

CURRICULUM VITAE

DR. JOSHUA ABONG'O OKUMBE
BEd. (Sc) (Hons), MEd, Ph.D.

PERSONAL DETAILS

Personal Address:

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ACADEMIC QUALIFICATIONS

1994 - Post-Doctoral Research Fellowship at the University of Bielefeld, Germany.

1993 - Doctor of Philosophy (PhD) in Educational Administration and Planning, University of Nairobi, Kenya.

1988 - Master of Education (MEd) in Educational Administration, Kenyatta University, Kenya.

1980 - Bachelor of Education (BEd.) (Sc)) Upper Second Division Class Honours in Botany and Zoology, University of Nairobi.

1980 - Mobil Oil Merit Award as the Best Candidate in the BEd Educational Administration Course.

OTHER QUALIFICATIONS

2008 – Awarded the International Faculty Workshop Certificate for Corporate Governance Trainers by the Global Corporate Governance Forum (GCGF), Washington DC, March - April, 2008.

2006 – Awarded the Corporate Governance Leadership Programme Certificate by the Global Corporate Governance Forum (GCGF), Washington DC, July, 2006.

2001 – Awarded the Commonwealth Association for Corporate Governance (CACG) Certificate in Company Directorship, Nairobi, May, 2001.

2000 – Awarded the Language of Instruction Policy in Basic Education Certificate by the World Bank Institute, World Bank, Nairobi, Kenya, November/December, 2000.

2000 – Trained and Certified UNESCO Consultant in Learning Resource Development for Higher Education, 2000.

1999 – Trained and Certified UNESCO Consultant in Management of Higher Education Distance Learning, 1999.

CURRENT AND PAST MEMBERSHIPS:

Chairman, African Union (AU) Committee on Governance and Popular Participation, UNECA, Addis Ababa Ethiopia (2012-14)

Chairman, Educational Development and Research Bureau, Nairobi, Kenya

Member, Disciplinary Committee of the Institute of Certified Public Accountants, Kenya (2010-2015)

Founder Member, Institute of Directors (IoD) Kenya (2002 - Present)

Founder Member, CCG Alumni Network (2017 - Present)

Member, Adhoc Team, Performance Contract, Government of Kenya (2006 - Present);

Committee Member, CSO Fanikisha Committee (2013)

Member of CMC Board of Directors (2012 - 13)

Member of Audit and Risk Committee - CMC Board of Directors (2012 - 13)

Member of Audit and Risk Committee – All Saints Cathedral, Nairobi 2009 - 2014

Member of the Jury Institute of Certified Secretaries (ICS), Kenya Champions of Governance (COG) Awards

Appointed the Chief Judge for the Panel of Judges of the Capital Markets Awards 2012

Appointed the Returning Officer of the Electoral Board for the very flawlessly conducted elections of the National Olympics Committee (NOCK) held on December 9, 2021 at the PrideInn Hotel, Nairobi, Kenya

PROFESSIONAL AND WORK EXPERIENCE

2020- 2007: **Chief Executive Officer**, Centre for Corporate Governance:

- Promoted by the Board of the Centre for Corporate Governance to the position of the Chief executive Officer from July 1, 2007. As the CEO of the Centre, I have played a pivotal role in developing the Centre into a highly reputed Centre of Excellence in Corporate Governance Training, Education, Research, Monitoring, Evaluation and Advocacy in Kenya, in particular, and Africa, in general.
- Steadfastly built the Centre's reputation by developing and maintaining the highest degree of integrity, honesty, probity, accountability and transparency, being driven by the highest ethical standards. I have entrenched in the Centre the overriding philosophy of providing the best services for effective corporate and public leadership in Kenya and the greater part of Africa. The Centre's exceptional reputation locally and continentally attests to this. The Centre continues to be consulted on a significant number of appointments to Boards and senior management in public and private sectors.

- Successfully facilitated the Annual Consultative Forum for Chairmen of State Corporations, which provided avenues for consultations and information sharing in order to enhance effectiveness of Chairmen and Boards in the promotion of good corporate governance practices and ethical standards in all corporations.
- Continued to play a significant role in the continuous review of the Performance Contract Instruments used by the Government of Kenya. I have also continued to play a significant role as an Ad Hoc Task Force Member in the facilitation of Performance Contract Negotiations, Vetting, Moderation and Evaluation.
- Continued to provide leadership in the development of various generic and sector-specific training manuals. Key among them are: the Generic Training Manuals which are published by CCG for most sectors of the economy; Manual for Chairmen of Corporations; Training of Trainers Manual; Training Manual for SoEs; Training Manual for Banking Industry; Training Manual for the Insurance Industry; Training Manual for SMEs; Training Manual for Universities; Capacity Building Programme for Members of the National Anti-Corruption Campaign Steering Committee; Corruption – Causes, Effects and Prevention Module; the Corporate Governance Board Leadership Training Resources Manual and the Training Skills Guide which we helped GCGF and IFC to develop and publish. All the corporate governance manuals provide detailed Anti-Corruption techniques which have helped to reduce corruption to a significant degree, at least locally.
- Facilitated the publication of the following Codes of Best Practice: Guidelines on Corporate Governance for State owned Enterprises; Guidelines on Corporate Governance for Universities; Guidelines on Corporate Governance for Shareholders; Guidelines on Corporate Governance for the Banking Sector; Guidelines on Corporate Governance for Co-operatives; and Guidelines on Corporate Governance Disclosure and Reporting. I have also facilitated the establishment of Board Charters, Board Manuals, Codes of Conduct/Ethics for a number of companies and reviewing legal instruments establishing companies.
- Most of the Guidelines and training programmes have brought major policy transformations in both public and private sectors. These include: Performance Contracts, Appointment of Chairmen of Boards, the Size of Boards, Board Meetings, Audit Committees, Appointment of Chancellors of Public Universities, Recruitment of CEOs, Transformation of SCAC, Strategic Plans, Board Work Plans, Board Charters and Board Manuals.
- Provided effective leadership in corporate governance training, advocacy and certification for over 16,059 Directors, public leaders and scholars from different types of institutions and various countries in Africa, including: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Congo-Brazzaville, Cote D'Ivoire, Democratic Republic of Congo, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Madagascar, Malawi, Mali,

Mauritius Namibia, Niger, Nigeria, Rwanda, Sao Tome, Senegal, Sierra Leone, South Africa, Sudan, Swaziland, Tanzania, Tchad, Togo, Uganda, Zambia and Zimbabwe. Key among the participants are: Chancellors, Vice Chancellors, DVCs, Ministers, Members of Parliament, Political Party Leaders, Principal Secretaries, Directors, Chairmen of Boards, CEOs and top executives in industry.

- The Centre's Competency Based Curriculum (CBC) for Diploma in Corporate Governance was validated by CDACC TVETA on April 22, 2019, and was approved by TVETA in February 2020. It is instructive to note that this is a Curriculum of a kind.
- The Centre hosted the **Second Reunion/Summit of its Alumni** which was very well attended at the Safari Park Hotel, Nairobi, Kenya, September 18-19, 2018
- The Centre launched our very well attended **Grand Reunion of CCG Alumni** which was held on February 17, 2017 at the Radisson Blu Hotel, Nairobi, Kenya
- Over the years, spearheaded collaborative relationships with a number of institutions locally and abroad. These include: Capital Markets Authority, Nairobi Stock Exchange, KCA University, ICPAK, KUSCO, IoD (K), FKE, Performance Contracting Secretariat, IoD (SA), IoD (Zimbabwe), IoD Zambia, IoD (UK), Pan African Consultative Forum on Corporate Governance, AfDB, GCGF, CACG, ACBF, NEPAD, APRM, West African Bankers Association (WABA), CESAG (Dakar), GICAM (Cameroon), CIDA, Embassy of Netherlands, Commonwealth Secretariat, CIPE (USA), AMSCO, AUSAid and the World Bank.

2003-2007: Deputy Chief Executive Officer and Training and Education Programmes Coordinator, Centre for Corporate Governance:

- The Board of the Centre promoted me to the position of Deputy Chief Executive Officer in 2003. As the Deputy CEO, I provided leadership in training, education; research, monitoring, evaluation and advocacy programmes. I facilitated the development of various training manuals for different categories of directors, public leaders and scholars. I also facilitated the development of the Manual for training Chairmen of Boards of Corporations in East Africa during this period.
- In the same period I facilitated the training of over 4,000 Directors of corporations and public leaders mainly in Eastern Africa, Southern African, Central Africa and Western Africa. In addition, I facilitated the Training of Trainers courses for a number of senior corporate leaders from many countries in Africa.
- It is also during this period that the Centre launched its "Guidelines in Corporate Governance for State Owned Enterprises". It is through these Guidelines that we initiated the development of the on-going Performance Contracts in the Kenyan Government.

- Played a critical role in developing the collaboration between the Centre and KCA University to jointly launch the Executive Postgraduate Diploma in Corporate Governance. The LLM Corporate Governance Thematic Approach was also launched at University of Nairobi in the same period with the Centre's initiative.
- Played a critical role in developing the collaboration between the Centre and the University of Nairobi in the launching of the LLM Corporate Governance Thematic Approach was also launched at University of Nairobi.

2001-2003: Training and Education Programmes Coordinator - Private Sector
Corporate Governance Trust (Renamed CCG in 2002):

- Appointed by the Board of the Private Sector Corporate Governance Trust (PSCGT) as the Training and Education Programmes Co-ordinator. PSCGT was the precursor of CCG. I have since been on Leave of Absence from the University of Nairobi where I was a Senior Lecturer and Scholar in Educational Administration.
- Initiated and developed a number of training courses, training manuals, codes of best practice and post-graduate educational curricula such as the MBA, LLM and Post Graduate Diploma Programmes in Corporate Governance. I developed the Training of Trainers (ToT) Manual during this period.
- During this period I facilitated the implementation of several tailor-made training courses for a number of companies, Banks, Councils of Universities and NGOs both within Kenya and the greater part of Africa.
- Played a significant role in the formation of the Institute of Directors (IoD) of Kenya and the Kenya Shareholders Association.

1996-2001: Senior Lecturer: Department Educational Administration and Planning, University of Nairobi:

- 2001 - I published my third university level book: **Human Resources Management: an Educational Perspective**, which has remained popular with undergraduate and postgraduate students in Universities and practitioners in industry.

- While at the University of Nairobi I successfully supervised over 20 MEd and 10 PGDE research theses and projects and facilitated the registration and graduation of some PhD candidates. I was also instrumental in the development of the research proposal and thesis writing framework for the University of Nairobi.
- 2001 - Designed and participated in the development of learning materials for the MBA Programme in Economics and Public Policy, Business Strategic Management, Management Finance, Advanced Personnel Management, and Leadership Behaviour and Motivation.
- 2001 - Designed the Management Development Programmes for Insurance Industry in the following areas: Business Communication, Time Management, Supervisory Skills, Effective Manager, Management of Change, Property Investment and Mortgage Management, Marketing and Strategic Management.
- 2001 - Designed and participated in a number of Teacher Development Programmes for a number of schools.
- 1999 - Appointed Chairman, Departmental Standing Sub-Committee that proposed, structured and inaugurated the MEd, School-Based Programme.
- 1999 - Appointed by the University of Nairobi as the University's Representative at the Kenya Institute of Education (KIE).
- 1998 - I published my second University level book: **Educational Management: Theory and Practice**, which has remained popular with undergraduate and postgraduate students in Universities and industry. This book has been the best seller for a long time at the Nairobi University Press.
- 1997 - I published my first University level book: **Education and Development**, University of Nairobi, External Studies **Lecture Series**.
- 1996 - I was promoted to the position of Senior Lecturer in the Department of Educational Administration and Planning.

1995-1991: **Lecturer:** Department of Educational Administration and Planning, University of Nairobi:

- 1995 - I was appointed by the University of Nairobi as the National Coordinator of the Eastern and Southern African Universities Research Programme (ESAURP). The activities of ESAURP include Research, Policy Studies and Consultancy.

- Appointed Member of the Faculty of Education Postgraduate Studies Committee (FPSC).
- Appointed the College of Education and External Studies Representative in the Board of Common Undergraduate Courses.
- 1994 - Appointed Examinations Officer, College of Education and External Studies, University of Nairobi.
- I was promoted to the position of Lecturer in the Department of Educational Administration and Planning.
- Played key role in the development of curriculum for the Masters of Education (MEd.) Programmes in Educational Administration, Planning, Economics and Curriculum Studies, University of Nairobi.
- 1999 - I was promoted to the position of Assistant Lecturer in the Department of Educational Administration and Planning.
- 1988 - I was appointed to the position of Tutorial Fellow in the Department of Educational Administration and Planning, University of Nairobi.
- 1980 – 1986 – I was employed by the Teachers Service Commission as a Graduate Teacher and rose to the position of Senior Principal Grade 2.

RESEARCH AND PUBLICATIONS

1. PUBLISHED BOOKS

Okumbe, J.A. (ED.) **Corporate Governance Training Manual for Corporate Directors**. Nairobi: Longhorn Publishers, 2012.

Okumbe, J.A., **Human Resources Management: An Educational Perspective**. Nairobi: Educational Development and Research Bureau, 2001.

Okumbe J.A., **Educational Management: Theory and Practice**. Nairobi: Nairobi University Press, 1998.

Okumbe, J.A., **Education and Development: Lecture Series**, University of Nairobi, External Studies, 1997.

2. JOURNAL PUBLICATIONS

Musyoki, J.M, Okoth U, Kalai J.M and Okumbe J.A. “Influence of Principals Inspirational Influence on Students Performance at Kenya Certificate of Secondary Education in Public Secondary Schools, Kenya”. **IOSR Journal of Humanities and Social Science 2279-0837** May 31, 2021.

Okumbe, J.A. “The Relevance of Corporate governance in the Insurance industry in Kenya”. **Journal of the Insurance Institute of Kenya, Vol. 1**, December 2011.

Okumbe, J.A. “Investor Protection and Corporate Governance in African Capital Markets”. **African Securities and Exchange Association**, November, 2010.

Okumbe, J.A., Human Resources Management in Dynamic Educational Institutions: The Case of Kenya. **Huria**, Journal of the Open University of Tanzania, **Vol. IV, No. 1**, Sept. 2002.

Okumbe, J.A., Management of Higher Distance Education in Africa: The Case Study of the University of Nairobi. In Shabani J. and Okebukola P., Eds. **Guide to the Development of Materials for Distance Education**, Ibadan, Nigeria: Olu-Akin Printing Press, 2001.

Okumbe, J.A., Language Policy and Practices in Education: Perceptions of Parents, Pupils and Teachers on the Use of Mother Tongue, Kiswahili and English in Kenyan Primary Schools. **The Rockefeller Foundation**, 2001.

Okumbe, J.A., Management of Change: The Role of Educational Managers in Changing Educational Organisations. The **Kenya Adult Educator, Vol. 4**, No. 2, 1999. Also see, **Papers in Education and Development**. Journal of the Faculty of Education, University of Dar-es-Salaam, 2000.

Okumbe, J.A. and Macharia, D. Managing the Learner Support System at the University of Nairobi. **The Kenya Adult Educator, Vol. 5, No.1**, 2000.

Okumbe, J.A., Motivating Teachers and Students in Secondary Schools: A Conceptual Model. **Huria**, Journal of the Open University of Tanzania, **Vol. III, No. 1**, 2000.

Okumbe, J.A., Course Design and Development for Distance Higher Education: A Case Study of University of Nairobi, **UNESCO**, Dakar, 2000.

Okumbe, J. A. & Mbiti, D.M. “Elaboration of Human Resources Development Indicators (HRDI) in Kenya,” **UNESCO’s Third Term Plan for 1990 – 1995**. 1992.

Okumbe, J.A. “Teaching Practice: Management and Supervision”, in Karani F.A. and Okumbe JA, University Staff Development Part Two. **German Foundation for International Development: Bonn**, 1991.

Okumbe, J.A. and Karani F.A. Staff Development Part One. **German Foundation for International Development: Bonn**, 1991.

3. RESEARCH AND OTHER PUBLICATIONS

Okumbe, J.A. “**Board Evaluation for Board of Directors of Central Bank of Rwanda (National Bank of Rwanda - NBR)**”, A research study of the performance of the Board of Directors conducted in the last quarter of 2022 and the Board Evaluation Report presented on September 23, 2021, Kigali, Rwanda.

Okumbe, J.A. “**Board Evaluation for Board of Directors of Central Bank of Rwanda (National Bank of Rwanda - NBR)**”, A research study of the performance of the Board of Directors conducted in the last quarter of 2020 and the Board Evaluation Report presented on December 22, 2020, Kigali, Rwanda.

Okumbe, J.A. “**Board Evaluation for Board of Directors of Central Bank of Rwanda (National Bank of Rwanda - NBR)**”, A research study of the performance of the Board of Directors conducted in the last quarter of 2019 and the Board Evaluation Report presented on September 23, 2020, Kigali, Rwanda.

Okumbe, J.A. “**Board Evaluation for Board of Trustees of Maseno University Retirement Benefits Scheme (MURBS)**”, A research study of the performance of the Board of Trustees conducted in August and September 2020 and the Board Evaluation Report presented on September 21, 2020, Maseno University, Kisumu, Kenya.

Centre for Corporate Governance (Okumbe J.A). “**Constitution of the African Academy of Science**, June 12, 2017.

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Stromme Micro Finance East Africa Limited, Kampala, Uganda**”, A research study of the performance of the Board of Directors of Stromme conducted by the Centre and Board Evaluation Report presented on March 16, 2017 in Kampala, Uganda.

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of National Fund for the Disabled of Kenya, (NFDK) Nairobi, Kenya**”, A research study of the performance of the Board of Directors of NFDK conducted by the Centre and the Board Evaluation Report presented on November 25, 2015 in the Boardroom, Nairobi, Kenya.

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Ecobank Kenya Ltd., Nairobi, Kenya**”, A research study of the performance of the Board of Directors of Ecobank conducted by the Centre and the Board Evaluation Report presented on March 30, 2015 in the Boardroom, Nairobi, Kenya.

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of UAP Holdings Ltd., Nairobi, Kenya**”, A research study of the performance of the Board of Directors of UAP Holdings conducted by the Centre and the Board Evaluation Report presented on November 27, 2014 in the Boardroom, Nairobi, Kenya.

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of National Construction Authority (NCA) Nairobi, Kenya**”, A research study of the performance of the Board of Directors of NCA conducted by the Centre and the Board Evaluation Report presented on May 9, 2014 in the Boardroom, Nairobi, Kenya.

Okumbe et. al. “**External Programme and Management Review of the Kenya Agricultural Research Institute (KARI), KESREF, CRF and TRF**”, a Programme Evaluation and Review commissioned by the World Bank, Nairobi, Kenya, December 24, 2013

Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of East African Portland Cement (EAPC), Athi River, Kenya**”, A research study of the performance of the Board of Directors of EAPC conducted by the Centre and the Board Evaluation Report presented on July, 2013 in the Boardroom, Nairobi, Kenya.

- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of National Biosafety Authority (NBA), Nairobi, Kenya**”, A research study of the performance of the Board of Directors of NBA conducted by the Centre and the Board Evaluation Report presented on March, 2013 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Postal Corporation, Nairobi, Kenya**”, A research study of the performance of the Board of Directors of Postal Corporation conducted by the Centre and the Board Evaluation Report presented on November 4, 2011 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Postal Corporation, Nairobi, Kenya**”, A research study of the performance of the Board of Directors of Postal Corporation conducted by the Centre and the Board Evaluation Report presented on November 4, 2011 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Practices and Link to Performance in Kenyan Companies**”. Nairobi, CCG, 2011 - The research study was disseminated among peers and practitioners during a dissemination Workshop at the Crown Plaza Hotel, Nairobi, Kenya, August 3, 2011.
- Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Practices in Small and Medium Enterprises in Kenya**”. Nairobi, CCG, 2011. The research study was disseminated among peers and practitioners during a dissemination Workshop at the Crown Plaza Hotel, Nairobi, Kenya, August 3, 2011.
- Centre for Corporate Governance (Okumbe J.A). “**A Study of the Impact of the Centre for Corporate Governance’s Training Programmes on Corporate Governance Practices by Kenyan Corporations**”. Nairobi, CCG, 2011 - The research study was disseminated among peers and practitioners during a dissemination Workshop at the Crown Plaza Hotel, Nairobi, Kenya, August 3, 2011.
- Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Practices in Secondary Schools in Nairobi and Kiambu Counties**”. Nairobi, CCG, the research study was disseminated among peers and practitioners during a dissemination Workshop at the Crown Plaza Hotel, Nairobi, Kenya, August 3, 2011.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Capital Markets Authority (CMA), Nairobi, Kenya**, A research study of the performance of the Board of Directors of CMA conducted by the Centre and the Board Evaluation Report presented on November 17, 2010 in the Boardroom, Nairobi, Kenya.

- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Postal Corporation, Nairobi, Kenya**”, A research study of the performance of the Board of Directors of Postal Corporation conducted by the Centre and the Board Evaluation Report presented on November 5, 2010 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Kenya Maritime Authority (KMA), Mombasa, Kenya**”, A research study of the performance of the Board of Directors of KMA conducted by the Centre and the Board Evaluation Report presented in September, 2010 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Privatisation Commission (PC), Nairobi, Kenya**”, A research study of the performance of the Board of Directors of PC conducted by the Centre and the Board Evaluation Report presented on August, 2010 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Kenya Civil Aviation Authority (KCCA), Nairobi, Kenya**”, A research study of the performance of the Board of Directors of KCAA conducted by the Centre and the Board Evaluation Report presented on January 20, 2009, in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of Kenya Roads Board (KRB), Nairobi, Kenya**”, A research study of the performance of the Board of Directors of KRB conducted by the Centre and the Board Evaluation Report presented on May 7, 2008 in the Boardroom, Nairobi, Kenya.
- Centre for Corporate Governance (Okumbe J.A). “**Board Evaluation for Board of Directors of ICDC Investment (now Centum), Nairobi, Kenya**”, A research study of the performance of the Board of Directors of ICDC Investment conducted by the Centre and the Board Evaluation Report presented on November 7, 2007 in the Boardroom, Nairobi, Kenya.
- Okumbe J.A. “**University Admission Errors: A Research Paper for Improving the Quality of the Kenyan Universities Joint Admissions Board’s (JAB) Admission Criterion for Kenya Certificate of Secondary Examination (KCSE)**”: Nairobi, Kenya, May 16, 2006. Paper Submitted to the Chairman of JAB, May 12, 2006. The proposal was fully adopted by JAB and KNEC.
- Centre for Corporate Governance (Okumbe J.A), “A Study of Corporate Governance Practices in ACBF Funded Institutions and Projects in Southern, Central, Eastern and Western Africa Countries”. **African Capacity Building Foundation**: Harare Zimbabwe, 2006.

Centre for Corporate Governance (Okumbe J.A). Guidelines on Corporate Governance in Cooperatives in Kenya: **Centre for Corporate Governance**: Nairobi, Kenya, 2005.

Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Structures in Co-operative Societies**”. Nairobi, CCG, 2004.

Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Practices in the Commercial Banking Sector in Kenya**”. Nairobi, CCG, 2004.

Centre for Corporate Governance (Okumbe J.A). “**A Research Study and Evaluation of the Centre for Corporate Governance’s Five Day Training Course**”. London: Commonwealth Secretariat, 2004.

Centre for Corporate Governance (Okumbe J.A). Guidelines on Corporate Governance in State Owned Enterprises in Kenya: **Centre for Corporate Governance**: Nairobi, Kenya, 2003.

Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Structures in the State-Owned Enterprises in Kenya**”. Nairobi, CCG, 2002.

Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Structures in Kenyan Universities**”. Nairobi, CCG, 2002.

Centre for Corporate Governance (Okumbe J.A). “**A Study of Corporate Governance Practices in the Banking Sector in Kenya**.” Nairobi, CCG, 2002.

4. RESEARCH AND OTHER PUBLICATIONS

Okumbe, J.A. “Strengthening Primary and Secondary Education in Kenya: Implementation Capacity Assessment”. **World Bank and Government of Kenya**, 2000.

Okumbe, J. A., “Job Analysis Through Enrichment. A Proposal for Enriching the Teaching Job among Graduate Teachers in Rift Valley Province, Kenya” 1998.

Okumbe, et.al. “Access, Quality and Equity Issues in Education: Costs and Financing of Secondary Education in Kenya,” **World Bank/Government of Kenya** Project, 1995.

Okumbe, J. A., “Intrinsic Versus Extrinsic Rewards: An Analysis of the Motivation Levels of Three Job Factors among Graduate Teachers in Siaya and Kiambu Districts, Kenya”, 1994.

Okumbe, J.A. and Abagi, O., Financing of Education in Kenya, **UNDP/Government of Kenya** Project, 1993.

Okumbe, J. A., “Levels of Job Satisfaction among Graduate Teachers in Secondary Schools in Siaya District and Kisumu Town”, **PhD Thesis**, University of Nairobi, 1992.

Okumbe, J. A., “Effectiveness of Supervision and Inspection in Selected Secondary Schools in Kiambu District, Kenya”, **MEd Thesis**, Kenyatta University, Kenya, 1987.

EXTERNAL EXAMINER AND SUPERVISION OF POST-GRADUATE STUDENTS

I have supervised a number of Masters and other postgraduate students working on their theses, research and projects.

EXTERNAL EXAMINER

- 2011 - Appointed External Examiner for the MBA Course, KCA University, Nairobi, Kenya.
- 2002 - Appointed External Examiner for the MEd Course, Department of Educational Administration, University of Zambia..
- 1999 - Appointed External Examiner in the Department of Educational Planning and Administration, University of Dar-es-Salaam.
- 1999 - Appointed External Examiner for MEd and PhD Theses in Educational Administration and Policy Studies, University of Zimbabwe.

- 1998 - Appointed External Examiner in Educational Administration and Policy Studies at the Open University of Zimbabwe.

SUPERVISION OF POSTGRADUATE STUDENTS

MED THESES RESEARCH SUPERVISION

Muchelle, P.T. "Attitudes of Secondary School Headteachers towards The Involvement of Students in School Administration in Vihiga District, Kenya", MEd Thesis, University of Nairobi, 1996.

Omer, S.W.O "Administrative Training Needs of Secondary School Headteachers' in Kisumu District, Kenya". MEd Thesis, University of Nairobi, 1996.

Mbebe, E. "A Study of Factors that Contribute to Job Satisfaction and Dissatisfaction of Academic Staff in the University of Nairobi, Kenya", MEd. Thesis, University of Nairobi, 1996.

Muchiri, P.W. "A Study of Democratic Processes Used by Headteachers in Secondary Schools in Nairobi Province", MEd. Thesis, 1996.

Mabiru, M. "A Study of the Attitudes of Teachers Towards Supervision in Bahati Division, Nakuru District", MEd Thesis, 1996.

Bulinda, M.D. "Participatory Leadership Styles in Public Secondary Schools in Kakamega District", MEd Thesis, University of Nairobi, 1998.

Muni, E.K. "A Study of the Roles of Education Officers and School Inspectors in Embu District, Kenya, MEd Thesis, University of Nairobi, 1998.

Mugo, R.N. "A Study of Participatory Approaches Used in Enhancing Student Discipline in Secondary Schools in Mbeere District", MEd Thesis, 1998.

Ndiritu, N.W. "A Study of Motivational Styles Used in Influencing Performance in Selected Secondary Schools in Nairobi and Central Provinces", Kenya, MEd Thesis, 1998.

Odhiambo, J.P. "A Study of Factors Affecting the Performance of Board of Governors in Secondary Schools in Nandi District, 1998" MEd Thesis.

Estambale, T.N. "A Study of the Involvement of Non-Academic Administrative Staff in Decision Making in Kenyan Universities", MEd Thesis, 1999.

Njue, A. "A Study of Job Satisfaction Among Secondary School Teachers in Nairobi, Kenya". MEd. Thesis, 1999.

Okoth, U. "A Study of Leadership Styles of Principals and the Performance of Students in the Kenya Certificate of Secondary Education in Nairobi, Kenya," MEd Thesis, University of Nairobi, 1999.

Chirchir, M."A Study of Management Styles of Secondary School Principals in Kericho District", MEd Thesis, University of Nairobi, 1999.

Mwanza, J.M. "Teachers Challenges in Implementing the Teachers Professional Development in Public Secondary Schools in Kiambu Sub-County, Kenya", A Research Proposal Submitted in partial Fulfillment of the Requirements for the Award of the Degree of Master of Education in Corporate Governance, University of Nairobi, 2021.

Opondo, R.A. "Teachers' Service Commission's Policy Factors and Influence on Teachers' Career Progression in Public Secondary Schools in Nyando Subcounty, Kisumu County", MEd Thesis, University of Nairobi, 2021.

PhD and EdD THESES RESEARCH SUPERVISION

As a Member of the Faculty of Education Post Graduate Committee at University of Nairobi from 1993 - 2001, I played a critical role in supervising the development of PhD proposals and research for a number of academicians some of whom have risen to become professors.

Musyioki J. M. "Influence of Principals Transformational Leadership on Students' Performance at Keya Certificate of Secondary Education in Makueni County, Kenya", EdD Thesis, 2020.

Kioko J. "Influence of Transformational Leadership Style on Organisational Performance in Institutions of Higher Learning in Kenya: A Case Study of Private Universities in Nairobi County", PhD Proposal 2021.

POST GRADUATE DIPLOMA PROJECT SUPERVISION

I have supervised a number of PGDE Projects, University of Nairobi (1993 - 2001), and a number of Executive Postgraduate Diploma in Corporate Governance Projects, KCA University (2005 - 2010).

TRAINING COURSES AND PAPER PRESENTATIONS

Okumbe J.A. **“The Hot Seat in the Public Sector: How Not to Get Burnt”**: A Presentation Made During the Workshop Organised by the Institute of Internal Auditors for Boards, Audit Committees, CEOs and Heads of Internal Audits, Held at the Whitesands Hotel, Mombasa, Kenya, March 25, 2021.

Okumbe J.A. **“Roles and Responsibilities of Audit Committees Vis-à-vis the Board: Policy, Purpose, Mandate, Responsibilities, Coverage, and Contributing Value to the Entity.** A Presentation Made During the Workshop Organised by the Institute of Internal Auditors New Board, Audit Committee and Finance Committee Members, Held at the Whitesands Hotel, Mombasa, Kenya, November 18, 2020.

Okumbe J.A. **“Corporate Governance Practices for Board of Directors”**: A Presentation Made to the Board of Directors of the Médecins Sans Frontières’ (MSF) East Africa Association, Held at the Azzeman Hotel, Addis Ababa, Ethiopia, January 12, 2020

Okumbe J.A. **“Putting Theory into Practice: The Challenges of Implementing Corporate Governance Policies into Actionable Targets Within Organisations:** A Presentation Made During the 14TH Corporate Governance Conference, Held at the Emperors Palace, Johannesburg, South Africa, November 19-22, 2019

Okumbe J.A. **“Corporate Governance Framework for Executives and Senior Management:** A Presentation Made During the One-Day Corporate governance Training Course for the Executives of the CDH Investment Bank, Held at the Amaryllis Hotel, Blantyre, Malawi, November 15, 2019.

Okumbe J.A. **“Key Performance indicators: Evaluating the Board and Audit Committee Performance:** A Paper Presented During the Board, Audit Committee and Chief Executive Officers Workshop Organised by the Institute of Internal Auditors, Held at the PrideInn Hotel, Mombasa, Kenya, October 23-25, 2019.

- Okumbe J.A. **“Corporate Governance and Enterprise Risk Management (ERM):** A Presentation Made During the 2-Day Enterprise Risk Management Workshop for the Group Board of Directors of WAICA Reinsurance Corporation, Held at the Ivoire Hotel, Sofitel, Abidjan, Cote d’Ivoire, October 17-18, 2019.
- Okumbe J.A. **“Corporate Governance Framework for the Board of Directors:** A Presentation Made During the One-Day Corporate governance Training Course for the Board of Directors of the CDH Investment Bank, Held at the Amaryllis Hotel, Blantyre, Malawi, October 3, 2019.
- Okumbe J.A. **“Corporate Governance and Leadership for Staff and Delegates of Fair Trade Africa (FTA):** A Presentation Made During the 2-Day Retreat for FTA, Held at the Park Inn by Radisson, Cape Town, South Africa, September 19-20, 2019.
- Okumbe J.A. **“Corporate Governance and Leadership for Staff and Delegates of Fair Trade Africa (FTA):** A Presentation Made During the 2-Day Retreat for FTA, Held at the Heron Portico Hotel, Nairobi, Kenya, September 25-26, 2019.
- Okumbe J.A. **“Corporate Governance and Leadership for Staff and Delegates of Fair Trade Africa (FTA):** A Presentation Made During the 2-Day Retreat for FTA, Held at the Hotel Belle Cote Riviera Palmerale, Abidjan, Cote d’Ivoire, September 12-13, 2019.
- Okumbe J.A. **“Corporate Governance and Leadership for Staff and Delegates of Fair Trade Africa (FTA):** A Presentation Made During the 2-Day Retreat for FTA, Held at the Crystal Palm Hotel, Accra, Ghana, September 9-10, 2019.
- Okumbe J.A. **“Getting the Best of the Team: Does Board Key Performance indicators: Does Board and Committee Diversity Really Add Value?** A Paper Presented During the Workshop for the Audit and Finance Committees, Chief Executive Officers and County Executives Organised by the Institute of Internal Auditors, Held at the Lake Naivasha Lodge, August 14, 2019.
- Okumbe J.A. **“Effective Implementation of Corporate Governance Principles and Practices in National Housing Corporation (NHC):** A Paper Presented During the Induction of the Board of Directors and Senior Management of the National Housing Corporation, Held at the Great Rift Valley Lodge, Naivasha, Kenya, August 7, 2019.
- Okumbe J.A. **“Leadership and Corporate Governance in Tanzania:** A Presentation Made During the Retreat for the National Council for Technical Education (NACTE) in Tanzania, Held at the Nashera Hotel, Morogoro, Tanzania, June 27-28, 2019

- Okumbe J.A. **“Current Issues and the Challenges of Corporate Governance in a Digitised Economy: A Presentation Made During the Retreat for the National (Central) Bank of Rwanda, Held at the Kivu Sun Serena Hotel, Kivu, Rwanda, June 19, 2019.**
- Okumbe J.A. **“Corporate Governance in the 21ST Century: A Case Study of the Church”:** A Presentation Made During the Anglican Church of Kenya’s Bishops Capacity Building Workshop, Held at the Jumuia resort and Conference Centre, Limuru, Kenya, May 21, 2019
- Okumbe J.A. **“Introduction to Corporate Governance and Ethics”:** A Presentation Made During the Contractors CPD Training, Held at the Kenya Institute of Curriculum Development (KICD), Nairobi Kenya, May 2, 2019
- Okumbe J.A. **“ Global Developments and Emerging Issues of Corporate Governance in the Digital Era”:** A Presentation Made During the Retreat for the Board of Directors and Senior Managers of the East African Tea Traders Association (EATTA), Held at the Sarova Whitesands Hotel, Mombasa, Kenya, November 29, 2018.
- Okumbe J.A. **“Leadership and Financial Stewardship”:** A Presentation Made During the 23RD Annual Institute of Certified Public Accountants of Kenya (ICPAK) Executive Seminar, Held at the Eden Bleu Hotel, Eden Island, Mahe, Seychelles, November 20-24, 2018.
- Okumbe J.A. **“Corporate Governance Audits and Board Evaluations”:** A Presentation Made During the 23RD Annual Institute of Certified Public Accountants of Kenya (ICPAK) Executive Seminar, Held at the Eden Bleu Hotel, Eden Island, Mahe, Seychelles, November 20-24, 2018.
- Okumbe J.A. **“Corporate Governance and Leadership for Chairpersons and Directors of Tanzanian State Owned Enterprises”:** A Presentation Made to the Chairpersons and Directors of State Owned Enterprises in Tanzania, Held at the Hazina Square, Dodoma, Tanzania, November 2, 2018.
- Okumbe J.A. **“Implementation of Corporate Governance Practices and Principles in Public Institutions”:** A Presentation Made to the Commissioners and Senior Managers of the Salaries and Remuneration Commission, Held at the Great Rift lodge, Naivasha, Kenya, October 31, 2018.

- Okumbe J.A. **“Corporate Governance Induction for Council Members and Senior Mangers”**: A Presentation Made to the Council Members and Senior Managers of the University of Nairobi, Held at the Council Chamber, 19TH Floor, University Towers, University of Nairobi, Kenya, October 3, 2018.
- Okumbe J.A. **“Corporate Governance and Leadership”**: A Presentation Made to the Senior Management of the Tanzania Geothermal Development Company Limited (TGDCL), held at the Held at the Uongozi Training Room, Uongozi Office Dar-Es-Salaam, Tanzania, July 9-10, 2018.
- Okumbe J.A. **“The Relationship Between Corporate Social Responsibility and Organisational Strategy”**: A Presentation Made to the Doctor of Philosophy (PhD) Candidates at the California Miramar University (CMU), Nairobi Campus, TRV Plaza, Muthithi Road, Westlands, July 31, 2018.
- Okumbe J.A. **“The Role of Chartered Accountants”**: *A Paper Presented By Dr. Joshua A. Okumbe During Meeting Of Institute Of Chartered Accountants Of India, Nairobi Chapter A Paper Presented By Dr. Joshua A. Okumbe During Meeting Of Institute Of Chartered Accountants Of India, Nairobi Chapter Held at The Villa Rosa, Kempinski, Nairobi, Kenya, Sunday, July 1, 2018*
- Okumbe J.A. **“Corporate Governance, Board Management Best Practices, Board Committees and Board Dynamics”**: A Presentation Made During the Retreat for the Board of Directors of the Kenya Literature Bureau (KLB), Mombasa Beach Hotel, Mombasa, Kenya, April 7, 2018
- Okumbe J.A. **“Corporate Governance Principles and Strategic Thinking”**: A Presentation Made During The Retreat for the Council of Kenya Utalii College, held at the Great Rift Valley Lodge, Naivasha, Kenya February 8, 2018.
- Okumbe J.A. **“Corporate Governance and Leadership**: A Presentation made to the Council and Senior Management of The Tanzania Cooperative Development Commission (TCDC), held at the **CAG’s Office Building, Ground Floor, Room Number 9, Dodoma, Tanzania, January 30 -31, 2018.**
- Okumbe J.A. **“Implementation of Codes: Focus on King 1V”**: A Presentation made during the IFC, IoD Conference on Corporate Governance as an Agent of Change in Kenya – King IV Report, Held at the Villa Rosa, Kempinski, Nairobi, Kenya, September 26, 2017

- Okumbe J.A. “**Corporate Governance and Leadership Framework for the University of Dodoma (UDOM), Tanzania**”: A Presentation made to the Council and Senior Management of UDOM, held at the University of Dodoma, Tanzania, July 25-26, 2017.
- Okumbe J.A. “**Transformational Leadership and an Analytical Review of the Board Evaluations of the Capital Markets Authority**”: A Presentation made to the Board of Directors of the Capital Markets Authority, held at the Swahili Beach Hotel, Ukunda, Mombasa, May 24, 2017.
- Okumbe J.A. “**Board Evaluation for Board of Directors of Stromme Micro Finance East Africa Limited, Kampala, Uganda**”, A Presentation of the Board Evaluation Report to the Board of Directors of Stromme Micro Finance E.A. Limited in the Boardroom, Kampala, Uganda, on March 16, 2017.
- Okumbe, J.A. “**Corporate Governance - Robust Fortification Tool: Comply or Else Versus Apply and Explain**” a Presentation made during the 1ST Global Congruence to Promulgate International Corporate Governance Day, held at the Hyderabad international Convention Centre, Hyderabad, India, December 8-9, 2016
- Okumbe, J.A. “**Benefit the Customer Through Accessible and Affordable Financial Services - A Reply to the Speech made by the Governor of Central Bank of Kenya**”, a Presentation made during the Kenya Institute of Bankers’ Annual Dinner, held at the Safari Park Hotel, Nairobi, Kenya, November 18, 2016
- Okumbe, J.A. “**Corporate Governance**”, a Presentation made to the Retreat for Council and Senior Management of the University of Nairobi, held at the Serena Beach Hotel, Mombasa Kenya, November 17, 2016
- Okumbe, J.A. “**Need for Corporate Governance for the Insurance Brokers in Kenya**”, a Presentation made during the Association of Insurance Brokers’ Monthly Breakfast Meeting, held at the Serena Hotel, Nairobi, Kenya, October 28, 2016
- Okumbe, J.A. “**Embracing Corporate Governance in Insurance for Sustainable Business Growth**” a Presentation made During the Insurance Institute’s 31st Annual Conference, held at the Safari Park Hotel, Nairobi, October 28, 2016
- Okumbe, J.A. “**Strategic Leadership and Corporate Governance for the Directors and Deputy Directors in the President’s office (TAMISEMI)**”, a Presentation made at the Hazina Building, Bank of Tanzania, Dodoma, Tanzania, September 6, 2016

- Okumbe, J.A. **“Strategic Leadership and Corporate Governance for the Directors and Senior Managers of the National Identification Authority (NIDA)**, a Presentation made at the NBAA College, Mbweni, Dar Es Salaam, Tanzania, September 2, 2016
- Okumbe, J.A. **“Strategic Leadership and Corporate Governance for the Executive Directors and Town Clerks in the Lake Victoria Region Local Authorities Cooperation (LVRLACC)**, a Presentation made at the Ryans Bay Hotel, Mwanza, Tanzania, August 31, 2016
- Okumbe, J.A. **“Corporate Governance, Leadership and Board Evaluation,”** a Presentation made During the Board and Senior Management of the Kisumu Water and Sewerage Company, held at the Masai Mara Sarova Camp, February 3, 2016
- Okumbe, J.A. **“Corporate Governance Training Course for Directors”**, a Training Course conducted for the Directors and Senior Managers of the Kenyan Alliance Insurance Company, held at the Fairview Hotel, Nairobi, Kenya, January 5-7, 2016
- Okumbe, J.A. **“Strategic Leadership and Corporate Governance”**, a Presentation made to the Directors and Senior Managers of the Ministry of Health and Community Welfare, Tanzania, held in Dodoma, Tanzania, December 14, 2015
- Okumbe, J.A. **“Corporate Governance Training Course for Directors”**, a Training Course conducted for the Directors Shagasha and Mulindi Tea Companies, held at the Hotel Land Mark Suites Hotel, Kigali, Rwanda, November 16-18, 2015
- Okumbe, J.A. **“Strategic Thinking and Planning”**, a Training Workshop conducted for the Presentation for the Senior Management of the Tanzania Social Action Fund (TASAF), held at the Sea Cliff hotel, Zanzibar, October 8-9, 2015
- Okumbe, J.A. **“Strategic Leadership and Corporate Governance”**, a Presentation made to the Directors and Senior Managers of the Ministry of Health and Social Welfare, Republic of Tanzania, held at the Nashera Hotels, Morogoro, Tanzania, September 28, 2015
- Okumbe, J.A. **“Leadership, Ethical Conduct and Teamwork”**, a Paper Presented to the University of Nairobi Management Board”, held at the Gelian Hotel, Machakos, Kenya, July 9, 2015
- Okumbe, J.A. **“Corporate Governance Training Course for Directors”**, a Training Course conducted for the Directors of Shagasha and Mulindi Tea Companies, held at the Hotel Villa Portofino, Kigali, Rwanda, February 16-20, 2015

- Okumbe, J.A. “**Corporate Governance Training Course for Directors**”, a Training Course conducted for the Directors of the Tanzanian Electric Supply Company (TANESCO), held at the Oceanic Hotel, Bagamoyo, Tanzania, February 26-27, 2015
- Okumbe, J.A. “ **Looking Beyond the Target: Issues of Governance for African Tax Authorities Forum**” A Presentation made During the Third General Assembly Conference of the African Tax Authorities Forum (ATAF), held at the Hilton Hotel, Dar-es-Salaam, Tanzania, September 16-18, 2014
- Okumbe, J.A. “**Responsibilities of the Board, Board Committees and a Board Evaluation Framework**, a Presentation during NIC Bank Board Retreat, held at the Hemmingways Hotel, Karen Nairobi, Kenya, September 15, 2014
- Okumbe, J.A. “ **Corporate Governance induction Course for Directors and Senior Management of the Kenya Institute for Public Policy Research and Analysis**”, a Presentation made during KIPPRA’s Board Retreat, held at Enashipai Lodge, Naivasha, Kenya, September 5-6, 2014
- Okumbe, J.A. “**Concept and Principles of Corporate Governance**”, a Presentation made during the Teachers Service Commission Retreat, held at the Mombasa Beach Hotel, May 28, 2014
- Okumbe, J.A. “ **Towards Accountable Management of Sports: Leadership and Corporate Governance**”, a Presentation made during the Kenya Rugby Union Board Induction, Sponsored by the Centre for Multi-Party Democracy (CMD), held at the Strathmore University, Nairobi, Kenya, April 30, 2014
- Okumbe, J.A. et. al “**Leadership and Corporate Governance**”, a Training Module Conducted for the Members of the General Assembly and Directors of the Forum for Agricultural research in Africa (FARA), held at the International Institute for Training in Africa (IITA), Ibadan, Nigeria, February 12-14, 2014
- Okumbe, J.A. “ **Corporate Governance Induction for Directors and Senior Management of Kisumu Water and Sewerage Company Limited (KIWASCO)**” a Presentation made during KIWASCO’s Board Retreat, held at the Sopa Lodge, Naivasha, Kenya, January, 16, 2014
- Okumbe, J.A. “**Corporate Governance Higher Education: Enhancing Efficiency of University Operational Units**”, a Presentation made during Kibabii University College Council Retreat, held at the Sunset Hotel Kisumu, Kenya, November 7, 2013

- Okumbe, J.A. **“Responsibilities and Duties of the Board of Directors and the Governing Council of the Kenya Private Sector Alliance (KEPSA)**, a Presentation made during KEPSA’s Meeting, held at the Sarova Panafric Hotel, Nairobi, August, 7, 2013
- Okumbe, J.A. **“Principles and Practice of Corporate Governance”**, a Paper Presented during the Kenya Nuclear Energy Board Retreat, held at the Voyager Beach Hotel, Mombasa, Kenya, May 16, 2013
- Okumbe, J.A. **“Practical Applications of Corporate Governance in Boards of State Corporations in Kenya”** a Presentation made during the Board Retreat for the Kenyatta National Hospital, held at the Pangoni Beach Resort, Mombasa, Kenya, April, 4, 2013
- Okumbe, J.A. **“Corporate Governance: An Important Investor Protection Tool”**, a Presentation made during the 8TH BDS Conference, held at the Mombasa Continental Resort, Mombasa, December 5, 2012
- Okumbe, J.A. **“Corporate Governance: The Role of the Executive”**, a Paper Presented during ICPAK’s 17th Executive Retreat, held at the Ramses, Hilton Hotel, Cairo, Egypt, November, 21-23, 2012.
- Okumbe, J.A. **“Entrenching Effective Corporate Governance Practices in the Kenyan Judicial Service Commission”**. A Training Course Conducted for the Members of the Judicial Service Commission in Kenya, held at the Serena Beach Spa and Resort, Mombasa, Kenya August 8-10, 2012
- Okumbe, J.A. **“Corporate Governance for Public Corporations in Tanzania**. Training Course Conducted for Chairmen and Board Members of public Corporations in Tanzania, held at the Gasper hotel and Conference Centre, Dodoma, Tanzania, July 18- 20, 2012
- Okumbe, J.A. **“Managing the Risk of Fraud in a Global Business Environment**. Paper Presented During ICPAK’S 28th Annual Seminar, held at the Pride Inn Sai Rock, Mombasa, Kenya, May 23-25, 2012,
- Okumbe, J.A. **“African Leadership in Crisis and the Role of Corporate Governance in the Transformation of Africa”**, a Presentation made during the Launch of Institute of Directors (IoD) Tanzania, held at the Serena Hotel, Dar-es-Salaam, Tanzania, May 10, 2012
- Okumbe, J.A. **“Overview of Corporate Governance, The Board and the CEO: Paper Presented During KCB Group’s Board of Directors Induction**, held at the KCB Leadership Centre, Karen, Nairobi, Kenya, April, 16, 2012.

- Okumbe, J.A. **“The Board and the CEO: Enhancing the Relationship Between the Board and the CEO.** Paper Presented During ICPAK’S Inaugural Corporate Governance Conference, held at Whitesands Hotel, Mombasa, Kenya, March 14-16, 2012
- Okumbe, J.A. **“Enterprise Risk Management (ERM) and Good Governance”.** Paper Presented During ICPAK’S Inaugural Corporate Governance Conference, held at Whitesands Hotel, Mombasa, Kenya, March 14-16, 2012
- Okumbe, J.A. **“Corporate Governance in Higher Education: Enhancing Efficiency of University Operation Units.** Paper Presented During Masinde Muliro University of Science and Technology Council Retreat, held at Mombasa Beach Hotel, Mombasa, February 15, 2012.
- Okumbe, J.A. **“Corporate Governance Training for Directors of Boards of State-Owned Enterprises in Zambia,** held at the Intercontinental Hotel, Lusaka, Zambia, October 3-5, 2011.
- Okumbe, J.A. **“Corporate Governance Board Induction for the Regional Aids Training Network (RATN)”.** Paper Presented During RATN’s Retreat and Annual General Council Meeting, held at the Taj Pamodzi, Lusaka, Zambia, June 1-2, 2011.
- Okumbe, J.A. **“Investor Protection and Corporate Governance in African Capital Markets”.** Paper Presented During the 14th African Securities and Exchange Association, held at the Falls Resort, Zambezi Sun, Livingston, Zambia, November 10-12, 2010.
- Okumbe, J.A. **“The Principles and Practice of Corporate Governance: The Case of St. Paul’s University”.** Paper Presented During the 3-Day Retreat for the Council of St. Paul’s University, held at the Lake Naivasha Sawela Lodge, Naivasha, Kenya, June 8, 2011
- Okumbe, J.A. **“The Principles and Practice of Corporate Governance: The Practical Applications in ZSIC Holdings, Zambia, and its Subsidiaries”.** Training and Paper Presented During the 3-Day Retreat for the Boards of ZSIC Holding and its Subsidiaries, held at the Siavonga, Resort Lake Kariba, Zambia, May 4-6, 2011.
- Okumbe, J.A. **“Investor Protection and Corporate Governance in African Capital Markets”,** a Paper Presented During the 14TH African Securities Exchange Association Conference, held at the Falls Resort, Zambezi, Sun, Livingstone, Zambia, November, 10-12, 2010.
- Okumbe, J.A. **“The Role of Corporate Governance in the Transformation of Africa”.** Paper Presented During the KCA University’s Third Annual Pan African Ethics Conference, held at the Olesereni Hotel, Nairobi, Kenya, September 29-October 1, 2010.

- Okumbe, J.A. “**Corporate Corporate Governance Principles and Practices at the University: The Case of Kenyatta University**” A Half-Day Training Conducted for the Council and Senior Management of Kenyatta University, During the Retreat for the Council, held at the North Coast Beach Hotel, Mombasa, Kenya, August 14, 2010.
- Okumbe, J.A. “**Roles of the National Governing Council and the National Steering Committee**”. Paper Presented During the NEPAD National Steering Committee Sensitisation Retreat, held at the Mombasa Serena Beach Hotel, Kenya, July 5-6, 2010.
- Okumbe, J.A. “**Concept and Principles of Corporate Governance**” Paper Presented During the Workshop on Management and Leadership for the Senior Management of Jomo Kenyatta University of Agriculture and Technology, held at ICAD, JKUAT, Juja, Kenya, June 24, 2010.
- Okumbe, J.A. “**Corporate Governance: Whose Responsibility is it?**” Paper Presented During the ICPAK Annual Seminar, held at Wildwaters, Mombasa, Kenya, May 21, 2010.
- Okumbe, J.A. “**Corporate Governance Challenges: A New Perspective**. Presented during the ICPAK Internal Audit Seminar, held at the Whitesands Hotel, Mombasa, Kenya, September 11, 2009.
- Okumbe, J.A. “**Corporate Governance for Public Universities**”. A Paper presented during the Joint Workshop for the University College Council and Management Board of the Kenya Polytechnic University College, held at the Lake Naivasha Simba Lodge, August 6-9, 2009.
- Okumbe, J.A. “**Corporate Governance: The Changing Role of Finance Executives**. Presented during ICPAK’s Three Day Financial Services Conference, held at the Safari Park Hotel, Nairobi, July 2, 2009
- Okumbe, J.A. “**Board Induction for the Regional Aids Training Network (RATN) and Facilitation of MIs Directors Forum**,” held at the Laico Novotel Hotel, Kigali, Rwanda, June 26-27, 2009.
- Okumbe, J.A. “**Ethics and Accountability for an Effective Management of Public Resources**”. A Paper presented during the Training of Staff of UNECA, held at Debre Zeit, Ethiopia, December 13-14, 2008.
- Okumbe, J.A. “**Structuring, Implementing and Managing Best Practices for Corporate Governance**”. A Paper presented during the Directors’ Duties, Governance and Accountability Forum, held at the Hilton Hotel, Nairobi, Kenya, November 3-4, 2008.

- Okumbe, J.A. **“Framework for Ethical Decision Making”**. A Paper presented during the Conference on Ethics for Contemporary Africa organised by the Centre for Corporate Governance and KCA University, held at the United Nations Conference, Addis Ababa, Ethiopia, October 1-3, 2008.
- Okumbe, J.A. **“Board Induction for the Regional Aids Training Network (RATN)”**, held at the Cresta Crossroads Hotel, Lilongwe, Malawi, June 27, 2008.
- Okumbe, J.A. **“Corporate Governance in Universities”**. A Corporate Governance Training for Senior Management of Egerton University”, held at the Cathay Hotel, Nakuru, Kenya, June 24-25, 2008.
- Okumbe, J.A. **“Good Corporate Governance: An Imperative for Achieving the Millenium Development Goals (MDGs)”**. A Paper presented during the Managing MDG Processes Conference, held at the CSIR International Convention Centre, Pretoria, South Africa, February 18-19, 2008.
- Okumbe, J.A. **“Terms of Reference for the Audit Committee of the Centre for Multiparty Democracy (CMD)”**. A Paper presented to Members of CMD’s Audit Committee at the CMD offices, August 29, 2007.
- Okumbe, J.A. **“The Practice of Good Corporate Governance in a Capital Market Institution: Roles and Responsibilities of the Board and Management.”** A Paper presented during the Workshop on the Imperatives of Compliance to Rules and Regulations in the Nigerian Capital Market, held at the Imo Concorde Hotel, Owerri, Imo State, Nigeria, July, 26 – 27, 2007.
- Okumbe, J.A. **“Corporate Governance”**. A Paper presented during the induction course for the Board of Directors of the East African Development Bank (EABD), Uganda, held at the Windsor Golf and Country Club, Nairobi, July 19, 2007.
- Okumbe, J.A. **“Defining the Role and Principles of Corporate Social Responsibility”**. A Paper presented during the Public Relations Society of Kenya Training Workshop on CSR, held at the Sarova Panafric Hotel, July 5, 2007.
- Okumbe, J.A. **“Board Induction for the Regional Aids Training Network (RATN)”** held at the Imperial resort Beach Hotel, Entebbe, Uganda, June 26, 2007.
- Okumbe, J.A. **“Corporate Governance Failures in Africa: A Review of Cases in East Africa”**. A Paper presented during the Conference on Audit and Governance Strategies for East and Southern Africa, held at the Hilton Hotel, Nairobi, March 26-28, 2007.

- Okumbe, J.A. **“Promoting Corporate Governance in Kenya”**. A Paper presented during the Commonwealth Association for Corporate Governance Workshop held in Kerala, India, October 11-14, 2006.
- Okumbe, J.A. **“Corporate Governance: The Necessity and Workings of Team Work for the Cabinet and Members of Parliament of the Government of National Unity (GNU) of Kenya”**, held at the Lake Naivasha Simba Lodge, Kenya, September 11, 2006.
- Okumbe, J.A. **“Developing and Managing a Programme: The Case of the Centre for Corporate Governance, Nairobi, Kenya”**. A Paper presented during the Corporate Governance Leadership Forum organised by the Global Corporate Governance Forum (GCGF), held at the World Bank, Washington DC, USA, July 9-15, 2006.
- Okumbe, J.A. **“Board Induction for the Regional Aids Training Network (RATN)”** held at Kasane Resort Club, Botswana, June 23, 2006.
- Okumbe, J.A. **“Corporate Governance for the Creation of a Conducive Business and Investment Environment”**. A Paper presented during the Kenya Revenue Authority (KRA) and the Kenya Association of Manufacturers (KAM) Consultative Seminar, held at the Grand Regency Hotel, Nairobi, Kenya, February 9, 2006.
- Okumbe, J.A. **“A Corporate Governance Compliance Checklist”**. A Paper presented during the Financial Reporting (FiRe) Cocktail, held at the Jacaranda Hotel, Nairobi, Kenya, April 21, 2005.
- Okumbe, J.A. **“Principles of Corporate Governance and the Role of the Board”**. A Paper presented during the Strategic Workshop for the Board of the Capital Markets Authority, held at the Safari Park Hotel, Nairobi, Kenya, December 6, 2004.
- Okumbe, J.A. **“Corporate Governance: A Conceptual Framework”**. A Paper presented during a Lecture to the MBA Class at the Daystar University, Valley Road, Nairobi Campus, November 8, 2004.
- Okumbe, J.A. **“Corporate Governance as a Corporate Social Responsibility Boardroom Agenda: The Role of Directors and Managers”**. A Paper presented during the FKE Top Policy Workshop on Corporate Social Responsibility: An Agenda for Kenya Private Sector, held at the Grand Regency Hotel, Nairobi, September 20-21, 2004.
- Okumbe, J.A. **“Corporate Governance: The Role of the Internal Auditor”**. A Paper presented during the 3-Day ICPAK Internal Audit Conference held at the Voyager Beach Hotel, Mombasa, Kenya, August 25-27, 2004.

Okumbe, J.A. **“University Governance”**. A Paper presented during the Moi University Council Retreat, held at the Merica Hotel, Nakuru, Kenya, March 5, 2004.

Okumbe, J.A. **“University Governance”**. A Paper presented during the Western University College of Science and Technology Council Retreat held at the Sunset Hotel, Kisumu, Kenya, January 23, 2004.

Okumbe, J. A. **‘Management of Change: The Role of Personnel Officers in a Changing Civil Service.’** Paper Presented to Chief Personnel Officers in the Kenyan Civil Service during a Workshop at KCCT, Kenya, 1994.

Okumbe, J.A. **“Supervisory Management Course on Job Analysis and Description”**, Lecture Series presented to Supervising Managers with the Kenya Posts and Telecommunications, at the KCCT, Nairobi, Kenya, 1993.

Okumbe, J.A. **“Human Resource Development Indicators (HRDI): The Kenyan Experience”**, paper presented during the Informal Meeting of Experts on Human Resources Development Indicators at the UNEP Headquarters, Nairobi, Kenya, December, 1992.

Okumbe, J.A. **“Educational Management and Administration”**, Lecture Series presented during the Training of Trainers (TOT) for School Administrators in Nasir, Sudan, 1992.

Okumbe, J.A. **“Teaching Practice: Management and Supervision.** Paper presented during the DSE and University of Nairobi Staff Development Workshop”, Jadini Beach Hotel, Mombasa, Kenya, 1991.

DEVELOPMENT AND REVIEW OF STRATEGIC PLANS

Insurance Regulatory Authority (IRA), **Mid Term Strategic Plan Review and Evaluation**, November 1- December 31, 2020

Insurance Regulatory Authority (IRA), **Developing New Strategic Plan 2020 -2022**, November 1, 2020 - March 12, 2021

Kenya National Commission for UNESCO (KNATCOM), **Strategic Plan Review and Evaluation**, August 24-28, 2020

Christ Is The Answer Ministries (CITAM), **Strategic Plan Review and Evaluation**, September 16-20, 2019

Retirement Benefits Authority (RBA), **Strategic Plan Review and Evaluation**, September 2-4, 2019

National Government Constituency Development Fund (NG-CDF), **Strategic Plan Review and Evaluation**, May 9-10, 2019
Kenyatta University, **Strategic Plan Review and Evaluation**, May 6-8, 2019

Kenya Tea Development Agency (KTDA), **Strategic Plan Review and Evaluation for KTDA Factories**, May 2005 – February 2020

National Olympic Committee - Kenya (NOCK), **Strategic Plan Review and Evaluation**, November 22-23, 2018

Association of Kenya Insurers (AKI), **Review and Evaluation of Strategic Plans of Member Companies**, October 31, 2014- November 2, 2019

Kisii University, **Strategic Plan Review and Evaluation**, August 16, 2018

African Trade Insurance (ATI), **Strategic Plan Review and Evaluation**, April 8-10, 2018,

Masinde Muliro University of S&T, **Strategic Plan Review and Evaluation**, November 28-30, 2017

Christ is The Answer Ministries (CITAM), **Strategic Plan Review and Evaluation**, November 27- December 1, 2017

Kenindia Assurance Company Ltd, **Strategic Plan Review and Evaluation**, August 4-6, 2017

National Fund for Disabled of Kenya (NFDK), **Strategic Plan Review and Evaluation**, March-April, 2017

African Trade Insurance (ATI), **Strategic Plan Review and Evaluation**, November 27-29, 2016

Allianz Insurance Company Ltd, **Strategic Plan Review and Evaluation**, November 21-23, 2016

Agricultural Society of Kenya (ASK), **Strategic Plan Review and Evaluation**, May 2-3, 2016

Kenya Reinsurance Corporation, **Strategic Plan Review and Evaluation**, April 18-22, 2016

Mulindi and Shagasha Tea Factories, Rwanda, **Strategic Plan Review and Evaluation**, November 16-18, 2015

Tanzania Social Action Fund (TASAF), Tanzania, Formulated and Developed **Strategic Plan 2015 -2020**, October 1-30, 2015

Kibabii University, **Strategic Plan Review and Evaluation**, May 15-16, 2014

Egerton University, **Strategic Plan Review and Evaluation**, March 10-14, 2014

Regional Aids Training Network (RATN), **Formulating and Developing Strategic Plan** for RATN Board of Trustees, February – April 28, 2010

National Housing Corporation (NHC), End Term Review and Evaluation of **Strategic Plans 2005-2009 and 2009 -2012**, January 26 – April 22, 2010

Egerton University, **Strategic Plan Review and Evaluation**, June 24-25, 2008

CIC Insurance, **Strategic Plan Review and Evaluation**, February 27 – March 4, 2005

Kenya Commercial Bank (KCB), **Strategic Plan Review and Evaluation**, January 26-28, 2005

Mumias Sugar Company Limited, **Strategic Plan Review and Evaluation**, February 13 -14, 2003

Kenya Post Office Savings Bank (Post Bank), **Strategic Plan Review and Evaluation**, October 11-13, 2001

WORKSHOPS AND MEETINGS ATTENDED

2011 – Attended and participated in, and appointed Chairman during, the “Expert Group Meeting on Managing Diversity and Second Biennial Meeting of Committee on Governance and Popular Participation (CGPP-II), Addis Ababa, Ethiopia, March 8-9, 2011.

2011 – Attended and participated at the ACBF Twentieth Anniversary, held at the Serena Hotel, Kigali Rwanda, February 8-9, 2011.

- 2010 – Organised the Second Consultative Forum for Chairmen of State-owned Corporations in Kenya, held at the Serena Beach Resort and Spa, Mombasa, Kenya, September 9-10, 2010.
- 2010 – Attended, participated and made presentations at the Corporate Governance Board Leadership Training Resources User Review Workshop, held at the Instituto Brasileiro de Governanca Corporativa (IBGC), Sao Paulo, Brazil, February 22-24, 2010.
- 2010 – Attended, participated and made presentations at the Dissemination Workshop on Guidelines for Procurement by Grant Recipients and Revised Disbursement Manual for Grant Operations, held at the PROTEA Balalaika Hotel, Sandton, Johannesburg, South Africa, December 1-3, 2009.
- 2009 – Initiated and organised the First Consultative Forum for Chairmen of State-owned Corporations in Kenya, held at the Serena Beach Resort and Spa, Mombasa, Kenya, November 13, 2009.
- 2008 – Attended and participated at the Second Annual Meeting of African Policy Institutes Forum, held at the Laico Okoume Hotel, Libreville, Gabon, December 4-5, 2008.
- 2008 – Attended and participated at the Capacity Building Project on Corporate Governance for SADC Development Finance Institutions. Sponsored by the SADC – Development Finance Resource Centre and the Global Corporate Governance Forum, held at the Birchwood Hotel and OR Tambo International Conference Centre, Johannesburg, South Africa, June 11-13, 2008.
- 2008 – Attended and Participated at the Conference on Strengthening the Effectiveness and Sustainability of African Regional Organisations (AROs) organised by TrustAfrica for Leaders of AROs, held at the Hotel Savana, Dakar Senegal, April 28-30, 2008
- 2008 – Attended and Participated at the International Faculty Workshop organised by the Global Corporate Governance Forum Workshop for Trainers of Trainers in Corporate governance, held at the World Bank Group – MC Building, Washington DC, March 31-April 4, 2008
- 2007 – Attended and participated in the Second Pan African Capacity Building Forum, held at the Joaquim Chisano International Conference Centre, Maputo, Mozambique, August 1-3, 2007.

- 2007 - Participated and made a presentation as the Main Guest Speaker on “The Practice of Good Corporate Governance in A Capital Market Institution: Roles and responsibilities of the board and Management” during the Workshop on Imperatives of Compliance to Rules and Regulations in the Nigerians Capital Market, held at the Imo Concorde Hotel, Imo State, Nigeria, July 26 – 27, 2007.
- 2007 – Attended, participated and delivered training modules on “Human Resources Management in Education”, during a Training Workshop for Senior Managers in the Ministry of Education in Southern Sudan, held in Rumbek, Sudan, April 16 – 21, 2007.
- 2006 – Attended and participated at the Workshop on “Review of the Status of Corporate Governance Africa” organised by the African Development Bank (AfDB) in Tunis, Tunisia, December 6-7, 2006.
- 2006 – Participated and made a presentation on “the Kenyan Experience in Corporate Governance” During the Commonwealth Association for Corporate Governance (CACG) Meeting, held in Kerala, India, October 11-18, 2006.
- 2006 – Participated and made a presentation titled “Corporate Governance Training in Africa: Case Study of the Centre for Corporate Governance, Kenya” During the Global Corporate Governance Forum Workshop for Trainers in Corporate governance held at the World Bank, Washington DC, July 2006.
- 2006 – Attended and participated at the Workshop on “Governance and Corruption”, organised by the West African Rural Foundation (WARF), held in Dakar Senegal, February 21-28, 2006.
- 2006 – Made a presentation on during the Kenya Revenue Authority (KRA) and the Kenya Association of Manufacturers (KAM) Consultative Seminar held at the Grand Regency Hotel, Nairobi, Kenya, February 9, 2006.
- 2005 – Attended and participated at the “Forum on Governance in Africa”, Organised by the African Union and Alliance for Rebuilding Africa, held in Addis Ababa, Ethiopia, November 24-26, 2005
- 2004 – On a One-Week Study Tour of Canada, specifically for meetings with: Officials at CIDA Headquarters in Quebec; Ethics Institutes; Shareholders Associations; Anti-Corruption Agencies; Leadership Institutes; and Institutes of Directors in Ottawa and Ontario. Sponsored by CIDA Canada, May 16-21, 2004.

- 2004 - Attended and participated at the World Bank organised Workshop on Study of Corporate Governance in the Banking Sector, held at the W. Hall, London, May 11-13, 2004.
- 2003 - Coordinated and participated in the Second Pan African Conference on Corporate Governance held at the Kenya School of Monetary Studies, Nairobi, Kenya, July 21-24, 2003.
- 2001 - Attended and Participated at the Conference Organised by the Pan African Forum on Corporate Governance, held at the ESKOM Centre, Johannesburg, South Africa, July 16-20, 2001.
- 2001- Conducted a Teacher Development Programme for Busara Forest View and Mustard Seed Schools, Nakuru, Kenya, January, 2001.
- 2000- Attended the Second COL/UNESCO Training Workshop on Management of Distance Higher Education in Africa, held in Kampala, Uganda, March/April, 2000
- 2000- Participated and awarded a Certificate by the World Bank in the Distance Learning Course on Language of Instruction in Basic Education, Nairobi, Kenya.
- 1999- Attended the Eastern and the Southern African Universities Research Programme Meeting in Zanzibar.
- 1999- Attended the Kenya Secondary School Heads Association Conference as an Expert/Consultant, Mombasa, Kenya, June, 1999.
- 1999- Attended the Kenya Institute of Education (KIE) Course Panel Workshop at KIE, Kenya.
- 1999- Attended the First COL/UNESCO Training Workshop on Management of Distance Higher Education in Africa, held in Dar- es - Salaam Tanzania, September/October, 1999.
- 1998- Attended the Kenya Institute of Education (KIE) Course Panel Workshop at KIE, Kenya.
- 1997- Attended the Eastern and Southern African Universities Research Programme Meeting for Political Party Leaders at the University of Zimbabwe, Harare, Zimbabwe.

1997- Attended the Eastern and Southern African Universities Research Programme Meeting for Political Party Leaders in Dar-es-Salaam, Tanzania.

1996- Attended the Eastern and Southern African Universities Research Programme (ESAURP) Meeting at the University of Swaziland, Swaziland.

1992- Attended the Training of Trainers Workshop as a Consultant in Nasir, Sudan.

COMMUNITY SERVICE

Returning Officer, During the most flawless **National Olympics Committee of Kenya (NOC-K)** Elections held at the PrideInn Hotel, Westlands, Nairobi, Kenya, December 9, 2021.

Member, **ACK Bondo Diaspora**, Funding and Constructing the Multi-Million Shillings ACK Bondo Synod Plaza, Bondo.

Member, **Ondiu Cell Group**, Saint Andrews Church, Mbeka, Wagusu, Bondo. Our Cell Groups have helped to construct The multi-million St. Andrews Church, which was consecrated by the Archbishop on November 13, 2020

Member, **Kitisuru Cell Group**, All Saints Cathedral Church, Nairobi

Chairman, **Wagusu Welfare Association**, 2003 – 2014 – Funded and established Mbeka Girls Secondary School, Bondo

Vice Chairman, **Wagusu Welfare Association**, 2001 – 2002 – Which funded the construction of modern classrooms in Mbeka Primary School