

## **CURRICULUM VITAE**

NAME : **PROF. ISAAC MEROKA MBECHE**

DESIGNATION : DEPUTY VICE-CHANCELLOR  
STUDENT AFFAIRS  
&  
PROFESSOR OF MANAGEMENT SCIENCE,  
MANAGEMENT SCIENCE DEPARTMENT,  
SCHOOL OF BUSINESS,  
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[isambeche@gmail.com](mailto:isambeche@gmail.com)

DATE OF BIRTH : 22<sup>ND</sup> AUGUST, 1952

SEX : MALE

MARITAL STATUS : MARRIED WITH FOUR CHILDREN

NATIONALITY : KENYAN

CITIZENSHIP : KENYAN

HOBBIES : WALKING AND PHOTOGRAPHY

### **EDUCATION BACKGROUND**

1990 - 1993 : Ph.D., Department of Management Science,  
Management School, University of Lancaster,  
U.K.

1977 - 1979 : Master of Arts (MA), University of Nairobi,  
Kenya.

- 1974 - 1977 : Bachelor of Education (Science),  
B.Ed (Science), University of Nairobi.
- 1972 - 1973 : East African Advanced Certificate of  
Education (E.A.A.C.E), Njoro School, Njoro,  
Kenya.
- 1968 - 1971 : East African Certificate of Education (E.A.C.E)  
Menengai High School, Nakuru
- 1961 - 1967 : Certificate of Primary Education (C.P.E),  
Itierio Primary School, Kisii.

### **EMPLOYMENT HISTORY**

- Feb 2011 to present Deputy Vice-Chancellor, Student Affairs, University  
of Nairobi.
- 2011 to present : Professor of Management Science, University of  
Nairobi.
- 2002 to Jan 2011 : Principal – College of Humanities and Social  
Sciences, University of Nairobi.
- 1999 to Sept. 2011 : Associate Professor of Management Science,  
University of Nairobi.
- 1994 - 1999 : Senior Lecturer in Management Science, Faculty of  
Commerce, University of Nairobi.
- 1987 - 1994 : Lecturer in Management Science Department,  
Faculty of Commerce, University of Nairobi.
- 1992 - 1993 : Teaching Assistant, Management Science  
Department, School of Management, Lancaster  
University, U.K. (while on study leave in U.K).
- 1986 - 1987 : Tutorial Fellow, Management Science Department,  
Faculty of Commerce, University of Nairobi.
- 1984 - 1986 : Senior Lecturer, Kenya Science Teachers' College,  
Nairobi.
- 1981 - 1983 : Lecturer, Kenya Science Teachers' College, Nairobi.
- 1979 - 1981 : Graduate Teacher, Nairobi School, Nairobi.

### **ADMINISTRATIVE POSITIONS AND MEMERSHIP OF COMMITTEES**

- Feb. 2011 to Present      Deputy Vice-Chancellor, Student Affairs.
- 2002 to Jan 2011      :      Principal, College of Humanities and Social Sciences, University of Nairobi.
- 2002 to present      :      Director, University of Nairobi Enterprises and Services Ltd
- 2002 to present      :      Member, of Finance and Audit Sub-Committee of the UNES Board.
- 2001                      :      Member of the Governing Council and Executive Committee of the Kenya Red Cross Society.
- 1997 -                  2002      :      Chairman, Management Science Department, University of Nairobi.
- 2002 to Jan 2011      :      Chairman, Steering Committee for developing collaboration links with Bandari College, Mombasa.
- 2004                      :      Chairman, UMB Sub-committee on the identification of Quickwins for the University of Nairobi.
- 2010 to present      :      Chairman, Board of Governors, St. Teresa Secondary School, Kisii.
- 2004                      :      Board Member Bishop Mogendi Secondary School, Nyamokenye, Kisii.
- 2003                      :      Board Member St. Teresa Secondary School, Bogiakumu, Kisii.
- Jul 1998 - Jan 99:      Acting Dean, Faculty of Commerce, University of Nairobi.
- 1998                      - 2000      :      Chairman, Ph.D Steering Committee, School of Business, University of Nairobi.
- 1998 -                  2002      :      Chairman, Doctoral Studies and Publications Committee, Faculty of Commerce, University of Nairobi.
- 1996 -                  1998      :      Chairman, Steering Committee for the development of Module II programmes in the Faculty of Commerce (B.Com and MBA).

- 1994 - 1996 : Departmental link co-ordinator between Management Science Department, University of Nairobi and Management Science Department, Lancaster, U.K.
- 1989 - 1990 : Faculty of Commerce representative in the academic resources and library committee, University of Nairobi.
- 1989 - 1990 : Chairman, Senior Common Room Committee, Faculty of Commerce, Lower Kabete Campus.
- 1987 - 1988 : Chairman, Management Science Curriculum Committee for the Development of the 8-4-4 curriculum.

#### **ACADEMIC AND PROFESSIONAL ACTIVITIES OUTSIDE THE UNIVERSITY**

- 2011 to Present : Member of the Board of Trustees, Management University of Africa.
- 2004 to Present : Member for the International Advisory Committee of the United Nations Centre for Regional Development (UNCRD), representing Africa, in Nagoya, Japan.
- 2002 to present : Chairman, Operations Research Society, Kenya Chapter.
- 2001 to present : President, Operations Research Society of East Africa (ORSEA) (Kenya, Tanzania, Uganda, Rwanda, Burundi)
- 1999 to present : Resource Person for United Nations Centre for Regional Development (UNCRD) and UNICEF Training Course on Project Planning and Management held in Ethiopia.
- 1998 to present : Module Coordinator, Africa Training Course on Regional Planning and Project Planning and Management, UNCRD – Africa Office, Nairobi.
- 1997 - 2000 : External Examiner, Business School, Makerere University.
- 1995 - 2001 : External Examiner, Department of General

- Management, University of Dar-es-Salaam.
- 1995 - 2001 : External Examiner, Business Administration Department, Kenyatta University.
- 1995 - 2001 : External Examiner, Business Studies Department, Kenyatta University.
- 1988 - 1989 : Member of the Board of Directors of the African Institute for Economic and Social Development (INADES), Kenya.
- 1987 - 1989 : Chief Resource Person, Training of Trainers (TOT) for the Regional Soil Conservation Unit, sponsored by the Swedish International Development Agency (SIDA).
- 1986 - 1987 : Co-ordination of the Development of the syllabus and schemes of work in co-operative education and management for the Co-operative College, Nairobi, Kenya.
- 1983 - 1986 : Team leader for a team set up to examine the extension of soil conservation structures to the Rural Small Scale farms in the Soil and Water Conservation Branch, Ministry of Agriculture, Kenya.

### **SUPERVISION OF POSTGRADUATE RESEARCH**

#### **Ph.D**

- 2010 : Owino Okwiri “The relationship between ISO 9001 certification and performance of Government Agencies in Kenya”, Ph.D. Thesis, University of Nairobi
- 2000 : Hezekiah Gichunge, “A Methodology for Allocation of Risks in Building Contracts in Kenya”. Ph.D. Thesis, University of Nairobi
- 1999 : Talukaba, A. “Factors which cause Construction Project Delays in Kenya: The case of High-Rise Building Projects”, unpublished Ph.D. Thesis, University of Nairobi.

### **ON-GOING Ph.D SUPERVISION**

- 2009 : Ann W. Mbugua “Integrating Supply Chain Management and Value Chain Management in Public Procurement: A Case of The Kenya Medical Supplies Agency”
- 2008 : Magutu Obara Peterson “A Survey on the factors which influence the choice of Supply Chain Strategy in the manufacturing industries”.
- 2006 : Susan Munyiri “Factors which determine success of Development projects in Kenya”.

### **MASTERS**

- 2010 : Samwel Ogweno “A Comparison of Monitoring and Evaluation of Projects between Donor Funded and Non-Donor Funded Projects in Kenya”. MBA, Project.
- 2004 : Nyanamba, J.O. “A Methodology for forecasting sales demand for toothpaste: The Case of Colgate Palmolive (E.A) Ltd”.
- 2002 : Chindia, E.W., “The predictive validity of feasibility studies of Horticultural Projects in Eastern Africa”, An MBA Research Project, University of Nairobi.
- 2002 : Muthaura, J.M. “A survey of the Operations in the oil Industry using Terry Hill framework models”, An MBA Research Project, University of Nairobi.
- 2001 : Nyamwange, S.O, “Operations Strategies Applied for the competitiveness of Kenya large manufacturing firms”, An MBA Research Project, University of Nairobi.
- 2000 : Ngunjiri, J.K. “The Selection of Public Investment Projects: A multicriteria approach”, An MBA Research Project, University of Nairobi.
- 1998 : Kibiku, P.N. “The Relationship between Project Appraisal and Post-implementation results: The Case of Kenya Posts and Telecommunication Corporation”. MBA Research Project, University of Nairobi.

- 1998 : Karimi, R.B. "Factors which are Critical in Project Cost Overruns: A case of the Ministry of Water Resources Projects", MBA Project, University of Nairobi.
- 1997 : Langat, C.K. "An Application of the Transportation Model to the Physical Distribution of UHT milk: A case study of Kenya Co-operative Creameries Ltd", MBA Project, University of Nairobi.
- 1997 : Gathumbi, S.N. "Application of Inventory Models in Drug Management: the case of the Nairobi City Council Health Services", MBA Research Project, University of Nairobi.
- 1996 : D. Mwadali "An Analysis of Major Factors which affect Project Management in the Kenya Railways Co-operation", MBA Research Project, University of Nairobi.
- 1995 : S.K. Yego, "A Survey of the Application of Forecasting Methods in the Manufacturing Industry in Kenya", MBA Research Project, University of Nairobi.
- 1995 : Patrick Omutia, "An Analysis of the Implementation of Total Quality Management in Kenya Posts and Telecommunications Co-operation", MSC, Management and Organizational Development Research Project, United States International University for Africa, Nairobi.
- 1995 : Stephen Nuta, "The Effect of Total Quality Management in Kenya Airways on Employee Performance". MSC, Management and Organizational Development Research Project, United States International University for Africa, Nairobi.
- 1995 : George Lumbasi, "SWOT Analysis of the Tourism Industry in Kenya", MSC, Management and Organizational Development Research Project, United States International University for Africa, Nairobi.
- 1995 : Paulos Olana, "A Cross-cultural Training in International Organizations", MSC, Management and Organizational Development Research Project, United States International University for Africa, Nairobi.
- 1995 : Dinah Kokwaro, "The Effect of Liberalization on the Operations of Kenya Breweries Ltd." MBA Research

- Project, United States International University for Africa, Nairobi.
- 1995 : Misango Kitaka, "The Downsizing Model in the Kenya Civil Service-Does it work", MSC, Management and Organizational Development Research Project, United States International University, Nairobi.
- 1994 : Muranga Njihia, "Development of a Model for Road Maintenance Funds Management: A Soft Systems Approach". MBA Research Project.
- 1989 : Michael Chirchir, "A Discriminant Model to Distinguish between successful Accounting and Non-Accounting Students in the Faculty of Commerce of the University of Nairobi". MBA Research Project.
- 1989 : Nancy Asiko, "An Assessment of the Impact of The Preferential Trade Area (PTA) for Eastern and Southern African States on Kenya's Export Trade". MBA Research Project.
- 1988 : Samson K. Kanywuiro, "An Application of Trend Analysis to model Domestic Water Consumption Patterns for selected Residential Areas of Nairobi". MBA Research Project.

## **RESEARCH AND PUBLICATIONS**

### **REFEREED JOURNAL & ARTICLES**

- Mbeche, I.M. (2011) "Critical success Factors of Industrial and Commercial Projects in Kenya", **Operations Research Society of Eastern Africa Journal, Vol.I Issue I, June 2011.**
- Kumssa, A and Mbeche, I.M.(2004) "The role of institutions in the development process of African countries "**International Journal of Social Economics, Vol. 31 no. 9 & 10, 2004.**
- Gichunge, H and Mbeche, I.M (2003) "Risk management in Building Projects: An Analysis of Time and Cost Risk", **Nairobi Journal of Management, Vol. 6 May – September, 2003.**
- Mbeche, I.M and Nyamwange, S.O. (2003) "Operations Strategies applied for the competitiveness of Kenyan large manufacturing firms". **Hekima Journal of the Humanities and Social Sciences, vol 2. No.1, 2003**



- Mbeche, I.M. and Lagat, C.K. (2000) “An Application of the Transportation Model in the distribution of UHT milk”, **The African Journal of Finance and Management, vol.8 no.2 January 2000.**
- Mbeche, I.M. and Mwadali, D. (1997) “Management by Projects: Factors which affect the Performance of Project Managers in a developing country”, **Discovery and Innovation, Vol.9 no.3, 1997.**
- Mbeche, I.M. and P. Omutia (1997) **“Issues of Leadership in the implementation of Total Quality Management in a large organization”**, Nairobi Journal of Management, vol. 3, 1997.
- Ngunjiri, J.K And Mbeche I.M. “The Selection of Public Investment Projects: A multicriteria Approach”, **Nairobi Journal of Management vol.5 January/April, 1999/2000.**
- Mbeche, I.M. and D. Mwadali (1996) “Management by Projects” a paper presented to the Conference on Project Management in the Construction Industry for Eastern Africa Region, 20<sup>th</sup> – 23<sup>rd</sup> November, 1996, Machakos, Kenya.
- Mbeche, I.M. Kanywiro, S. & Onchoke, C.(1996) **“The use of Forecasting Estimates for billing water consumers in Nairobi”**. Journal of Management, vol.1, 1996.
- Mbeche, I.M. (1996) **“Operational Research/Management Science in Social Issues at the Strategic Level”**, Nairobi Journal of Management, Vol.2, 1996.
- Mbeche, I.M. and Njihia, J.M. (1994) “Road Maintenance in Kenya: A Soft Systems **Approach”**- Conference Proceedings, All Africa Conference of Engineers, 14<sup>th</sup> – 16<sup>th</sup> December, 1994.
- Mbeche, I.M. (1993) **“A Case Study Analysis on the Effectiveness of Mathematical Modeling in Operational Research/Management Science Problems”**. In Kenya Mathematical Society Proceedings, (Ogana W. and Mberia J.M. Eds), Jomo Kenyatta Foundation, Nairobi, Kenya.
- Mbeche, I.M. and Bali, S.K. (1986) **“An Investigation Into Factors Contributing to Teaching Effectiveness Among Student Teachers: Towards a Prediction Model for Teaching Effectiveness among student teachers”**. In Msingi *Journal of Educational Foundations*, Vol.2 No. 1 1986, Kenyatta University.

## **BOOK CHAPTERS**

- Mbeche, I.M. (2004) “Sampling Methods” in **Data Collection and Analysis**, Ngau, P. and Kumssa, A. (Eds.), UNCRD Textbook series, No. 12, 2004.
- Mbeche, I.M. (2000) “Project Planning Matrix” in **Project Planning, Implementation and Evaluation**, Mbeche, I.M. (Ed), UNCRD Textbook series, No. 8 (2000).
- Mbeche, I.M. (2000) “Project Preparation” in **Project Planning, Implementation and Evaluation**, Mbeche, I.M. (Ed), UNCRD Textbook series No.8(2000)
- Mbeche, I.M. (1996) **“Business Statistics” in Introduction to Business**, Kenya Literature Bureau, Nairobi, Kenya. (Kibera F.N. Ed.)
- Mbeche, I.M. (1987) **“Statistics” in Secondary Mathematics Teachers Guide for Forms 1 and 2**, Kenya Literature Bureau, Nairobi Kenya.

## **CO-PUBLISHED WITH STUDENTS**

- Magutu, P.O.,  
Mbeche, I.M.,  
Nyaoga, R.B.,  
Nyamwange, O.,  
Ongeri, R.N., and  
Ombati, T.O. “Quality Management Practices in Kenyan Educational Institutions: The Case of the University of Nairobi” *IBIMA Business Review* (ISSN 1947-3788), 2009
- Magutu, P.O.,  
Mbeche, I.M.,  
Nyamwange, O.,  
Mwove, N.M.,  
Ndubai, R.E. and  
Nyaanga, R.O. “Formulation and Implementation of Operations Strategies used in Solid Waste Management: A Case Study of Nairobi City Council”. *Journal of African Research in Business and Technology*, Vol.2010 2010.

## **COURSES, SEMINARS AND CONFERENCES ATTENDED**

- Confucious Institute’s Headquarters Conference, 2011, Kunming City, China, July, 2011.
- Africa Confucious Institutes 2<sup>nd</sup> Conference, September 2010, Yaounde, Cameroon.
- Africa International Business and Management Conference, August 2010, Nairobi.

The University Quality and Employment of College Graduates in Africa, June, 2009. Beijing, China.

International Conference on Operations Research and Development (ICORD) VI Forteleza, Brazil, 29<sup>th</sup> to 31<sup>st</sup> August, 2007.

3<sup>rd</sup> Operations Research Conference on the Economic Development of the Eastern Africa Region, November, 2006.

Operations Research Society for Eastern Africa annual conference, Dar es salaam, 19<sup>th</sup> November, to 22<sup>nd</sup> November, 2004.

UNCRD 16<sup>th</sup> Advisory Council Meeting, Nagoya, Japan, 25<sup>th</sup> –26<sup>th</sup> May, 2004.

UNCRD – NCC Workshop on Strategic Urban Planning and Management for Nairobi City, 10<sup>th</sup> – 11<sup>th</sup> December 2002.

International Conference on Operations Research in Development, Johannesburg, South Africa, 15<sup>th</sup> to 19<sup>th</sup> May, 2001

Asia – Africa Exchange Programme on Project Planning and Management, Manila, Philippines, 1<sup>st</sup> April to 8<sup>th</sup> April, 2000.

4<sup>th</sup> Annual International Management Conference, Makerere University, at Entebbe, Uganda, 26<sup>th</sup> to 28<sup>th</sup> November, 1997.

Young Operational Research Conference, Lancaster, U.K., April, 1993.

Operational Research Society Annual Conference, Exeter, U.K., September 1991.

Operational Research Society Annual Conference, Bangor, Wales, U.K., September, 1990.

Staff Development Seminar, Kenya Science Teachers' College, 13<sup>th</sup> August 1986 to 15<sup>th</sup> August, 1986.

Training Seminar on Methods of collecting, analyzing and utilizing of Statistics in Kenya, Kenya Technical Teachers College, 5<sup>th</sup> August, 1984 to 16<sup>th</sup> August, 1984.

Special course in Science and Mathematics Education, University of Leeds, U.K. January, 1982 to April, 1982.

## **FACILITATION OF WORKSHOPS/RESEARCH ACTIVITIES**

1. Lead Consultant, Customer Satisfaction Survey, Water Services Regulatory Board, July, 2009.
2. Resource Person on Project Planning, Management and Evaluation in Gaborone, Botswana November, 2008.
3. Resource Person, Project Planning, Management and Evaluation, in Adama, Ethiopia, 14<sup>th</sup> May – 23<sup>rd</sup> May, 2008.
4. Resource Person in “Urban Violence and Safety in Africa: A Comparative Study and Capacity Building in some East African Cities January 2008.
5. Transparency International Consultancy for the development of a draft strategic plan for the National Anti-corruption Campaign steering committee, 23<sup>rd</sup> September to 30<sup>th</sup> November 2004.
6. Lead Consultant in the development of the M&E framework for the Ministry of Health Strategic Plan, 2004 to 2008 – World Bank supported consultancy, June 2004
7. Lead Consultant in the development of the Project Documents for SIDA supported projects in the Ministry of Health, May 2004.
8. Lead Consultant in the Development of the 2002 to 2005 Strategic Plan for the Kenya Red Cross Society, January to September 2002.
9. Lead Consultant in Developing Monitoring Tools for NCEP Implementing Organizations, February, 2002.
10. Lead Consultant in Designing an M&E Plan for the National Civic Education Programme (NCEP), December, 2001.
11. Resource Person, Training on Project Management and Data Collection and Analysis, for Ethiopian Planners at Nazareth Ethiopia, April 2001.
12. Resource Person, Workshop on Public Policy and Policy Analysis, for agricultural economists, at Whitesands, Mombasa, December 2000.
13. Resource Person, Training Workshop on Project Planning, Management and Evaluation, for Ethiopian Planners, at Nazareth Ethiopia, March 2000.
14. Lead Consultant, World Bank sponsored workshop for the Development of Logframes in the Legal Sector Reforms, Nyali Beach Hotel, 6<sup>th</sup> – 9<sup>th</sup> December, 1999.
15. Lead Consultant, Project Management Workshop for Programme Coordinators, UNDP Regional Development Programme, at KCCT, 17<sup>th</sup> – 19<sup>th</sup> November, 1998.

16. Resource Person and Member of the Steering Committee for the 4<sup>th</sup> Africa Training Course on Local and Regional Development Planning and Management, 7<sup>th</sup> October – 18<sup>th</sup> November, 1998.
17. Resource Person, 3<sup>rd</sup> Africa Training Course on Local and Regional Development Planning and Management, sponsored by United Nations Centre for Regional Development (UNCRD) and United Nations Development Programme (UNDP), at KCB Training Institute, 6<sup>th</sup> October-17<sup>th</sup> November, 1997.
18. Training of Trainers course for Ministry of Agriculture, Extension Officers, at KCCT, Nairobi, 15<sup>th</sup> June – 27<sup>th</sup> June, 1997.
19. Training of Trainers Course on Project Management Workshop, Amhara Region, Ethiopia, 26<sup>th</sup> June – 9<sup>th</sup> July, 1996.
20. Operations Research in Population, TAI Project for the Population Council, Research on Community Based Distribution of Contraceptives, 4<sup>th</sup> July, 1995 – 12<sup>th</sup> August 1995.
21. Project Management and Communication Skills Workshop sponsored by Agri-systems International, in Kabwe, Zambia from 19<sup>th</sup> May 1995 – 10<sup>th</sup> June, 1995.
22. Development of the curriculum in Co-operative Education and Management for the Co-operative College of Kenya, August 1986, Kabarnet, Kenya. A workshop sponsored by DANIDA.
23. Chief Resource Person for the Training of Trainers Course of Divisional Conservation Officers, June 1994.
24. Chief Resource Person for the Training of Trainers Course for District Soil Conservation Officers in Kenya , March 1990.
25. Evaluation of Training Activities within The Soil and Water Conservation Branch, Ministry of Agriculture, Kenya. 1990 SIDA-sponsored project.
26. Chief Resource Person for the Training of Trainers Course of Provincial Soil Conservation Officers in Kenya. December, 1989.
27. The Development and Writing of the Syllabus in Statistics, Tests and Measurements for Diploma Colleges in Kenya. April, 1986.
28. Development of the Arid and Semi-Arid Lands (ASAL) curriculum for the Training of Agricultural Extension Officers at the District and Divisional Levels.
29. The Development of the Ordinary Diploma curriculum in Statistics, for Kenya Polytechnic, May 1984.

## **MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS**

1. Fellow of the Kenya Institute of Management, (FKIM), 2009
2. Member of the Operational Research Society, U.K.
3. Member of the Kenya Institute of Management, 1996 – 2008.
4. Member of the African Institute for Economic and Social Development (INADES) – Regional Body, Abidjan.
5. Member of the African Institute for Economic and Social Development (INADES)- National Body, Nairobi – IFK., 1989-1999
6. Member of the Kenya Mathematical Society.
7. Member and President of the Operations Research Society for Eastern Africa (ORSEA) (Kenya, Tanzania, Uganda, Rwanda and Burundi).
8. Member and Chairman of the Operations Research Society for Eastern Africa (ORSEA), Kenya Chapter.
9. Member, Kenya Academy of Sciences.
10. Editor-in-Chief, Regional Development Studies Journal, Nagoya, Japan.
11. Associate Editor, Nairobi Journal of Management, University of Nairobi.

## **AWARDS**

1. Certificate of Fellowship, The Kenya Institute of Management, 2009
2. Certificate of appreciation from the University of Southern Philippines, Davao City, in grateful recognition of my efforts towards promoting the South-South cooperation through the United Nations, 2000.
3. Staff Merit award from the University of Nairobi, in recognition of outstanding contribution towards the University's mission, 2001.
4. Diplome and medal award from 4<sup>th</sup> All Africa Games Organising Committee in recognition of service to the 4<sup>th</sup> All Africa Games in Nairobi, 1<sup>st</sup> August 1987 to 12<sup>th</sup> August, 1987.
5. Certificate of recognition from Bonchari Welfare Association for outstanding contribution to community welfare, 2000.

## **REFEREES**

1. Prof. Joseph M. Nyasani  
Department of Philosophy  
University of Nairobi  
P.O. Box 30197  
Nairobi  
**KENYA**
  
2. Prof. Francis N. Kibera  
School of Business  
University of Nairobi  
P.O. Box 30197  
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**KENYA**
  
3. Prof. Erasmus Kaijage  
School of Business  
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**KENYA**