watching people, you look up to show moral courage can inspire you to do the same.

A budding moral rebel also needs to feel empathy, imagining the world from someone else's perspective. Spending time with and really getting to know people from different backgrounds helps. White high school students who had more contact with people from different ethnic groups – in their neighbourhood, at school and on sports teams – have higher levels of empathy and see people from different minority groups in more positive ways.

These same students are more likely to report taking some action if a classmate uses an ethnic slur, such as by directly challenging that person, supporting the victim or telling a teacher. People who are more empathetic are also more likely to defend someone who is being bullied.

Finally, moral rebels need particular skills and practice using them. One study found that teenagers who held their own in an argument with their mother, using reasoned arguments instead of whining, pressure or insults, were the most resistant to peer pressure to use drugs or drink alcohol later on. Why? People who have practiced making effective arguments and sticking with them under pressure are better able to use these same techniques with their peers.

Moral rebels clearly have particular characteristics that enable them to stand up for what's right. But what about the rest of us? Are we doomed to be the silent bystanders who meekly stand by and don't dare call out bad behaviour?

Fortunately, no. It is possible to develop the ability to stand up to social pressure. In other words, anyone can learn to be a moral rebel. ■

Is it good for you to be good?

If we think of human virtue as not limited to moral matters but also to physical, emotional and mental matters, then it's possible to understand how being virtuous might be good for you.

THOMAS CULHAM

Visiting Lecturer, Beedie School of Business, Simon Fraser University, Simon Fraser University

When I was very young, five or six, my parents always told me: "Tommy, be good." But all I wanted to do was run in the woods, play in puddles, eat fast, swim and have fun. I didn't have time for manners. Being good seemed always to benefit someone else, not me. Why do I have to follow rules, not cut in line, say pleasant things to others when all I feel like doing is telling them off. It's good for others, right?

Well, yes … and maybe no. Maybe it's good not just for others, but for me too. It's easy to see how following the rules of the road is good for you. But what about other subtler virtues, like being polite, empathetic, generous, grateful, honest and even altruistic?

The ancient Greeks had the view that virtue was broader than our current understanding of morality. They believed virtue could be seen in any object, or in the behaviour of people, as the expression of excellence or perfection. For example, they felt one could hear virtue in music or see it in a horse.

A horse named Virtue

In music, virtue might be described like it is in Beethoven's "Ode to Joy" as heavenly, and could be generalized as excellence. Physically, a horse that is healthy and flawless might be considered an excellent (virtuous) specimen of a horse.

The ancient Chinese also held a similar expansive view of virtue. They believed that the more virtuous a person was, the more physically healthy they were. It could be seen in the quality of their eyes and skin, and there were other positive consequences. A virtuous person would live a healthy long life, the Chinese believed.

If we think of human virtue as not limited to moral matters but also to physical, emotional and mental matters, then it's possible to understand how being virtuous might be good for you.

Physical health as virtue

Take physically. We all know what it takes to be physically healthy: Good diet, exercise, adequate sleep, etc. One could say that when we do these things, we are being physically virtuous, and we attain the virtue of good health.

Similarly, from an emotional perspective, we know that having a positive social network, avoiding toxic people and having a positive state of mind by avoiding ruminating on anxious negative thoughts are ways in which we can practise being emotionally virtuous.

These examples illustrate that engaging in virtuous physical and emotional activities is good for you.

OK, so what about higher-level virtues such as generosity, gratitude and integrity? While there may not be a sculpture dedicated to you and your good deeds, being good is, in fact, good for you.

Considering generosity, Christian Smith and Hilary Davidson, authors of the book The Paradox of Generosity: Giving We Receive, Grasping We Lose, argue: "Generosity is paradoxical. By giving ourselves away, we ourselves move toward flourishing."

They also note: "By grasping onto what we currently have, we lose out on better goods that we might have gained."

With respect to gratitude, U.S. psychology professor Robert Emmons has studied

> From an emotional perspective, we know that having a positive social network, avoiding toxic people and having a positive state of mind by avoiding ruminating on anxious negative thoughts are ways in which we can practise being emotionally virtuous.

its impact on happiness and well-being and discovered that there is a positive relationship between gratitude and happiness. The more grateful we are, the happier we are.

These are matters of interpersonal affairs, but even in business there is an argument that integrity produces positive payback for individuals and firms.

Michael Jensen of Harvard Business School defines integrity as: "A state or condition of being whole, complete, unbroken, unimpaired, sound, in perfect condition." It's essential to ensure optimal performance. There are clear parallels between Jensen's notion of integrity and the ancient Greek notion of virtue as a kind of excellence.

From a human perspective, Jensen also defines integrity as "keeping one's word," meaning, in simple terms, doing what we say we'll do and if unable to follow through as promised, then taking action to repair the damage or problems caused.

Integrity leads to better performance

We understand that an automobile will not perform properly if one of the tires is running low on air or is flat. You can probably still drive the car, but it doesn't work very well.

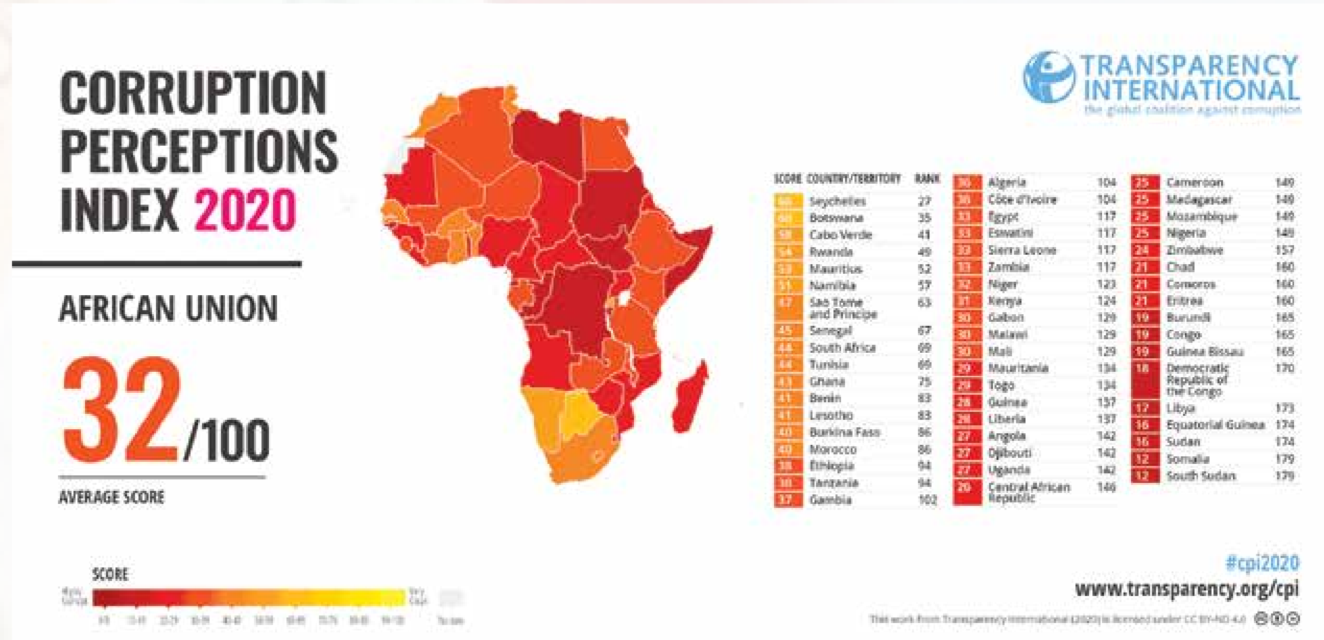
When a vehicle is in good condition and has integrity, it performs effectively. Jensen argues, similarly, that when people within an organization act with integrity, the organization will perform much better.

Ethics, not greed, boost profits. He provides the example of implementing integrity in his firm the Social Science Research Network and experiencing increased output of 300 per cent with no increase in costs. Jensen argues that the interpersonal interactions of business people is a factor of productivity, just as effective utilization of capital and labour are necessary for the success of any company.

Jensen argues that integrity is not just an option—it's a necessary condition for performance. These are not unusual or unfamiliar ideas. We all have experiences with companies that we know we can trust, and those we don't. It's not difficult to imagine that trustworthy companies will enjoy customer loyalty, repeat business and likely better financial performance.

Is it good for Tommy to be good? As a child, I thought being good was for the benefit of others and it really wasn't all that necessary. But I am learning at many levels that the virtues that contribute to good physical, emotional, mental and interpersonal health, defined as morals, are good for me too.

But one aside: If I am generous to you and expect something in return, this is not virtue. It's a business exchange. ■



Understanding the economic cost of corruption in Kenya

The scourge of corruption in Kenya must be urgently addressed otherwise it could be bringing the economy to its knees. As things stand, Kenya is already struggling to pay its debts.

BY ODONGO KODONGO
Associate professor, University of the Witwatersrand

Kenya is perceived as one of the world's most corrupt countries. It ranked 143 out of 180 countries on Transparency International's 2017 corruption perception index. The only African countries that scored worse—among them Somalia, South Sudan, Libya, Eritrea, Burundi, and Zimbabwe—were either politically unstable or in conflict.

This poor showing shouldn't come as a surprise. Kenya has been plagued by a long list of corruption scandals. One of the more infamous was the Goldenberg heist which occurred in the 1990s during then President Daniel Moi's tenure.

The government was found to have subsidised exports of gold far beyond standard arrangements by paying a company called Goldenberg International 35% more in Kenyan shillings than their foreign currency earnings.

More recently, in 2014 millions of dollars were misappropriated from funds that were secured by the government through a Eurobond, which is an international loan that was secured from foreign investors. A second Eurobond was secured in 2018 and questions have been raised here as well.

Yet, the looting of public coffers is more commonly reported in recent times and the amounts involved are growing. During May and June 2018, reports about grand corruption have dominated Kenyan news. This haemorrhaging of public funds will do enormous damage to the country's already struggling economy.

The scourge of corruption in Kenya must be urgently addressed otherwise it could be bringing the economy to its knees. As things stand, Kenya is already struggling to pay its debts.

The economic cost of corruption

The role of human capital on economic growth has long been established. So, when human capital takes a hit the impact is also felt on economic development and growth.

Let's take Kenya's National Youth Service as an example of a public organisation where corruption is believed to be rife. In 2015, approximately USD$17 million was stolen from its coffers by a network of companies that supplied goods and service at inflated prices.

And this year billions of shillings earmarked for the service were embezzled by a shadowy network of dubious service providers.

This money was all earmarked for youth vocational training. The theft not only jeopardises the country's short-term skills provision objectives: it also portends irredeemable long-term opportunity costs.

Corruption compromises people's futures and their development. It also costs a fortune. Rampant corruption will drain any economy of the resources needed for projects like infrastructure development.

To illustrate, let's take a look at the misuse of funds from the Kenya government's 2014 Eurobond, which was believed to be Africa's largest such issuance at the time.

Reports indicate that some of the money may not have been deposited into the national Treasury. In economic parlance, this would qualify as an illicit financial "outflow": an illegal cross-border movement of money or capital.

The illegal transfer of funds out of African countries is a recognised constraint on the continent's economic development because it denies local populations the use of that money for national development.

The Global Financial Integrity report estimates that from 2005 to 2014 Africa lost between USD$36 billion and USD$69 billion in illicit financial flows. This represents about 74% of all financing required (approximately USD$93 billion per year) to develop infrastructure to service Africa's growth needs.

In Kenya's case, the Eurobond swindle was more than just a missed opportunity to expand the country's inadequate and dilapidated infrastructure. It also led to a sovereign rating downgrade on the basis of its increasing inability to service ballooning public debt.

A sovereign rating is a measure of a country's creditworthiness. And a downgrade signals that the country has not optimally invested money borrowed on capital projects, such as infrastructure. Capital projects typically increase national income and better a country's ability to repay its debts.

> Kenya's legal system must make corruption expensive and unattractive for perpetrators by the imposition of stiff fines, and mandatory jail sentences. Another step in the right direction would be to grant both the auditor general and the ethics and anti-corruption commission prosecutorial powers.

Finding solutions

Given these observations, what measures can Kenya take to stem the debilitating theft of public resources?

First, a national ethos that inculcates the value of work as the only means to wealth accumulation must be built. A possible way of achieving this is for education policy makers to emphasise social ethics as a compulsory subject right from primary school all the way up to the university.

Second, Kenya's legal system must make corruption expensive and unattractive for perpetrators by the imposition of stiff fines, and mandatory jail sentences. Another step in the right direction would be to grant both the auditor general and the ethics and anti-corruption commission prosecutorial powers.

Third, the law could be reviewed to ensure that those convicted of economic crimes suffer lasting embarrassment and the greatest possible financial loss. To achieve this, all the proceeds from corruption must be repossessed by the state and channelled back to public use. Convicts would then be barred from holding public office or doing business for several years after their release.

Fourth, strict standards of ethical conduct could be imposed for anyone seeking public office. This would entail full disclosure on the sources of campaign funds, public declarations of wealth and lifestyle audits, and enforcement of voter bribery legislation.

Fifth, the national fight against poverty, ignorance and disease must be intensified to improve quality of life, and empower citizens to perform their civic duties, such as the choice of legislative representatives, in a more meaningful way.

Finally, it would be worthwhile for the national public prosecutor to sign treaties with "tax haven" countries to block or repatriate illicit financial outflows from Kenya. ■

Commentary

Kenya illustrates both the promise as well as the pitfalls of devolution

One of the most serious deficiencies of devolution has been the failure to devolve land administration functions. The failure to resolve land issues means that there's always the potential for conflict.

MICHELLE D'ARCY

Assistant Professor in Political Science, Trinity College Dublin

It is five years since Kenya shifted from centralised control to devolution in which 47 counties were given a free hand to set their development agenda. After years of tension and turf wars with central government, the transition is now largely complete. The Conversation Africa's Julius Maina asked Michelle D'Arcy for a broad assessment

Has devolution made Kenya's governance stronger or weaker over the past five years and in which ways?

Both. On the one hand, institutionally it has strengthened democracy in Kenya. It has increased separation of powers by adding a new layer of governance at the county level and a set of powerful new actors in the governors. But it has had adverse effects on the politics of identity by strengthening ethnic identification and tying it to homelands. This has marginalised minorities within counties and increased new possibilities for conflict at both the county and national level.

What can you list as the main successes?

The main success of devolution to date has been, first and foremost, that it has been implemented. This was not guaranteed. But in some of the most important areas–especially on fiscal resources- governors have coordinated and fought effectively to resist central government attempts at re-centralisation.

Second, devolution has brought some level of resources and development to the local level and particularly to counties that have been marginalised from national politics for a long time. It's true that resources haven't always been used effectively. Corruption remains an issue at the county level. Nevertheless, in many counties there are new health centres, roads and street lights that wouldn't be there without devolution.

What are the main failures?

One of the most serious deficiencies of devolution has been the failure to devolve land administration functions. The failure to resolve land issues means that there's always the potential for conflict. In addition, meaningful development is difficult. The impact of this has definitely been felt. Land grievances fuelled the post-election violence in 2007-2008. These grievances have not been addressed and have arguably been exacerbated by devolution.

All-important land functions—such as titling—remain in the Ministry of Lands while the County Land Management Boards - the boards responsible at the county level for reclaiming public lands illegally acquired - have been abolished.

Devolution has re-ignited many pre-existing land conflicts and created new ones. It has increased a sense of "ownership" on the part of ethnic majority communities, and their demands for land redistribution. But the administrative structure remains centralised which means that political pressures generated by devolution have no outlet. For example, in Maasai majority Kajiado, much land is owned by non-Maasai, leading to tensions between the communities.

On top of this constitutional provisions to address land issues—such as land redistribution and legislation on historical injustices—have also not been implemented. Taken together all of these factors mean that the drivers of land-based conflict—for example in the Rift Valley and at the Coast— remain.

The main constraints on devolution are similar to those at the national level: the predominance of ethnic politics, corruption and lack of resources.

The same form of high stakes "winner takes all" politics seen at the national level is visible at the county level. Ethnic majorities in power see it as their "turn to eat"—that is, to access state resources. This means that minority groups are excluded from access to resource. Corruption and clientelism (the exchange of material resources for political support) are endemic at the national level and also visible in the counties.

A lack of resources—both in terms of financing and administrative capacity—have also been a major issue in key service delivery issues, such as health, with county governments ill equipped to manage complex tasks.

The Kenyan experience demonstrates the promise and pitfalls of devolution. On the positive side, some benefits will trickle down when resources are devolved to powerful political actors at the local level.

In addition, the attitude of the national government and partisan divisions between governors have prevented the realisation of devolution in its most comprehensive form. For example, the resistance of central government to land reform combined with the divisions between government and opposition governors have prevented this issue being addressed. Without these obstacles, if fully implemented, devolution might be able to more fully realise the vision of the Constitution as a means of delivering development, political stability and national integration.

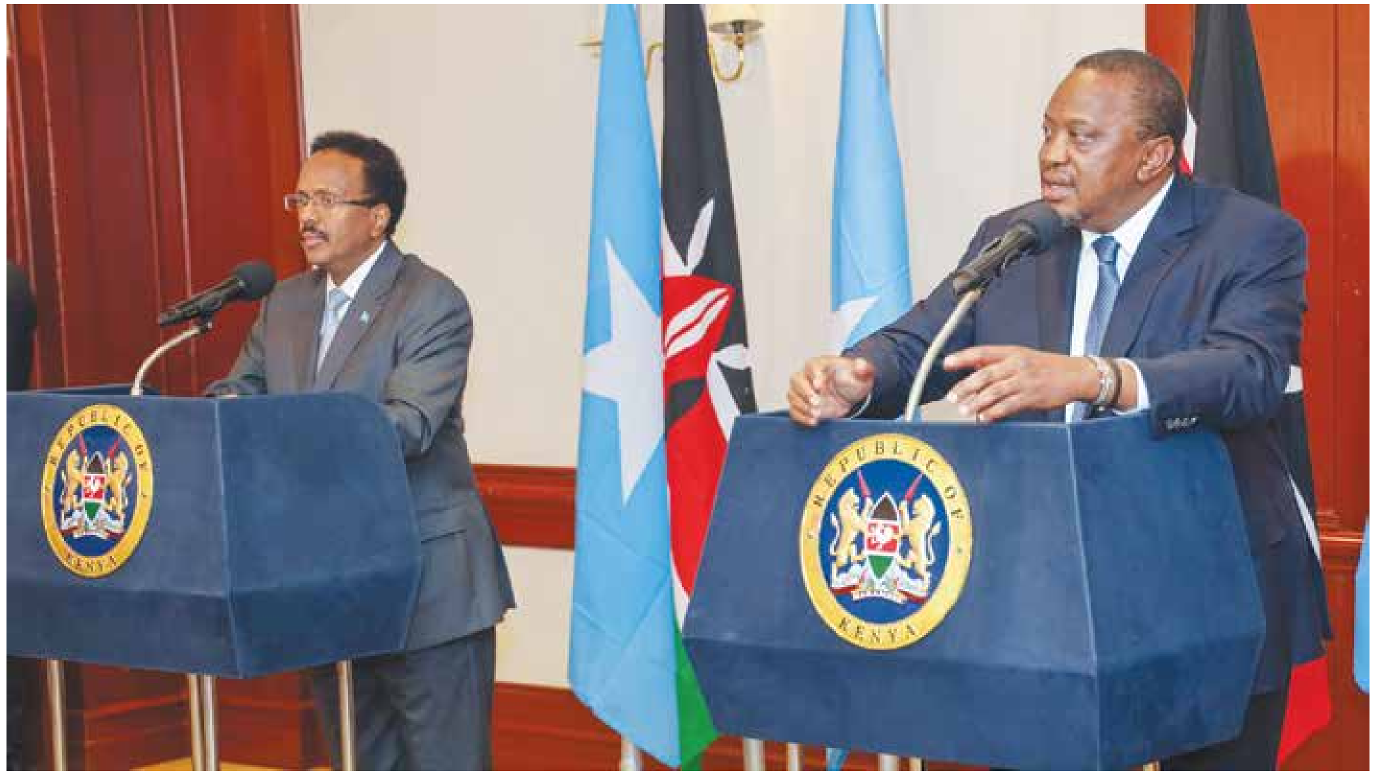
What can other African countries learn from Kenya's experience?

The Kenyan experience demonstrates the promise and pitfalls of devolution. On the positive side, some benefits will trickle down when resources are devolved to powerful political actors at the local level. In the Kenyan case the most obvious benefits have been visible and easy-to-build developmental goods like street lighting and roads, as well as increased employment in county government administration.

But devolution is not a panacea for the political pathologies a country faces: it at best reflects and at worst reinforces underlying problems such as negative ethnicity and corruption. ■

Commentary

Kenya - Somalia maritime boundary tiff



Without Kenya, Somalia would not be existing as an independent state, worrying about international and strategic issues like maritime boundaries. Somalia would be worrying about basic necessities like food, water and medicine for its citizens.

DR HANNINGTONE GAYA PhD, EBS

Former Chairman- Brand Kenya

Don't bite the hand that feeds you, states a classic idiom that we ought to be all aware of. Kenya may not be perfect, but without Kenya, Somalia as a country would not be existing, let alone having the audacity, legal and diplomatic capacity to take any issue anywhere, let alone having access as a recognized sovereign state, to the International Court of Justice (ICJ) in the Hague, Netherlands.

Founded on 26 June 1945, in San Francisco, California, United States, the ICJ, also called the World Court, is the principal organ of the United Nations (UN), whose primary functions are to settle international legal disputes submitted by states and give advisory opinions on legal issues referred to it by authorized UN organs and specialized agencies.

Without Kenya, Somalia would not be existing as an independent state, worrying about international and strategic issues like maritime boundaries. Somalia would be worrying about basic necessities like food, water and medicine for its citizens.

Somalia and its friends ought, therefore, to take cognisance of this simple fact and unconditionally withdraw its claim on Kenya's maritime territory, even as a selfish, self-serving survival strategy.

It is not lost to the world that if there is a country that has sacrificed emotionally, politically, economically and even socially, to ensure a free, liveable and stable Somalia, that country is Kenya. When the world turned its back on the then war-torn Somalia, Kenya stood with what was left in the territory, including opening its borders in an act of humanitarian effort to shelter, feed, clothe and treat the fleeing hordes of the Somali people. Hence, the world's largest and most populated refugee camp, Dadaab.

That Kenya has always chosen the path of good neighbourliness, even under provocative environment, is not a reason to imagine that Kenya cannot flex its muscle, if push comes to shove. For instance, what would prevent Kenya taking away from the hands of Somalia, its ability to provide the basic necessities Somalia as a country needs to survive? Fortunately, this is not how Kenya rocks. We remain gentlemen and very accommodating as a nation, absorbing all kinds of provocation and occasional insults from all around. We have remained a focussed nation, working towards the integration of all nations of Africa.

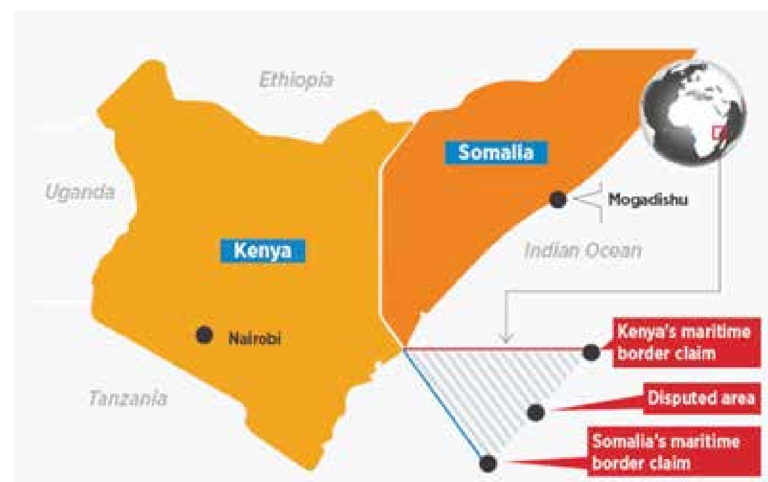
Kenya and Somalia delegation pose for a photo after meeting at International Court of Justice in The Hague, Netherlands on October 3, 2019.

In the whole of this mix, as responsible nations existing in a global space, let us not forget that good neighbourliness demands that in cases of disputes, both real or imagined, we have instruments, tools and memorandum of understanding (MOU) to turn to in a bid to resolve any issues or disputes, if any, before rushing to the ICJ, unless, of course, one is privy to the possible outcome at the Hague.

As a country, we feel and know that the upcoming general elections in Somalia, coupled with desperate short-term international commercial interest in the Horn of Africa, are the probable prime movers of the maritime boundary claims, supported by illicit and mischievously redrawn maps that annex a large part of Kenya's maritime domain to Somalia. If this scenario is true, can Somalia rethink long term and about the sustainability of its claim?

History is replete with examples of Kenya's reaction to any threats on its territorial boundaries: Uganda's Amin, for example. In this latest territorial claim, the maritime boundary claim, history is being remade and Kenya must stand up, and be a shaper of this history this time round.

As Kenyans, we cannot remain docile as the level of military footprint in the neighbouring waters is growing as never before and every big power exercising its influence in the Indian Ocean and the surrounding waters.



Even at this hour, Somalia has the option of delinking the maritime boundary issue with its domestic affairs. Somalia has also the option of taming the appetite of commercial interests and be worry of the role of the private firms in accentuating strategic issues in the Indian Ocean and beyond.

As Kenyans, we cannot remain docile as the level of military footprint in the neighbouring waters is growing as never before and every big power exercising its influence in the Indian Ocean and the surrounding waters. Neither can we remain docile as the Somalia maritime boundary claim plays back to our own domestic politics. This illegal claim and act of provocation, is a Kenya issue that both the elite and Wanjiku should prosecute with sense of purpose and nationhood. It is not a government alone fight—but a threat to the essence of Kenya's nationhood and identity, and therefore every Kenyans fight!

Kenyans must see this maritime boundary claim for what it is: it is not a dispute; it is an act of aggression. We are being made the collateral damage as a part of Somalia's domestic politics, around the forthcoming general elections and fuelled by short term and naïve international commercial interests.

The only exit is for Somalia to withdraw the unacceptable illegal maps that annex a large part of Kenya's maritime domain to Somalia.

Kenya will not yield not an inch less of its territory. ■

Dr Hanningtone Gaya is a past chairman of the Media Owners Association of Kenya and the Brand Kenya Board

Let us strive to increase women's participation in industry

By increasing the participation of women in industry we, directly and indirectly, seek to achieve our overall economic goals in terms of increasing employment opportunities, advancing skills and innovation and providing them with financial security for themselves and their families, which results in better living conditions for the entire community.

PHYLLIS WAKIAGA
CEO of Kenya Association of Manufacturers and the UN Global Compact Representative for Kenya

For decades, the success of women in manufacturing has been mired by cultural perceptions of gender roles. But now, these old-fashioned attitudes are becoming obsolete and the true impact of women in industry is being realized.

Though the gaps in labour force participation between men and women remain large, the slight increase in the number of women joining manufacturing is a clear indication that women are eager to explore new and uncultured opportunities, particularly in manufacturing and value addition.

In Kenya, this is demonstrated by women who have ventured into the steel, building and construction sector. Few of them have been able to supply major projects in the country, which is a clear indication that women now have the capacity to challenge normative norms to scale up. Now more than ever, women are getting engaged in hard hitting sectors that are providing better capital investments, more profits and better returns to ensure sustainable economic growth.

Additionally, we are also seeing more women taking lead in manufacturing companies in the automotive, tobacco, chemical and furniture sectors. In fact, tremendous growth in the past few years, among these sectors, has been attributed to the women at the helm of these companies. These women are now becoming ultimate inspirational leaders in business in the country and in the continent.

But even with the new drive to include more women in industry, a variety of changeable hindrances continue to down efforts, resulting in limited sustainable social-economic growth and reduced competitiveness.

Access to finance remains the major cause of limited participation of women in industry, particularly the absence of innovative financial products for funding women start-ups in non-traditional manufacturing. In fact, a Forbes.com article articulates that limited funding is the first of 8 challenges affecting women in the industry, further stating that it is likely that women will be denied loans because of gender and cultural biases. It also states that a variety of institutions are more inclined to fund male-owned businesses.

The lack of appropriate Business Development Services also plays a role in hindering the success of women in manufacturing. This inefficiency leads to inappropriate mechanisms for assisting women entrepreneurs to adopt appropriate technology and innovation, which is necessary for enhancing production. Additionally, the absence of specialized professional and technical support to women-owned manufacturing enterprises and programmes that do not match global trends for training women entrepreneurs deter consistent and sustainable growth.

> The lack of appropriate Business Development Services also plays a role in hindering the success of women in manufacturing. This inefficiency leads to inappropriate mechanisms for assisting women entrepreneurs to adopt appropriate technology and innovation.

However, institutions are now starting to pay attention to the intermediate role that women are playing in growing our industry. In fact, the Women in Manufacturing (WIM) Programme housed at KAM is a setup that is steering women to firmly and courageously take up their position in industry. WIM Kenya aims to directly drive and shape the women in manufacturing agenda at national level.

Having taken up similar concepts from Women in Manufacturing (WIM) international, WIM Kenya is set to reignite the drive to increase the participation of Women in Industry.

A research study by KAM and International Center for Research on Women (ICRW) on the Women in Manufacturing in Kenya set to be unveiled in March next year, will pivot the advocacy drive of the KAM WIM program in Kenya. By providing concrete data on the necessary areas to improve, the research study will provide the essential foundation to champion for an enabling environment to encourage better participation of women in industry.

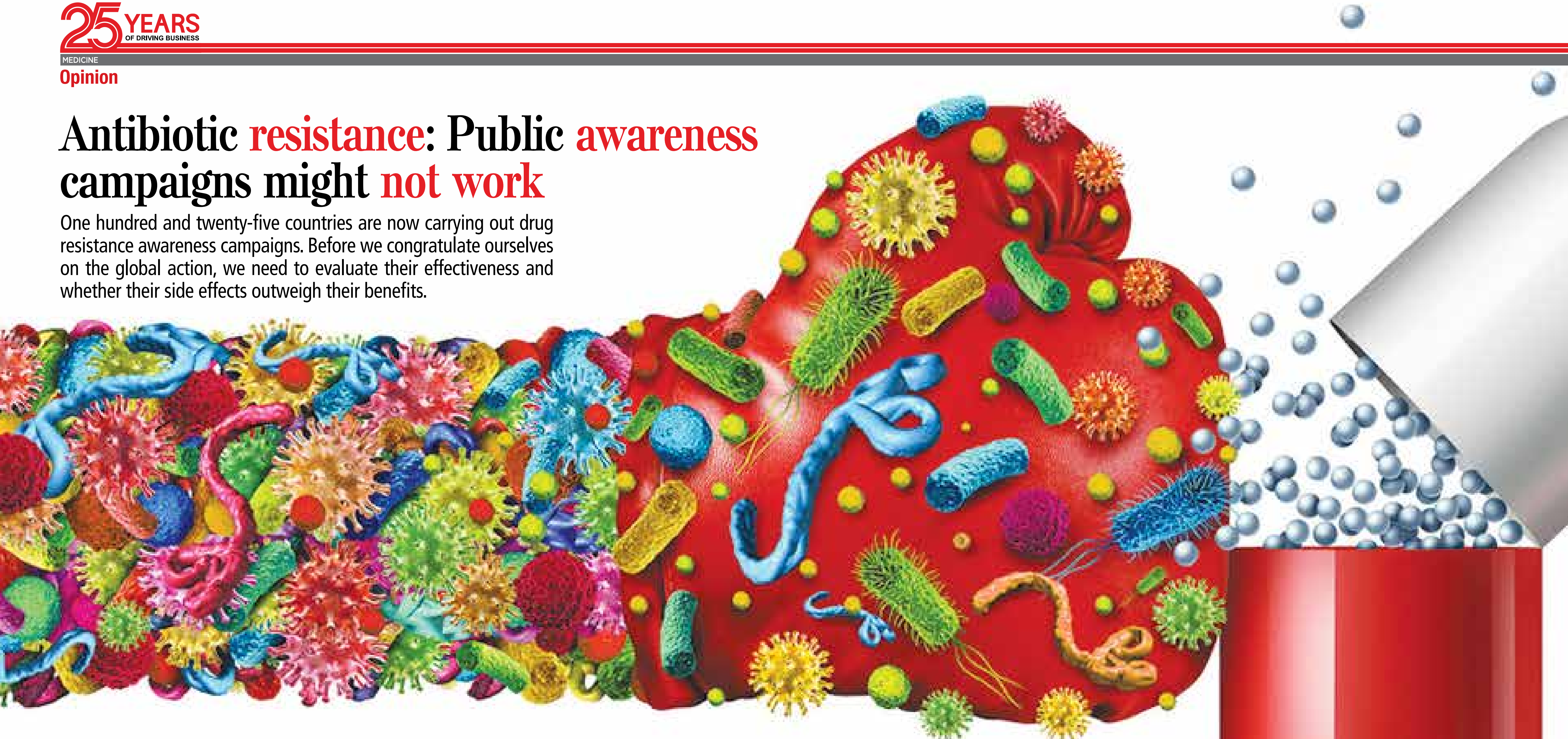
By increasing the participation of women in industry we, directly and indirectly, seek to achieve our overall economic goals in terms of increasing employment opportunities, advancing skills and innovation and providing them with financial security for themselves and their families, which results in better living conditions for the entire community. ■

The Writer is the CEO of Kenya Association of Manufacturers and the UN Global Compact Representative for Kenya. She can be reached at ceo@kam.co.ke.

Opinion

Antibiotic resistance: Public awareness campaigns might not work

One hundred and twenty-five countries are now carrying out drug resistance awareness campaigns. Before we congratulate ourselves on the global action, we need to evaluate their effectiveness and whether their side effects outweigh their benefits.



MARCO HAENSSGEN
Assistant Professor in Global Sustainable Development, University of Warwick

Pathogens, such as bacteria, viruses and protozoa, are becoming ever more resistant to drugs. People speed up this natural process by over-using antibiotics and other antimicrobial drugs in medicine and agriculture, and by leaking them into the environment. The World Health Organisation (WHO) regards antimicrobial resistance as one of the top ten global threats to health. In response to this "superbug" crisis, governments have created an action plan that includes global awareness campaigns. However, our latest research suggests that this strategy may not work. In fact, it may even be counterproductive.

For our study, we wanted to understand the role of education and awareness raising in non-Western countries. To do this, we held half-day educational workshops across five villages in Thailand and Laos. The findings of our research challenge the conventional wisdom that awareness campaigns are one of the best tools to change the way people use medicine.

Public health awareness campaigns can have unintended outcomes, including stigmatising people or inadvertently encouraging the behaviour they set out to discourage. Similar problems exist in antimicrobial resistance campaigns and they become even more complicated in the non-Western cultures of rural Thailand and Laos. People may not think about illnesses being caused by bacteria or viruses, or they might not use technical words for "antibiotics" but rather colloquial terms like "ampi" (for ampicillin) without necessarily knowing (or caring about) what these drugs do.

We adapted the language in our workshops to this context and "awareness" increased. An extra one-third of the participants understood "drug resistance" and its meaning after the workshop. But we could not prevent people from making their own sense of the new information. One participant felt so much more confident after the workshop that she began selling antibiotics from her village shop!

It is appealing to think that knowledge will improve behaviour, but the evidence is mixed. A recent survey in China detected, for example, that more educated people were more likely to take leftover medicine instead of going to a clinic when they had respiratory infections.

We noted similar complications in our research. In Laos, workshop participants became more likely to go to public health centres when they were sick, but they also consumed double the amount of antibiotics than before the workshop. In Thailand, rumours arose in the most educated village that our workshops were intended to ban all local medicine sales.

Even in theory, it is implausible that education and awareness campaigns alone will completely change people's health behaviour. People's actions are not just the result of an absence of knowledge.

Information alone won't cut it

Even in theory, it is implausible that education and awareness campaigns alone will completely change people's health behaviour. People's actions are not just the result of an absence of knowledge.

For labourers or factory workers who earn £8 a day to support their families, advice to undertake a journey to a distant public health clinic for a prescription may be futile. They may take medicine from local stores in despair and (rightly) consider the global health goal of tackling drug resistance secondary to their hardship.

And yet when circumstances change, behaviour might change, too. Our study in Thailand revealed that the behaviour of people whose family members help them through an illness was more in line with recommendations from the WHO, irrespective of their awareness about drug resistance.

One hundred and twenty-five countries are now carrying out drug resistance awareness campaigns. Before we congratulate ourselves on the global action, we need to evaluate their effectiveness and whether their side effects outweigh their benefits. If factors like poverty, insecure income or lack of access to healthcare prevent people from acting on good advice, then superbug education and awareness campaigns will prove costly, ineffective and insensitive to people's lives. ■

How to achieve sustainable clean water for everyone

Global population growth is threatening the security of water supply and when coupled with the impacts of climate change, it is clear that our historical approach to the provision of water may not remain feasible.

VANESSA SPEIGHT
Senior research fellow, University of Sheffield

JOBY BOXALL
Professor, University of Sheffield

The provision of clean, safe drinking water in much of the world is one of the most significant public health achievements of the past century—and one of the foundation stones of a healthy society. In the developed world, most people are able to take this service for granted and pay very little for it.

But even if there is not a large economic cost, a global environmental cost is being paid for the luxury of this service. Water systems extract large quantities of water from the environment, require energy, chemicals and infrastructure to treat and pump water to our houses, then require more energy and infrastructure to remove waste, treat it, and return some of that water to the environment complete with contaminants (at low levels, but still present).

In the UK, water services are based on legacy infrastructure systems; the country lives off Victorian engineering. These systems are ageing and deteriorating and will require unprecedented investment to be fit for the future. Therefore, the country needs to reimagine its water services to deliver water sustainably via systems that are affordable, adaptable and resilient.

Water security under threat

Global population growth is threatening the security of water supply and when coupled with the impacts of climate change, it is clear that our historical approach to the provision of water may not remain feasible. Increasingly stringent drinking water quality and environmental discharge standards protect us from pollutants but require increasingly complex and energy-consuming treatment. Leakage of water from ageing infrastructure wastes more of this precious resource, yet the costs of replacing that infrastructure seem insurmountable.

Perhaps it is time to reconsider the one-size-fits-all approach of large centralised infrastructure and instead pursue a suite of solutions tailored to local needs. Could it be possible to have water systems that have no adverse impact on the environment, or better yet—water systems with positive impacts for people, society, the environment and the economy?

Such a transformation of water systems will require new technology but also new ways for people to interact with water. Research into treatment technologies such as low-pressure membrane systems that will work under gravity flow without pumps could have great potential for treating a variety of water sources at a variety of scales.

But will people want to install a device in their homes to create drinking water from, for example, rainwater in their neighbourhood pond? And what regulatory and policy frameworks would be required to enable this? There is a need for such devices to be engineered to be fail-safe to protect public health in the event of equipment malfunction.

Crowdsourcing change

Mobilisation of people could offer great transformative potential for our water systems. For example, engineering researchers are working to design treatment systems to remove fats, oils and grease from sewers before they cause major blockages, known as “fatbergs”. However, such technology would not be required if all users of the system jointly protected the infrastructure by disposing of fats in another way.

The drive to install renewable energy is stressing the electric grid and distribution systems, which were not designed to handle the decentralised sources and variable inputs that characterise renewables such as solar and wind power.

So, the sustainable water systems of the future also need the disruptive innovation of collective mobilisation to deliver and support transformation. Energy-saving measures are being implemented throughout urban water systems including pumping at non-peak times and recovering heat from wastewater. But there is potential for a closer linkage between the water and energy systems by considering the synergies between distribution systems for both utilities.

The drive to install renewable energy is stressing the electric grid and distribution systems, which were not designed to handle the decentralised sources and variable inputs that characterise renewables such as solar and wind power. The opportunity exists for water systems, which operate at the neighbourhood level just like electricity networks, to be configured to act as energy storage systems to offset the variability in electric power generation to store heat or energy in the form of pressurised water. Research is ongoing to determine the full potential and optimal scales for such interactions between water and electric grids but could offer a way to optimise existing infrastructure for both utilities.

These examples give some insight into how technology will be essential to transform our current unsustainable systems to deliver adaptable and resilient water services across a range of futures and contexts. Large, centralised infrastructure may still be required in densely populated areas – in these situations disruptive solutions need to work with the existing systems because high population density does not allow for land-intensive solutions and legacy infrastructure is too expensive to just abandon.

Given the 50-to-100-year service life for water infrastructure, a change in philosophy is needed now to avoid another century of unsustainable water service. Such disruptive innovations, when combined in a way to suit each distinct context, could deliver sustainable water solutions for all—from megacities to remote rural communities, to the rapidly developing parts of the world. ■

Shutting down the internet doesn't work – but governments keep doing it

In most cases the desire to control the internet is rooted in governments' determination to control the political narrative. Many see the internet as an existential threat that must be contained no matter the consequences.

GEORGE OGOLA
Reader in Journalism, University of Central Lancashire

As the internet continues to gain considerable power and agency around the world, many governments have moved to regulate it. And where regulation fails, some states resort to internet shutdowns or deliberate disruptions.

The statistics are staggering. In India alone, there were 154 internet shutdowns between January 2016 and May 2018. This is the most of any country in the world.

But similar shutdowns are becoming common on the African continent. Already in 2019 there have been shutdowns in Cameroon, the Democratic Republic of Congo, Republic of Congo, Chad, Sudan and Zimbabwe. Last year there were 21 such shutdowns on the continent. This was the case in Togo, Sierra Leone, Sudan and Ethiopia, among others.

The justifications for such shutdowns are usually relatively predictable. Governments often claim that internet access is blocked in the interest of public security and order. In some instances, however, their reasoning borders on the curious if not downright absurd, like the case of Ethiopia in 2017 and Algeria in 2018 when the internet was shut down apparently to curb cheating in national examinations.

Whatever their reasons, governments have three general approaches to controlling citizen's' access to the web.

How they do it

Internet shutdowns or disruptions usually take three forms. The first and probably the most serious is where the state completely blocks access to the internet on all platforms. It's arguably the most punitive, with significant social, economic and political costs.

The financial costs can run into millions of dollars for each day the internet is blocked. A Deloitte report on the issue estimates that a country with average connectivity could lose at least 1.9% of its daily GDP for each day all internet services are shut down.

For countries with average to medium level connectivity the loss is 1% of daily GDP, and for countries with average to low connectivity it's 0.4%. It's estimated that Ethiopia, for example, could lose up to US$500,000 a day whenever there is a shutdown. These shutdowns, then, damage businesses, discourage investments, and hinder economic growth.

The second way that governments restrict internet access is by applying content blocking techniques. They restrict access to particular sites or applications. This is the most common strategy and it's usually targeted at social media platforms. The idea is to stop or limit conversations on these platforms.

Online spaces have become the platform for various forms of political expression that many states especially those with authoritarian leanings consider subversive. Governments argue, for example, that social media platforms encourage the spread of rumours which can trigger public unrest.

This was the case in 2016 in Uganda during the country's presidential elections. The government restricted access to social media, describing the shutdown as a "security measure to avert lies … intended to incite violence and illegal declaration of election results".

In Zimbabwe, the government blocked social media following demonstrations over an increase in fuel prices. It argued that the January 2019 ban was because the platforms were being "used to coordinate the violence".

The third strategy, done almost by stealth, is the use of what is generally known as "bandwidth throttling". In this case telecom operators or internet service providers are forced to lower the quality of their cell signals or internet speed. This makes the internet too slow to use. "Throttling" can also target particular online destinations such as social media sites.

What drives governments

In most cases the desire to control the internet is rooted in governments' determination to control the political narrative. Many see the internet as an existential threat that must be contained, no matter what consequences it will have on other sectors.

The internet is seen as a threat because it disrupts older forms of government political control, particularly the control of information. The stranglehold on the production and dissemination of information has always been an invaluable political tool for many African governments.

Online spaces have become the platform for various forms of political expression that many states especially those with authoritarian leanings consider subversive. Governments argue, for example, that social media platforms encourage the spread of rumours which can trigger public unrest.

The loss of this control, at a time when the media has brought politics closer to the people, presents governments with a distinctly unsettling reality. Social media, for example, inherently encourages political indiscipline and engenders the production and circulation of alternative political narratives.

In addition, because it is a networked platform, users are simultaneously and instantaneously local and international and are engaged in an information carnival that is difficult to police. Quite often the narratives therein are at variance with the self-preserving and carefully constructed ideologies of the state.

The shutdown trends

The irony, however, is that as these shutdowns continue, even proliferate, there is scant evidence they actually work. Instead, they seem to animate dissent and encourage precisely the kind of responses considered subversive by many governments This has been the case in Burkina Faso and Uganda, for example, where such bans have simply increased the profile of the causes being agitated.

Internet shutdowns don't stop demonstrations. Nor do they hinder the production and circulation of rumours: they encourage them instead. Many people are also circumventing the shutdowns through the use of virtual private networks (VPNs). These are networks that redirect internet activity to a computer in a different geographical location thus enabling access to sites blocked in one's own country. VPNS are now par for the course in countries like Zimbabwe.

The future of unfettered internet access in Africa looks precarious should governments continue on this trajectory. The absence in many African countries of enforceable constitutional guarantees that protect the public's right to information means there are few opportunities for legal redress. This makes the development of legislative regimes that recognise and protect access to the internet both urgent and necessary. ■

Independence is at the heart of the AfDB's ability to be effective

As Africa's only premier development bank, AfDB was the first and only African development organisation to offer any meaningful support to regional member countries' effort at managing the devastating consequences of Covid-19.

KALU OJAH

Professor of Finance & Deputy Head of School, Wits Business School, University of the Witwatersrand

Independence is a cardinal pillar for organisations that are set up to deliver a public good. Their success depends on it.

This is particularly true of development banks such as African Development Bank, AfDB and Inter-American Development Bank. Independence is even more important in these instances because these institutions are owned by – and are meant to cater for – numerous regional member states.

In my view their ability to deliver on the objective of assisting member states attain economic growth and sustainable development is inexorably dependent on their independence. By this I mean their capacity to focus productively on their goals and missions without external sway.

There are two aspects to this independence. The first is objective independence. This talks to how the institution is set up, who has shares in it and the like. Regional development banks typically get shareholder contributions of capital (which determines country shareholdings). They then go to capital markets to borrow multiples of their capital base (money from shareholders). Objective independence depends on shareholder contributions.

The second aspect of independence is implicit independence. This talks to the ability of the bank to borrow from capital markets. The reputation of the bank is key to its ability to mobilise capital to pursue bold development plans.

The AfDB is one of four main regional banks of the world. The other three are the Asia Development Bank, Inter-American Development Bank and European Bank for Construction and Development.

Objective independence

Objective independence is conventionally reflected in the distribution of capital contribution (ownership share subscription) of member states. This speaks to voting rights and associated board of governors' and directors' compositions.

This aspect of the bank independence gives details of the governance architecture around decision making and the day-to-day running of the bank. The bank president and board of directors – appointed by a board of governors – are mandated to implement decisions and run the daily affairs of the bank.

It is in this aspect of bank independence that non-regional member states are typically invited to foster transparency of governance, inject diversity, and enrich board decisions with global best practice. These are often governments or organisations invited from developed, well-performing or geographically representative countries.

All four of the world's biggest regional development banks have explored the benefit of non-regional member states.

But the AfDB falls short on this score. This is because non-regional members dominate the top capital contributors of the bank's capital base.

This "league table" ranking typically reflects the voting rights accorded member states. And unlike the other regional banks, three of the top five capital contributors in AfDB are non-African states. And 50% or more of the top 10 contributors are also non-African states.

One, therefore, has to ask where are Kenya, Ghana, Morocco, Ethiopia, Cote-d'Ivoire, Tunisia, Senegal, Angola – and others – in response to the vital imperative of ensuring their regional bank's independence? This list is of countries that could be, but are not, among the top capital contributors to AfDB's ownership and capital base.

> Implicit independence is reflected in the capacity (reputation) of the bank to mobilise substantial capital, usually in multiples of its capital base, for prosecuting grand development agendas of the region that need huge capital outlay.

These kinds of skewed voting rights put a dangerously destabilising power in the hands of a non-regional member who at any time may get the itch for autocracy. This was demonstrated recently when the US brashly attempted to veto a corporate governance guided decision of the bank's board, mainly by virtue of its relative voting right.

This kind of possibility clearly compromises the independence of the bank.

Sensibly, this should have been anticipated. A carefully nuanced structuring of board powers should have been put in place, with checks against such a likelihood. Such a balancing act would also have endeavoured to imbue regional member states with some "power of insistence" on determining their collective goals and mission.

That said, regional member states' contribution heft, still remains the best path to ensuring robustness of this aspect of bank independence.

Implicit independence

Implicit independence is reflected in the capacity (reputation) of the bank to mobilise substantial capital, usually in multiples of its capital base, for prosecuting grand development agendas of the region that need huge capital outlay.

Until recently, this had evidently not been explored by the African Development Bank. This capacity is usually flagged by two factors. Firstly, conceiving and articulating a well-thought out development agenda. Secondly, the extent of the bonding role provided by non-regional developed country member states, whose capital markets or partnering development organisations may be sources of this primary capital raising.

The record on this source of bank independence has been significantly brightened under the current leadership of the bank headed by Dr Akinwunmi Adesina.

Starting in 2018, the bank set itself the ambitious goal of mobilising substantial capital to support development projects of its regional member states.

The bank embarked on a host of roadshows, securing for the first time, commitments of between $30 billion - $60 billion.

This kind of substantial capital mobilisation is vital for the effectiveness of any development bank. Particularly, in light of the fledgling nature of Africa's organised capital markets – with the exception of South Africa – it is an enormously important capacity for AfDB to build.

For instance, as Africa's only premier development bank, AfDB was the first and only African development organisation to offer any meaningful support to regional member countries' effort at managing the devastating consequences of Covid-19.

Under Adesina's leadership, a coherent and clearly articulated (and encouragingly ambitious) continental development agenda has been set down. Under the rubric of "High Fives" it covers power, food, industrialisation, integration and improving the quality of life in and for Africa.

Vital role

The upside potentials of these projects are evidently great and promising.

But, for this promise to become a reality, the AfDB needs to be effective at its mission, via robust bank independence.

The bank's leadership needs its hands strengthened by the cooperation and support of African countries. For a start, African countries must increase their ownership subscriptions in their only regional bank. ■

How community radio has contributed to building peace: a Kenyan case study

Kenya has a vibrant radio sector made up of public, community, faith-based, international, pan-regional and private radio stations

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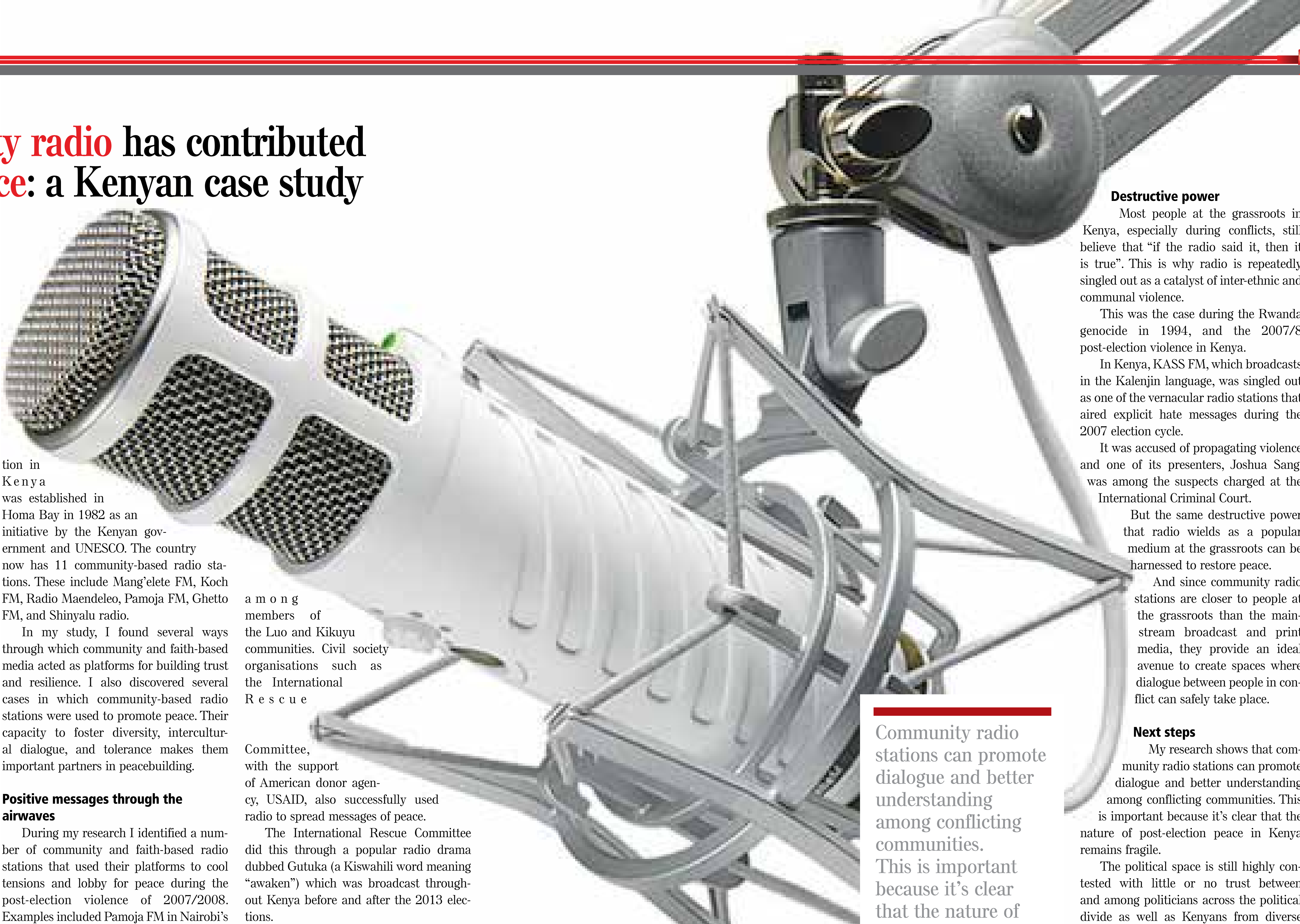

Kenya has witnessed post-election violence in varying degrees since the return of multiparty politics in 1992. The worst was in 2008. Since then the country has had two contested and deeply divisive elections in 2013 and 2017.

In the 2007-2008 post-election violence, journalists and the media were partly blamed for dividing the country along ethnic lines. The mainstream media, in particular, were accused of biased reporting and for framing issues with implicit or explicit ethnic overtones. Some vernacular radio stations were also accused of fanning the violence by airing hate speech.

But there's been little focus on an alternative role that community radio has played in the post-conflict period. In my paper I set out to examine whether community radio had played a constructive role.

A key point in my research was to find out if it could be used to facilitate peaceful social dialogue and build trust and resilience between – and among – different communities in Kenya.

Kenya has a vibrant radio sector made up of public, community, faith-based, international, pan-regional and private radio stations. With a population of about 47 million access to radio is very high for both urban and rural populations, with 95% of rural and 94% of urban respondents having access to a radio in the home. Over 50% of Kenyans get their news from the radio, especially in rural areas.

The first community-based radio station in Kenya was established in Homa Bay in 1982 as an initiative by the Kenyan government and UNESCO. The country now has 11 community-based radio stations. These include Mang'elete FM, Koch FM, Radio Maendeleo, Pamoja FM, Ghetto FM, and Shinyalu radio.

In my study, I found several ways through which community and faith-based media acted as platforms for building trust and resilience. I also discovered several cases in which community-based radio stations were used to promote peace. Their capacity to foster diversity, intercultural dialogue, and tolerance makes them important partners in peacebuilding.

Positive messages through the airwaves

During my research I identified a number of community and faith-based radio stations that used their platforms to cool tensions and lobby for peace during the post-election violence of 2007/2008. Examples included Pamoja FM in Nairobi's Kibera slum, Koch FM in Korogocho slum, and Radio Waumini (a national Catholic radio station).

Pamoja and Koch FM broadcast messages of peace, tolerance and reconciliation among members of the Luo and Kikuyu communities. Civil society organisations such as the International Rescue Committee, with the support of American donor agency, USAID, also successfully used radio to spread messages of peace.

The International Rescue Committee did this through a popular radio drama dubbed Gutuka (a Kiswahili word meaning "awaken") which was broadcast throughout Kenya before and after the 2013 elections.

There was also Amani FM, which was established in Tana River County, Eastern Kenya, in the weeks prior to the 2017 general elections. The station regularly broadcast passing peace messages. Amani is a Swahili word for peace. The key objective of establishing the station was to promote peace and tolerance throughout the elections in a region historically known to have deeply divided political rivalry.

> Community radio stations can promote dialogue and better understanding among conflicting communities. This is important because it's clear that the nature of post-election peace in Kenya remains fragile

Destructive power

Most people at the grassroots in Kenya, especially during conflicts, still believe that "if the radio said it, then it is true". This is why radio is repeatedly singled out as a catalyst of inter-ethnic and communal violence.

This was the case during the Rwanda genocide in 1994, and the 2007/8 post-election violence in Kenya.

In Kenya, KASS FM, which broadcasts in the Kalenjin language, was singled out as one of the vernacular radio stations that aired explicit hate messages during the 2007 election cycle.

It was accused of propagating violence and one of its presenters, Joshua Sang, was among the suspects charged at the International Criminal Court.

But the same destructive power that radio wields as a popular medium at the grassroots can be harnessed to restore peace.

And since community radio stations are closer to people at the grassroots than the mainstream broadcast and print media, they provide an ideal avenue to create spaces where dialogue between people in conflict can safely take place.

Next steps

My research shows that community radio stations can promote dialogue and better understanding among conflicting communities. This is important because it's clear that the nature of post-election peace in Kenya remains fragile.

The political space is still highly contested with little or no trust between and among politicians across the political divide as well as Kenyans from diverse ethnic and political groups.

Community media can be used as a bridge builder to help diffuse the tensions and mistrust that characterises Kenya today. ■

Use of mobile money

The World Bank ranks Kenya as a country with the highest user of Mobile Money Transactions in sub-Saharan Africa. "Kenya is the highest user of mobile phones for money transactions in the sub Saharan Africa region," reads a tweet from World Bank.

From a recent survey on Global Mobile Consumer by Deloitte, Kenya is leading the continent in smartphone penetration and internet usage. Kenya has a 91% penetration of mobile phone sim card subscriptions compared to Africa's 80%.

According to the Communications Authority (CA), globally, Kenya has the highest share of internet usage from mobile phones as compared to desktops. Internet access through the mobile phone in the country recently hit 83%, overtaking Nigeria. For instance, Jumia Kenya, an online shop, reported that 70% of their traffic comes from mobile phones and 50% of payments are done through the mobile phone applications.

CA further clarifies that, with a population of about 51.58 million, 43.3 million Kenyans have access to internet. Google only identifies 13 million active internet users. High data prices contribute hugely to the lower usage statistics as Kenya's data prices lately are higher than in neighboring countries. However, affordable smartphones and declining mobile data prices, are factors has driven growth in mobile phone subscriptions.

Turning to social media, penetration has also contributed to high smartphone buys as 8.3 million Kenyans are active on social media. Users in Kenya spend close to 3 hours a day on social media alone. The latest social media consumption in Kenya report recently released by the United States International University Africa (USIU-Africa) in partnership with the U.S. Embassy in Nairobi, shows WhatsApp to be the most dominant platform, closely followed by Facebook. The comprehensive report is as follows WhatsApp – 88.6% Facebook – 88.5% YouTube – 51.2% Google – 41.3% Instagram – 39% Twitter – 27.9% Yahoo – 18.6% LinkedIn – 9.3% and lastly Snapchat – 9.0%.

Historically, affordability of a smartphone has been cited as a major challenge,

> The Government of Kenya has further necessitated the use of mobile money through eCitizen platform, Kenyans pay for various services such as renewal of driving licenses, application of passports, business registration services among others.

but Kenyans appear to have found a way of conquering this challenge. Jumia Kenya for example, has reported a continuous decrease in the average price of a smartphone over the last three years.

Mobile money has contributed greatly to the rise of mobile phone operators' population across the country. There are currently 47.6 million active mobile money accounts which accounted for a transaction value of \$3.6 billion in 2018 alone, accessed through more than 200,000 agents country wide.

Mobile money continues to grow, supported by increasing adoption of mobile payments applications by major sectors in the economy. Unlike previously when mobile money platforms were largely used for person to person cash transfers, they are now increasingly being used to initiate and cut business deals such as the purchase of goods and services. In addition, the processing of instant short term loans, driven by more than 300 loan apps, is further deepening the use of mobile phones in Kenya.

The World Bank ranks Kenya as a country with the highest user of Mobile Money Transactions in sub-Saharan Africa."Kenya is the highest user of mobile phones for money transactions in the sub Saharan Africa region," reads a tweet >>

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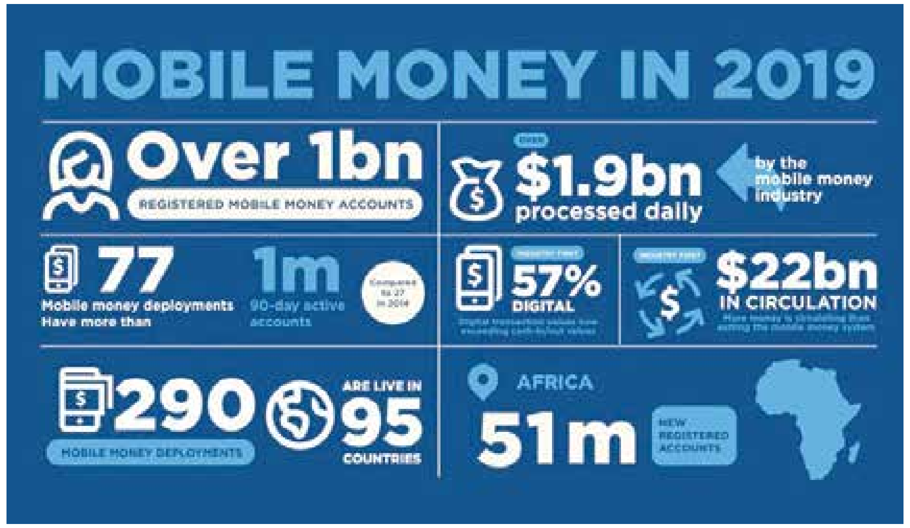


Source: Forbes

>> from World Bank.

The international lender says Kenya emerges top with a 68% score beating Sudan (52%) to second place while Gabon was placed third with 50% in the year under review.

According to the Communications Authority (CA), Kenyans performed 425.3 million mobile transactions between July and September 2019 alone.

Mobile money services such as M-Pesa and Airtel Money and T-Kash have become instrumental for within the country as well as international money transfers. M-Pesa is the market leader with over 25.57 million users, followed by Airtel with 3.77 million users and Telkom Kenya, 1.75 million users.

Safaricom, the largest mobile phone operator in Kenya, launched M-Pesa in 2007. M-Pesa is a mobile phone-based money transfer, financing and micro financing app. M-Pesa enables users to deposit, withdraw, transfer money and pay for goods and services easily with a mobile phone device.

As a branchless banking service, users can deposit and withdraw money from a network of agents that includes airtime resellers and retail outlets acting as banking agents. Users are charged a small fee for sending and withdrawing money using the service. M-Pesa charges will depend on the amount you are sending or withdrawing. One can also move money from their accounts or credit cards direct to M-Pesa or from M-Pesa into bank accounts and electronic card wallets.

Currently, the maximum account balance is Ksh 150,000 while maximum daily transaction value is set at Ksh 300,000. Maximum amount per transaction is Ksh 150,000. One cannot withdraw less than Ksh 50 at an M-Pesa agent outlet.

Recently, Safaricom Plc partnered with Ria Money Transfer, to empower more than 26 million M-Pesa customers to receive international money transfers from over 20 countries across the world.

Through the service, M-Pesa customers are able to send and receive cash instantly. Customers sending money to M-Pesa through Ria will are informed of the applicable exchange rate and transaction fee before sending money.

Mobile money services such as M-Pesa and Airtel Money and T-Kash have become instrumental for within the country as well as international money transfers. M-Pesa is the market leader with over 25.57 million users.

Transfers sent through Ria reflect immediately in a customer's M-Pesa account balance, saving recipients the trouble of currency conversions or having to visit an outlet to receive money sent to them.

Chief Executive Officer Peter Ndegwa says this makes it convenient for M-Pesa customers to access cash instantly anywhere in the world.

"This partnership will further increase the value we provide to our customers by offering them more choice and the power to receive transfers directly into their M-Pesa accounts," says Peter.

Some of Ria's top markets include the United States of America (US), Canada, the United Kingdom (UK), Australia, Spain, in addition to the majority of European Union (EU) countries.

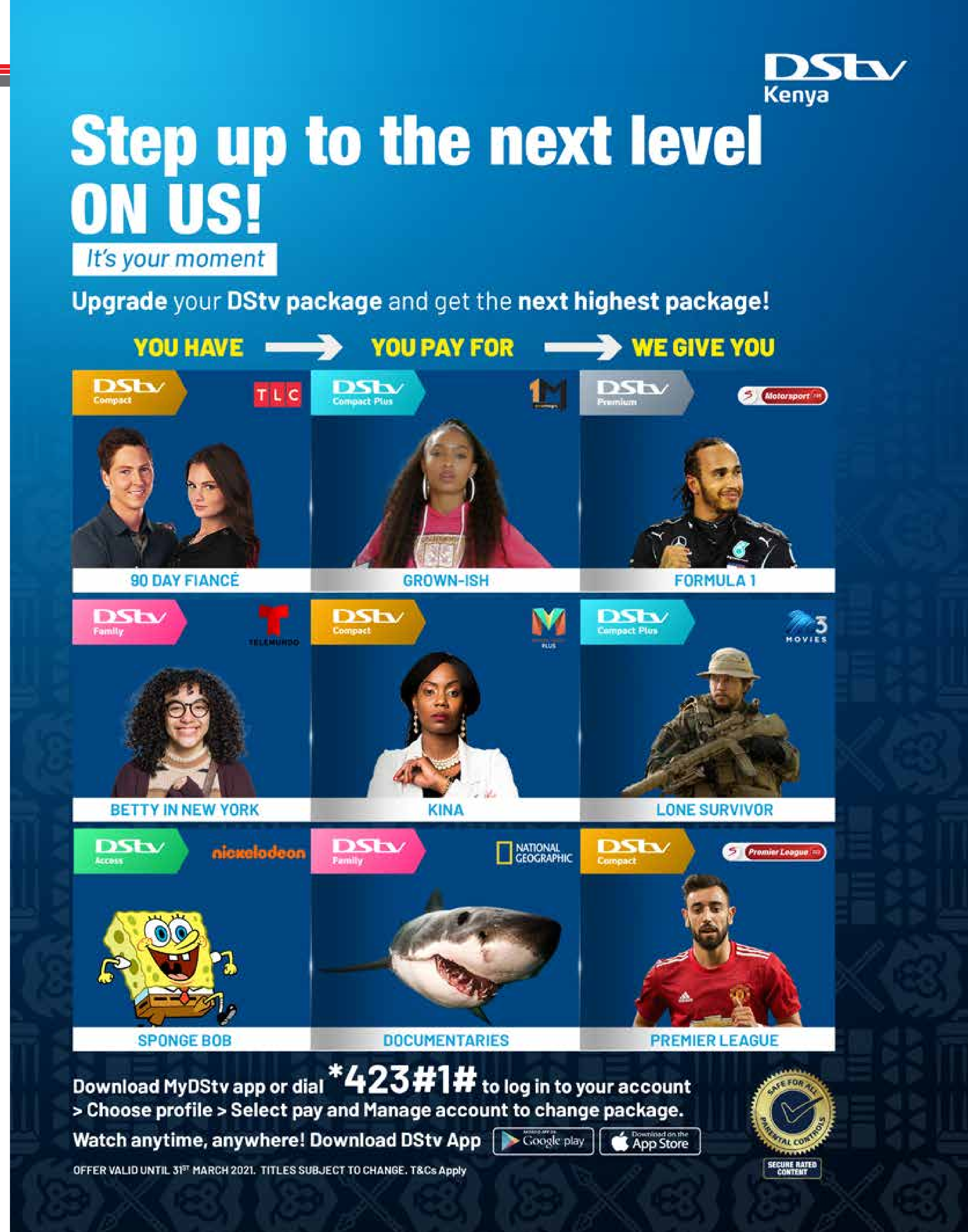
M-Pesa also has seen growth as a preferred remittance channel by Kenyans in the diaspora looking to send money to their families back home. According to the Central Bank of Kenya (CBK) statistics, more than 40 percent of international money transfers are now received through the service.

Through various mobile payment services, the standard of living in Kenya has improved greatly. Market traders, debt collectors, farmers, cab drivers, etc., don't have to carry around or transact in a large amount of cash. This means that the occurrence of theft, robbery, and fraud is reduced. Also, individuals and business owners don't have to wait in queues for long hours to make different bill payments.

Uber, Glovo and other home deliveries firms and applications are also facilitated by these mobile phone cash transfer apps.

The Government of Kenya has further necessitated the use of mobile money through eCitizen platform, Kenyans pay for various services such as renewal of driving licenses, application of passports, business registration services among others.

In a nutshell, mobile money transfer platforms are driving business while providing conveniences to millions of users both locally and globally. ■



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