

# Dr Kitiabi Reginah Kiti (PhD)

## LECTURER/PROFESSOR OF MANAGEMENT & PRIVATE SECTOR ADVISOR

SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI DEPARTMENT OF  
BUSINESS ADMINISTRATION P. O. BOX 30197 – 00100 NAIROBI-  
KENYA: *EMAIL: regina.kitiabi@uonbi.ac.ke*  
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### A. EDUCATIONAL BACKGROUND: ACADEMIC QUALIFICATIONS/TEACHING EXPERIENCE

- 2006-June:** DURHAM -UNIVERSITY BUSINESS SCHOOL U.K: PhD CLASS OF 2007  
**1997 - Dec:** WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA  
**1989- July:** YORK UNIVERSITY, TORONTO, CANADA-: Masters Degree in Business Administration  
**1986-July:** UNIVERSITY OF NAIROBI: University of Nairobi, BA-econ- (Honours), Upper Second Class

### TEACHING EXPERIENCE OVER 25 YEARS-

Teaching experience internationally and Locally

### BRIEF COMPETENCY PROFILE-INDUSTRY-EXPERIENCE-SUMMARY-OVER25 YEARS

Over 25 years of international experience working with the Public and Private sectors at the International, Regional and National levels that include International Development Agencies – USAID, UNDP, UNIFEM, UNDP/RBA New York, COMESA, SADC, EAC, IGAD, Ministries of Trade, Finance (Revenue management), Regional Development and Water resources management in Kenya and COMESA Region. Coordinated and produced various programs, institutions and publications under the USAID/REDSO/ESA Regional Analytical Agenda Program (RTAA). In particular working with regional stakeholders, national and Universities, to create regional private sector policies, programs, activities and corresponding regional institutions to implement regional integration programs in trade, transport cross-border activities, air transport, Psyto-sanitary activities for exports etc. These included East and South Africa Business Organizations (ESABO), East Africa Trade & Transit Transport Institution (EATTI) of the axle-load program. Also, Created the COMESA Investment Authority, COMESA Women Entrepreneurs Associations, COMESA Gender and women Hub program, COMESA Investment Roadmaps Analytical process, Research Collaboration. Worked with these organizations to strengthen and start Chambers of Commerce, Trade negotiation and capacity building programs and building strategic alliances and partnerships in the private sector in EAC. Currently working on the WEEHUB –Incubation project under the Melinda Gates Foundation

- **An ethical** individual with high integrity
- **Excellent organizer**, Coordinator, Negotiator, and effective Dialogue collaboration, initiator in building alliances;
- **Initiator**, with solid planning and problem-solving skills;
- **Superb networking** skills and knowledge of the Public/Private institutions, legal issues in Kenya, COMESA, EAC and IGAD trade policies and investment needs
- **Team player**, Quick and confident learner who can rapidly master all aspects of a job or transaction with limited training;
- **Leader**, with value, added innovative solution provider, who understands the relationship between the customer and the company
- **Committed Dispute Solver** with Excellent Negotiation Skills

## **B. RESEARCH AND PUBLICATIONS AND PEER REVIEW PAPERS/PUBLICATIONS**

**Musebe E. A, Bolo, Z.A., K'Obonyo P., & Kitiabi R.,** (2020) Advanced Manufacturing Technology, Organizational Resources and Performance of Large Manufacturing Companies in Kenya: DBA Management Review-Journal, 2020 Vol 10 No 2 pp 1-33, June 24, 2020.

**Musebe E. A, Bolo, Z.A., K'Obonyo P., & Kitiabi R.,** (2020) Advanced Manufacturing Technology, Competitive Advantage, and Performance of Large Manufacturing Companies in Kenya: DBA Management Review-Journal, Vol.10 No 3. Iss.3, pp 90-114, July 30, 2020

**Gaitho, P.R, Bolo, Z.A., Ogutu, M., & Kitiabi R. .,** (2019) How Organizational Structure Influence The Relationship Between Strategic Leadership and Service Delivery of Devolved Governments in Africa: The Kenyan Case. The Strategic Journal of Business & Change Management, Vol.6.Iss.2, pp 286-295, April 15, 2019

**Munge, Zipporah N; Kitiabi Dr. Regina.** (2017) Challenges Of Strategy Implementation By Insurance Companies In Kenya. International Journal of Finance and Accounting, [S.l.], v. 2, n. 2, p. 1-22, Feb. 2017. ISSN 2518-4113

**Peter Rigii Gaitho; Zachary Bolo Awino; Kitiabi R. K.,** (2018) Strategic leadership and Service Delivery in African Context: Ethical Practices Influence the Relationship? International Journal for Innovation Education and Research Papers, Vol.6. No.11.November 2018 Issue. Pp. 31-42

**Gaitho, Peter Rigii; Kitiabi, Zachary Bolo Awino; Ogutu, M.,** (2018) Strategic leadership and Service Delivery Of County Governments: The Kenyan Experience The International Journal of Economics, Commerce and Management, Vol. VI. No.11.November 2018 ISSN 23480386

**Muteshi D. C., Awino Z.B., Kitiabi R. K.,** (2018) Firm-Level Strategy, Capabilities and Performance of Food and Beverage Manufacturing Companies in Kenya, International Review of Business Research Papers, Vol.14. No.1.March 2018 Issue. Pp. 19-29

**Muteshi D. C., Awino Z.B., Kitiabi R. K.,** (2017) Influence of Firm Capabilities on The relationship Between Strategy and Performance of Food and Beverage Manufacturing Companies in Kenya AIBUMA Conference, 19-20 July 2017

**Muteshi D. C., Awino Z.B., Kitiabi R. K.(2018)** Strategic Alliances and Performance of Food and Beverage Manufacturing Companies in Kenya AIBUMA DBA Africa Management Review.Vol.8 No.1 July 2017

Bwire J. F., Awino Z.B., Kitiabi R. K., (2018) Top Management Team Demographics, Corporate Strategy And Performance of Public Organizations. The Global Journal of Education 5th edition, spring 2018

**Bwire J. F., Awino Z.B., Kitiabi R. K., (2017)** Top Management Team Demographics, Corporate Strategy and Organizational Performance: The Case of Kenyan State Corporations. A Paper Published in the Global Mindset Development in Leadership and Management Conference, 14-16 September 2017

**Muteshi D.C., Awino Z.B., Reginah K. Kitiabi R.K., Pokhariyal G.P. (2017)** Firm-Level Strategy and Performance of Food and Beverage Manufacturing Companies in Kenya DBA Africa Management Review. July 2017;7(2) pp 185-197

**Muteshi D. C., Awino Z.B., Kitiabi R. K., (2017)** Influence of Firm Capabilities on The Relationship Between Strategy and Performance of Food and Beverage Manufacturing Companies in Kenya AIBUMA Conference, 19-20 July 2017

**December 2012: Kitiabi R.K (2012):** The impact of election (2007/2008) violence on Kenya's economy: Lessons Learned? An Academy of African Resources Review Forum (AAF) publication

**Kitiabi R, M.K (2012):** Determining Gender Equity in Fiscal Devolution- a Critical Look at CRA's Revenue Sharing Formula FEMNET, African Women's Collective Leadership Publications, (Editorial review) in the article Hannah Ondiek (editorial Review) "The burden has been lifted but are we taking up the mantle as women?"

**Kitiabi (2008)** Foreign Assistance Reform: Views from the Ground: Chapter on Kenya), An InterAction Publication, Washington D.C USA

**Muteshi D. C., Awino Z.B., Kitiabi R. K., (2017)** Influence of Firm Capabilities on The relationship Between Strategy and Performance of Food and Beverage Manufacturing Companies in Kenya AIBUMA Conference, 19-20 July 2017

**Bwire J. F., Awino Z.B., Kitiabi R. K., (2016)** Top Management Team Demographics, Corporate Strategy And Organizational Performance: A Critical Review of Literature. A Paper Published in the DBA AIBUMA Conference publication, July 2017

**Kitiabi R, M.K (2012):** "Privatisation of Public Enterprises in COMESA Sub-Region: Exploration of Approaches and Strategies: The Case of the Privatization of Telkom Kenya" Lap-publishers, Bonn, Germany **\*(Publication being finalized by publishers)**

**December 2012: Kitiabi R.K (2012):** The impact of election (2007/2008) violence on Kenya's economy: Lessons Learned? *An Academy of African Resources Forum (AAF) publication*

**Kitiabi R, M.K (2012):** Determining Gender Equity in Fiscal Devolution- a Critical Look at CRA's Revenue Sharing Formula. A Heinrich Boll Stiftung. An East & Horn of African Publication

**Kitiabi R, M.K (2012):** Determining Gender Equity in Fiscal Devolution- a Critical Look at CRA's Revenue Sharing Formula FEMNET, African Women's Collective Leadership Publications, (Editorial review) in the article Hannah Ondiek (editorial Review)“ The burden has been lifted but are we taking up the mantle as women? “September 4, 2012

**Kitiabi, and Aosa (2012)** Module-DBA 308: Final Draft –in Editorial process: DBA 308 Public Management Distant Learning Student Manual, developed- a UON publication. Oct.

**Kitiabi (2009)** Regional Trade and Transport Facilitation: Reducing the Cost of Doing Business on the Northern Corridor – A USAID/COMPETE Publication, 2009

**Kitiabi (2008)** Foreign Assistance Reform: chapter in an Interaction publication “Views from the Ground”: Chapter on Kenya, an Interaction Publication, Washington D.C USA

**Kitiabi (2009)** Strategic Plan for Water Services Trust Fund, WSTF, publication, May

**January 2009: Kitiabi (2009)** Strategic Plan for the Water Appeal Court and Charter, Ministry of Water Publication. Kenya

**Kitiabi, et al (Eds) 2009)** The Water Appeal Board Rules of Procedure- A Kenya Gazette Publication, April 2008

**Kitiabi (2008) Foreign** Assistance Reform: Views from the Ground: Chapter on Kenya), An InterAction Publication, Washington D.C USA

**Kitiabi. R.K. (2004)** WTO-Regime Verses UNCTAD -Similarities and Strategies, AWIDE Annual Conference publication, **April, Pg.50**

**2002- 1998:** Editor: Various RTAA publications under the USAID/AFSD, Washington D.C

**August 1998:** **Kitiabi, R.K and Kuzmak, R.** The Investor Roadmap for Kenya, a Diagnostic Process of Investment Transactions

**Kitiabi (1996)** Beyond Gender Analysis: An Entrepreneurial Approach to Economic Empowerment for Women: A joint WIDE/CEEWAK publication, **Bonn Germany. Aug**

**July/August 1995: Kitiabi R.K.** Economic Issues of Women of Africa for Africa and Global Beijing Platform- **UN 1995 Decade for Women a UN Women publication**

**September 30<sup>th</sup>-October 2, 2009:** Regional Trade and Transport Facilitation Conference- Northern Corridor- Reducing the Cost of Doing Business, Mombasa Kenya

**March 16-March 22, 2009:** 5<sup>th</sup> World Water Forum: Istanbul Turkey: *Management of Water Resources, Reforms and commercialization*

**UNIVERSITY LEVEL SCHOLARLY BOOKS (REFER TO TABLE 1). FOR FULL REFERENCE, STATE THE TITLE OF BOOK, PUBLISHER, WHERE PUBLISHED, YEAR OF PUBLICATION AND PAGES.**

**Kitiabi R, M.K (2012):** "Privatisation of Public Enterprises in COMESA Sub-Region: Exploration of Approaches and Strategies: The Case of the Privatization of Telkom Kenya" Lap-publishers, Bonn, Germany \*(Publication being finalized by publishers)

**Editor and Publication coordinator** for over 10 Regional Trade Agenda Series publications: Regional Trade and Comparative Advantage in Eastern and Southern Africa: Implications for Food Security, a USAID/Africa Bureau office of sustainable Development, Regional Economic Development Support Office Eastern and Southern Africa (REDSO/ESA) Publication. These included:

**Ackello, Echessah (2001)** Comparative Analysis of Economic Reform and Structural Adjustment Programs in East Africa, with Emphasis on trade Policies

**Sukume, Makaudze, Chimsdza, Zitsanza** (University of Zimbabwe) (2000) Comparative Economic Advantage of Crop Production in Zimbabwe

**Onyango, (1999)** Comparative Transportation Cost Analysis In East Africa, Final Report

**Ackello, Echessah (2000)** Comparative cost of Production Analysis in East Africa: Implications for Competitiveness and Comparative Advantage

**Ackello, Echessah (1999)** Methodologies for Estimating informal cross border trade In Eastern and Southern Africa

**USAID/REDSO/ESA (2001)** Reported Trade in East and Southern Africa: Analysis of officially reported Data

**USAID/REDSO (2000)** Informal Cross Border Trade between Kenya and Uganda: Proceedings of a workshop held at the may fair Nairobi, Kenya December 6, 1996

**USAID/REDSO/ESA (2000)** Comparative cost of Production Analysis in East Africa: Implications for Competitiveness and Comparative Advantage

**Kitiabi, R.K and Kuzmak, R. (1998),** The Investor Roadmap for Kenya, a Diagnostic Process of Investment Transactions

**Kitiabi, and Aosa (2016)** Module-DBA 308: Final Draft –in Editorial process: DBA 308 Public Management Distant Learning Student Manual, developed-University of Nairobi. Open & Distance Learners (ODL) Module (Under review)

## **C.TEACHING AND INSTRUCTION**

### **Since 1992-2021: Undergraduate classes**

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**DBA 411** Banking Practice

**DBA 324** Business Ethics and Values

**DBA 308** Public Management

**BQS 303** Introduction to Management II (Construction Management)

**BRE 210** Principles of Management (Real Estate & Construction Management-RECM)

**BQS 212** Introduction to Management I (RECM)

**DBA 203** Organizational Theory

**DBA 201** International Businesses

**DBA 103** Small Business Management

**DBA 102** Principles of Management

**DBA 101** Introduction to Business (Nairobi and Mombasa Campuses)

### **Graduate classes**

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**DSM 501 Management and Practice (Mombasa and Nairobi Core Course MBA)**

**MAW 605: African Women's Finance – Investment Models**

**MAW 607: Women Access To Resources**

**PHD THESIS SUPERVISION AND INTERNAL THESIS EXAMINATIONS**

Internationally Examined several completed PhD Thesis

Supervised over six PhD completed Theses

Currently Supervising 3 PhD Students

Co-Supervising over Five Theses

**PHD/MBA- THESIS UNIVERSITY OF NAIROBI SUPERVISION**

**Supervised and completed over 120 MBA projects: Below is a Sample List**

**D. SUPERVISION OF POSTGRADUATE STUDENTS  
PhD AND MBA THESES SUPERVISED FOR THE AWARD OF THE DEGREE OF  
DOCTOR OF PHILOSOPHY AND MASTER OF BUSINESS ADMINISTRATION**

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**PhD THESES AND POSTGRADUATE ISP SUPERVISED FOR THE  
AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS  
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF  
NAIROBI**

1. **Musebe Edward Achieng (2020)** Advanced Manufacturing Technology, Competitive Advantage, and Performance of Large Manufacturing Companies in Kenya.
2. **Hilder Atieno Abur (2020)**-The Effect of Corporate Governance on Firm Performance: A Critical Literature Review(ISP)
3. **Gaitho Rigii Peter (2019)**-Strategic Leadership and Service Delivery in African Context: Organizational Structure and ethical Practices influence on Relationships
4. **Bwire Joseph Francis (2018)**-Top Management Team Demographics, Corporate Strategy and Organizational Performance: The Case of Kenyan State Corporations (2018)
5. **Muteshi C Dominic (2018)**-Firm-Level Strategy, Capabilities and Performance of Food and Beverage Manufacturing Companies in Kenya (2018)
6. **Gakahu Watuika Thomas (2016)**-The Characteristics of top Management and Firm Performance: A Critical Review of Literature 2016-isp
7. Muola Kassahoon October 2016



**MBA PROJECTS SUPERVISED FOR THE AWARD OF THE  
DEGREE OF MASTER IN BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

1. Enzama Benard (2020), Strategic Management Practices and Performance of Non-Governmental Organizations in Kenya
2. Chirchir Rodney (2019), Strategies Adopted By GlaxoSmithKline To Deal With Emerging Challenges In Pharmaceutical Firms In Kenya
3. Sylvanus Angel Kyangwe (2019), Factors affecting job performance in Nairobi County, Kenya
4. Benard Winnie Wanjiku (2019), Strategies Employed by Sandstorm Kenya LTD to Gain Sustainable competitive Advantage
5. Ayier Addah Atieno (2019), Cultural Diversity and Competitive Advantage at Toyota Kenya
6. Munyasa Emmanuel Simiyu, (2019) Strategic Positioning and Competitive Advantage of Safaricom Limited.
7. Mwanzia Eric Musembi (2010)-Creating Competitive Advantage Through Outsourcing: A Survey of Classified Five Star Business Hotels in Nairobi
8. Situma Eliud K.(2012)-Change Management Challenges Facing Devolution of Government at Kakamega Municipal Council
9. Mbaria Rachel Wambui (2012)-Strategic Alliances in United Nations Development Programme Kenya: A Study of Amkeni Wakenya Partnerships
10. Makau Alice W.(2012)-Business Planning and Competitive Strategy at the Jitihada Business Plan Competition in Nairobi County
11. Wathigo Grace Wanjiru (2010)-Strategic Planning for Business Process Outsourcing (BPO) in Kenya: The Case of the Sameer Business Park
12. Oluoch Kelly Jack (2010)-Benefits and Challenges of Implementation of ISO9001:2008 Certification At Kenya Medical Training College

13. Gordon Ndisi Otieno (2010)-The role of the Balanced Scorecard as a Strategic Management Tool in Kenya Commercial Bank
14. KotonuaVictor (2014), Strategic Value of Automation at the Nairobi Stock Exchange
15. Mwangi Patrick Maina (2015),
16. Mungai M. Simon (2014)-Strategies Employed by Cadbury Kenya Limited to gain sustainable Competitive Advantage.
17. Githumbi Rachel Wangari (2014)-Strategic Change Management at the Kenya Citizens and Foreign Nationals Management Service
18. Muchira Winstone Njagi (2014)-Relationship between strategy implementation and Performance in Commercial Banks in Kenya
19. Mutie Paul Mutiso(2012)-Diversification strategy used by Commercial Banks in Kenya as a means of Gaining Sustainable Competitive Advantage
20. Odhiambo Agnes Adhiambo (2013)-Competitive Strategies Adopted by Pharmaceutical Firms in Kenya
21. Katua Faith Syombua (2014)-Information Security Management Strategy Implementation Challenges at Kenya Electricity Generating Company.
22. Mureithi Daniel K.(2014)-Strategic Change as a Catalyst for Organizational Success at Karirana Estates Limited, Kenya
23. Kairu Caroline Njoki (2013)-Factors Influencing Implementation of Environmental Management System ISO 14001 Certification.
24. Wambui Janet Njeri (2014)-Turnaround Strategies Adopted by Kenya Planters Cooperative Union in Kenya
25. Munge Zipporah Njeri (2013)-Challenges of Strategy Implementation by Insurance Companies in Kenya
26. Mustafa Ibrahim Hajji (2014)-Impact of Competition on the Growth of First Community Bank Limited

27. Mwaluma Janet (2014)-Strategies Adopted by Law Firms in Kenya in Response to Changes in the External Environment.
28. Karia Duncan Waweru (2013)-The Impact of Outsourcing Strategy on Service Delivery in Nairobi City County
29. Kamuru Angela Wangui(2015)-Procurement Strategies Adopted by Oil Companies in Kenya
30. Mutua Eric Kimani (2014)-Effects of Strategic Alliance on Competitive Advantage at Airtel Kenya Limited.
31. Komen Francis Kipkosgei(2013)-Agency Banking as an Expansion Strategy for Kenya Commercial Bank
32. Muturi Moses Irungu (2014)-The Relationship between Organizational Learning and Performance of Christian Health Association of Kenya Hospitals.
33. Abdulla Hassan Maimuna (2016)-Competitive Strategies Adopted by Selected Kenyan Banks in International Market.
34. Mbatia Elizabeth Murugi (2015)-Impact of Strategy Implementation on Performance at Kenya Urban Roads Authority.
35. Kinyanjui Lydia Muthoni(2010)-The Perceived Role of Strategic Leadership in Strategy Implementation by the Capital Markets Authority, Kenya.
36. Melly Caroline Jepkosgei (2015)-Competitive strategies employed by Government institutions offering hospitality services in Nairobi n a challenging environment.
37. Meru Joshua Mwenda (2015)-Influence of Competitive Strategies on Market Share at Safaricom Limited.
38. Mutinda Justina Nzembi (2015)-Strategic Responses and Performance at the Kenya Revenue Authority.
39. Njiru John Nyaga (2015)-Effects of Competitive Strategies on Performance of Express Connections Limited in Kenya.
40. Obondi Bernard Bosire(2015)-Determinants of Choice of Growth Strategies in Small and Medium-Sized Enterprises in Kenya

41. Yegon Robert Kiprono (2016)-Organizational Growth Strategies Adopted by Safaricom Kenya Ltd, Kenya
42. Ndambuki Kamanthe Josphine (2016), Competitive Strategies Adopted by Safaricom Limited to Maintain Market Leadership in the Internet Market in Kenya.
43. Macharia Lilly Mumbi (2015)-Strategies that spur growth at Stima Sacco Kenya.
44. Saratuki Georgina (2017)-Effects of Strategic Leadership on organizational competitive of Sugar Firms in Kenya.
45. Ochieng Fidel Castro (2017)-An Evaluation of the Bonus Reward system and customer retention in telecommunication industry: The Case of Safaricom Limited.
46. Mutai Biwott Collins (2017)-The Effect of Dynamic Capabilities on organizational Competitive Advantage: A Case of Uber Taxi Kenya.
47. Otieno Basil. Odhiambo (2017)-Adoption of SWOT Analysis to Generate Competitive Advantage in Transport Industry: a Case study of Trans line SACCO Limited.
48. Kamande Muiruri Simon (2017)-Strategy Implementation Challenges at Commercial Bank of Africa, Kenya.
49. Kanyingi Everlyne Muthoni (2018)-Strategic Innovation Management practices and Performance of Safaricom Public Listed Company in Kenya
50. Ngumuta Diannah Ndeleve (2018), -Strategic Change Management Practices Adopted by Machakos country Government for Service Delivery.
51. Muihia Irene Wahinya (2018),-Relationship between strategic Responses and organizational performance on Public Universities in Kenya.
52. Mbugua Waithira Doris (2018)-Role of Private sector in Improving Livestock Production in Kenya: A Case of Kiambu County.
53. Ludenyo Kadaga Esther (2018)-Effects of Strategic Responses on Performance of Petroleum Firms in Nairobi, Kenya.
54. Nyangweso Akinyi Beatrice (2018),-Competitive Strategies and Performance of Financial Institutions offering Mobile Money Transactions In Kenya

55. Gatoto Veronica Wanjiru (2018),-Competitive Strategies and Performance of Supermarkets In Nairobi Central Business District.
56. Katua Faith Syombua (2015), Information Security Management Strategy Implementation Challenges at Kenya Electricity Generating Company
57. Tanui Francis Kipkurui (2016) Challenges of Strategy Implementation at the National Police Service in Kenya
58. Karia Duncan Waweru (2015) D61/60550/2011: The Impact of Outsourcing Strategy on Service Delivery in Nairobi City County
59. Kamuru Angela Wangui (2015) D61/65263/2013 Procurement Strategies Adopted by Oil Companies in Kenya

### **E. Conferences, Seminars, Workshops- *Papers/Publications*:**

**Participant and Cohost (February 2021):** Women and Economy Forum Conference Organized by Community Advocacy and Awareness Trust (CRAWN TRUST) Cohosted by UON-WEE hub Dates: 24th – 25th February 2021. Session: Planning and Budgeting for Women's Economic Inclusion, 25<sup>th</sup>, February 2021.

**Participant (June 2021):** Organizational Leadership in the COVID19 ERA Webinar Conference Organized by Department of Administration School of Business, University of Nairobi: June 23rd, 2021.

Gaitho, P.R, Ogutu M, Awino Z.B., Kitiabi R (2018) Strategic Leadership and Service Delivery of County Governments: The Kenyan Experience. 1st Annual Multidisciplinary Conference, College of Humanities and Social Sciences, University Of Nairobi 24th–26th October, 2018 University of Nairobi Towers, Main Campus

Muteshi D.C, Awino Z.B, Kitiabi R.K., Pokhariyal G.P(2017) The Effect Of Firm Capabilities On The Relationship Between Firm-Level Strategy And Performance Of Food And Beverage Manufacturing Companies In Kenya World Business institute Australia -Annual Berlin Business Research Conference 15-16 September 2017. Novotel Hotel Berlin Mitte, Berlin Germany

Bwire, J.F., Awino, Z.B., Kitiabi, R.K., & Pokhariyal, G.P. (2017). Top management team demographics, corporate strategy and performance of public organizations. Global Mind-set Development in Leadership and Management

Conference, 14th -15th September 2017, University of Riverside, Los Angeles, California, USA.

Bwire, J.F., Awino, Z.B., Kitiabi, R.K., & Pokhariyal, G.P. (2017). The influence of top management demographics on the performance of public institutions in Africa -the Kenyan perspective.3rd DBA Africa Management Review International Annual Conference, 25th April 2017. University of Nairobi, School

Bwire, J.F. &Awino, Z.B., Kitiabi (2016). The effect of corporate strategy and organizational structure on the relationship between top management characteristics and performance of Kenyan state corporations. 2nd DBA Africa Management Review International Annual Conference, 29th April 2016, University of Nairobi, School of Business, Lower Kabete, Nairobi, Kenya.

Participant, the 13thInternational Operations Research Society of Eastern Africa Conference (ORSEA) Doctoral Colloquium March23rd2018. University of Nairobi Towers, Main Campus

**September 12-14 2016**, Commonwealth Gender Conference, Session Chair

**August 2016**, UNCTAD/WTO conference in Nairobi Kenya, Participant Business Forum

**March 2016:** East African Business Forum, University of Nairobi School of Business, 2016

**January 11<sup>th</sup> 2016:** African Scholarship International Workshop: New African Journal of Management, University of Nairobi School of Business, 2016

**March 24<sup>th</sup> – 28<sup>th</sup>, 2015**, Resource Mobilization & Governance Conference: Promoting Public-Private Partnership in enhancing Service Delivery, Arusha Tanzania

**May 24<sup>th</sup> 2013:** Strategic Planning Workshop: 2013-2018 Strategic Plan, At Kenya Utalii Hotel, Nairobi, 2013

**July 12-13, 2012**, The 3rd African International Business and Management (AIBUMA 2012), Annual Conference "Embracing the Changing Face and Pace of Business and Management" Conference: Kenyatta International Conference Centre (KICC) Nairobi, Kenya

2013:Academic Research Workshops/Conferences –Organized by Business School/UON, Curriculum and Strategy formulation and review for The Department of Business Administration – September 2009, Utalii, Nairobi Kenya.

**Kitiabi R, M.K (2012):** Determining Gender Equity in Fiscal Devolution- a Critical Look at CRA's Revenue Sharing Formula FEMNET, African Women's Collective

Leadership Publications, (Editorial review) in the article Hannah Ondiek (editorial Review)“ The burden has been lifted but are we taking up the mantle as women?”

**December 2012: Kitiabi R.K (2012):** The impact of election (2007/2008) violence on Kenya's economy: Lessons Learned? An Academy publication of African Resources Forum (AAF) publication

**August 1996; New Ventures Seminar:** Opportunities for Entrepreneurs in Privatisation, Lagos Nigeria (Consultant) Lagos Business School

**August 1996; a Joint WIDE/CEEWAK Seminar:** *Co-author and Concept Paper Presenter:* Beyond Gender Analysis: An Entrepreneurial Approach to Economic Empowerment for Women; Nairobi Kenya.

**May 1996: The Black Entrepreneurs Conference** in Orlando Florida Organised by Black Enterprise Magazine. “Strategic Alliances”

**March 1996: Management Conference** in San Antonio Organised by the *International Academy of Management and Inter Business*

**September 1995: The International Exporting Conference organised** by the Wharton Export Network of the Wharton School of Business University of Pennsylvania

## **F. RESEARCH AND CONSULTANCY**

2021-1997: Participated in research, consulting and advising Public and Private Sector on International, Regional/National Public Sector Reforms, Institutional Reforms, Dispute resolution, Creation and restructuring of institutional structures, Drafting of Bills, National cohesion and Justice, creation of Business institutions including East and Southern Africa Business Organization (ESABO), now COMESA Business Council, Investment logistics and analysis, Privatization, & Corporate Governance.

2021-2007- Resource person in PhD Programme in Business and Administration at the School of Business, University Nairobi

2017- Invited to and nominated on the editorial team of International Peer-Reviewed Journals and Books (IPRJB) publishers 5<sup>th</sup> September 2017

2013-2010- Facilitated and chaired the Investment Committee of The Kenya Revenue Authority Pension Scheme Cascading Committee workshops for the Pension scheme

2014-2010- Chaired the Staff and Human Resource Committee of the Kenya Revenue Authority

2014-2010: As Legal Secretary to the Lake Basin Development Authority (LBDA), Business Rice Mill oversaw the revival and restructuring of the Mill into a business enterprise.

2009- Facilitated a National Dialogue on reducing the cost of doing Business in EAC/IGAD region, organized by Northern Transport Corridor (NTC) Mombasa and USAID/Compete, Kenya October 2008

1998-2002: Supervised the Regional Trade & Analytical Agenda Program, Provided **support and coordination of the Horn of Africa Initiatives to achieve enhanced regional integration and economic development among the six countries**, along with being an editor of a publication's series Regional Trade Agenda Series publications: Regional Trade and Comparative Advantage in Eastern and Southern Africa: Implications for Food Security, a USAID/Africa Bureau office of sustainable Development, Regional Economic Development Support office Eastern and Southern Africa (REDSO/ESA) Publication.

## **G. PRIVATE/PUBLIC SECTOR AND COMMUNITY INVOLVEMENT**

**MAY 2017-2014 MAY GOK: Water Resources Management Authority; Ministry of Water, Environment and Natural** : Duties: provide professional advice, and strategic directions on the protection of water catchment and wetlands including land guide and advise on policy and operations and streamline specific actions to enable proper protection water resources. **Special duties: Chairman** of the Technical Committee and **A member** of the Audit Committee.

**2013 April –April 2010: Director Kenya Revenue Authority: Ministry of Finance. Duties – Oversee the prudent Management of Revenue Collection and Advise the Management and the Ministry of Finance on the implications of Revenue collection. Manage Trade, Commerce coordination, Tax Administration and Revenue management:** Provide Strategic and Tactical advice and direction for restructuring KRA's institutional framework to effectively implement Revenue Administration Reforms. Institutionalize prudent Management of Revenue Collection structures, design strategies and advise the KRA Management and the Ministry of Finance on the implications of Revenue collection to the economy and industry. At Board Level Provide strategic direction on;1. Improving regional revenue/trade infrastructure connectivity by promoting efficient and affordable transport, energy and Port services **2.** Promoting trade and economic integration, to boost trade, growth, and jobs;**3.** Building Regional institutions and avoid reliance on political dynamics to build resilience, to improve the Region's capacity to withstand climatic and other shocks and to consolidate peace and security; **4.** Strengthening human capital development, to boost skills and improve access to social services for the people of the COMESA/EAC/Horn.



**Special Duties: Chairman of Procurement and Business Systems:** oversee the Institutionalization of an Automation strategy i.e. Risk management system to enhance the performance of database systems (i.e. SIMBA (2005); RADDEX (Real-Time exchange), Customs Electronic Cargo Tracking System - and Valuation DataBase etc.) and develop an **Ethical culture** in revenue through Business Systems processes, and as Member Staff Committee advises on HR policy and ethical HR systems. Chair and ad hoc Tribunals investigating improper procurement processes and decisions, cited in the Audit Committee.

- **Chaired the Procurement Oversight committee,**
- **Chaired** The Investment Sub-committee of the KRA Pension Scheme
- **Trustee** of the KRA pension scheme
- **Member** of the Staff and Establishment Committee.
- **Member** of the KRA board Hiring Committee
- **Member** of the Audit and Risk Management Committee

**2014 April –April 2011: Director Lake Business Authority (LBDA) and Lega Company Secretary LBDA –Rice Mill company: Ministry of Regional Development.**

**Duties** Oversight see the prudent Management of Development Projects and funds utilization: Oversee the Re-registration and revitalization of the defunct LBDA Company to operation: Member of the Investment and Development Committees charged with the Management of the Rice Mill Company

**Special Duties: Company Secretary** to the Lake Basin Development Authority (LBDA), Rice Mill Company oversaw the revival and restructuring of the Mill into a business enterprise

**Member** Audit Committee

**Deputy Chairman** Development Committee

**2009 Sept-Dec - Consultant/Advisor:** USAID-COMPETE Nairobi Kenya: Regional Trade and Transport Facilitation Conference- Northern Corridor- Reducing the Cost of Doing Business along the Northern Corridor.

**2009 May-August 2006: Director Water Appeal Board** – Institutionalized the Water Court for Hearing and Determining Disputes in the Water Sector; Developed the Water Appeal Board Rules: Determined Three Major Disputes In EMBU, NGONG and TSAVO/MOMBASA respectively and Developed the Water Appeal Board Strategic Plan

**2008- July - February 2007- Research Consultant for Interaction Washington D.C.** On Foreign Aid Assistance Reform Process i.e. “Transformational Diplomacy”. Undertake interviews and discussions with Interaction PVOs, NGOs and partners on the content, impact and implications of AID’s new operational framework. Analyze data and compile a report.

**2006- August-October: Short-Term Consulting Work on Trading Houses for COMESA in Kenya Uganda Sudan:**

Focused on a feasibility study to enable COMESA to design a programme of establishing Trade Houses in the COMESA Member States, that will serve as one-stop shops to promote the export of specific and or COMESA Countries' products. The main objective for the interventions being the provision of a safe and secure trading environment for women traders especially cross-border traders. Main output – was to develop a Concept Paper on Trade Houses In COMESA

## **1985-1987: Court Management Trainee – Mombasa Law Courts and Makadara Law Courts Nairobi**

### **2002- 1998: REGIONAL TRADE ADVISOR/SPECIALIST AND ANALYST- USAID/REDSO/ESA NAIROBI KENYA SEPTEMBER 1998-AUGUST 2002**

**As A consultant for an international Development Agency – and The regional Economic agencies of outstanding reputation like USAID, COMESA, EAC, IGAD and National governments;**

- Change process implementation: Trained the Kenyan Government ministries of tourism, lands, roads, and transport officials on adopting the change process and eliminating specific administrative and structural barriers (i.e., reducing the number of forms and stamps needed to start a hotel or to remove transit goods from the Kenya Ports Authority to their destination).
- **Managed and administered** regional trade agreements: **Created** regional partnerships between AID and COMESA region: **Created and facilitated** public/private fora for understanding regional and WTO, AGOA, COMESA, EAC, ACP, and EU trade and investment agreements and facilitated trade negotiations and trade disputes.
- **Monitored, reviewed,** and facilitated the creation of national trade policies. Provided technical assistance and training for regional trade bodies.
- **Facilitated** cooperation with the public/private sectors regional institutions with a trading mandate and international organizations and reported on-field activities to USAID/Washington, DC. **Coordinated analysis** and publications on trade and agriculture in COMESA. **Initiated and created a** TRADE project as a follow-up to RTAA implementation.
- **Participated and coordinated** country and regional Investor's Roadmap analysis and change process, that involved:
- **Assisted in the revision** and passing of a new investment code for Kenya's Investment Promotion Center.
- **Assisted** in COMESA governments establishing investment-focused PSDs reform implementation institutional framework
- **Diagnostic** Investors Roadmap Analysis: Set up and initiated a reform process by assisting COMESA governments and Kenya, in particular, in implementing a radical reform process in the investment climate. Included regulatory and administrative laws and licensing systems reform aimed at substantially reducing specific sector/activity license requirements, step-by-step administrative/ regulatory requirements, and adopting the change process to reduce the steps, forms, licenses, and the quality of the remaining requirements.
- **Administrative barriers:** Conducted a diagnostic review of the investment climate of the administrative, legal, and policy barriers to investments in the hotel and land sectors and provided a change process through the Ministry of Finance.
- Developed the Original Concept of the TRADE HUB and The Regional Agriculture and Trade Expansion (RATES) RATES activities currently renamed as Competitiveness and Trade Expansion Program (COMPETE)- Which takes a holistic approach to address the constraints and promoting the opportunities available to African companies to increase their competitiveness and trade with the United States and global markets.

## **H. EDITORIAL AND REFEREED JOURNALS**

Invited to and nominated on the editorial team of International Peer-Reviewed Journals and Books (IPRJB) publishers 5<sup>th</sup> September 2017

Journal Publication reviewer for the DBA Africa Management Review

Journal Publication reviewer for the Nairobi Management Journal: A Journal of the School of Business, University of Nairobi

Journal publication reviewer for Africa Journal for Business Management (AIBUMA) – School of Business, University of Nairobi

Resource person in PhD Programme in Business and Administration at the School of Business, University Nairobi

## **I. PROFESSIONAL AFFILIATIONS/MEMBERSHIP, INVOLVEMENT & REFERENCES**

### **Member of the Association of Management (AOE), United States of America**

**Member** – African Association of Capital Markets

**Member**- East African Business, Trade, and Investment Analysts Association: **Member Director** and Chairperson Council of Economic Empowerment for Women of Africa – CEEWA-Kenya Chapter. Running Regional Investment programs and creating strategic alliances; Board of Directors, - Kenya Business and Professional Women's club (KBPWC), **Member** – life- Kenya League of Women Voters: Executive Member- African-Caribbean Student Association- Durham University.

**Founder Member** Council for Economic Empowerment for Women of Africa- Kenya Chapter. (CEEWAK)

**Founder Member** –Executive member, formed and chaired the Young Career Women's Club – An affiliate member club of the International Federation of Business & Professional Women's Clubs- Zurich Switzerland

**Member**- University of Nairobi Academic Union: **Member**- East African Business Association: - National Council of Women of Kenya **Member**- University Women Association.

**Member**- Justice and Peace, Committee University of Nairobi Catholic Chaplaincy: Awards/Honours: Commonwealth scholarship, Kenya/Canada GTF/AID Training Scholarship

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## **J. REFEREES**

- 1. Prof. C.M. Kiamba Professor of Land Economics** University of Nairobi: CEL: +254-(0) 722-480008 email [cmkiamba@uonbi.ac.ke](mailto:cmkiamba@uonbi.ac.ke)
- 2. Dr Nehemiah Ng'eno** Trade Economist and Advisor in the Prime Minister's Office Box 74434-00200 **Work:** + 254-20 **Cell:** +254-722-720-291 Email: [drngeno@yahoo.com](mailto:drngeno@yahoo.com)
- 3. Prof. Sam Kwesi Mensah, Financial Analyst and Advisor to the Government of Ghana & Chief Executive, SEM Financial Group Limited.** Suite 415, SSNIT Tower Block P.O. Box CT 2069, Accra Ghana: Tel: : (233-21) 701-0250 Home: (233-22) 401658: Mobile: (233) 244-314428 Fax: 233-21-701 0251: E-mail: [smensah@semfinancial.com](mailto:smensah@semfinancial.com)
- 5. Dr Martin Ogutu, Former Chairman Department of Business Administration, School Of Business** University of Nairobi P.O Box 30197 Nairobi Kenya **Work:** +254 20-217441: CEL: +254-(0) 722235168: Email [mogutu@uonbi.ac.ke](mailto:mogutu@uonbi.ac.ke)
- 6. Prof. Ian Macmillan. Director, Sol C. Snider Entrepreneurial Research Center** The Wharton School of The University of Pennsylvania. Vance Hall, Fourth Floor 3733

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- 7. Prof. Tony Cockerill Leverhulme Emeritus Fellow: (PhD) Supervisor** University of Cambridge Faculty of Economics Tel: 44-(0) 1223 335343 44-(0) 1223 335343  
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