

1. Personal Information

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Marital status: Married

2. Education

Postgraduate

Ph.D. degree in strategic management of information systems, University of Cambridge, U.K., January, 1990.

Undergraduate

First Class Honours degree in Electrical & Electronics Engineering, University of Bath, U.K., 1983.

High School

Thika High School (1978 – 1979); 3 Principal A's and Distinction in General Paper
Kabaa High School (1974 – 1977); Division I

3. Brief Resume

Prof. Timothy Mwololo Waema is an Associate Professor in the School of Computing and Informatics in the University of Nairobi, Kenya. He has extensive experience in university management and is a reknown ICT4D researcher and consultant with more than 25 years in various facets of ICTs and development. He holds a PhD in Strategic Management of Information Systems from University of Cambridge (UK) and an Honours Degree in Electrical and Electronics Engineering from University of Bath (UK).

Prof. Waema has carried out research and consultancy in many aspects of ICTs and development, including the growth of the Internet market in Kenya, assessment of Kenyan ICT sector performance, policy development for business process outsourcing and off-shoring in Kenya, development of a centre of excellence for training in BPO/IT enabled services (ITES) in Kenya, impact of ICTs on governance, bridging the global digital divide in ICTs and agriculture, role of ICTs in alleviating poverty, and e-readiness assessment of 50 universities in the Eastern Africa region and building roadmaps for accession to higher levels of e-readiness. He has also consulted for numerous organizations in both public and private sectors in Kenya and other African countries.

Prof. Waema has published widely in journals, conference proceedings and in books in information systems and ICTs for development. He has edited a book on electronic

4. Employment History

2006 to Present	Associate Professor, School of Computing and Informatics, University of Nairobi
2002 to 2006	Director of ICT, University of Nairobi
1996 to 2001	Director, Institute of Computer Science, University of Nairobi
1994 to 1996	Acting Director, Institute of Computer Science, University of Nairobi
1995 to 2005	Senior Lecturer, School of Computing and Informatics, University of Nairobi
1991 to 1995	Lecturer, Institute of Computer Science, University of Nairobi
1990 to 1991	Senior Assistant Manager, Software Development, Planning and Engineering Dept., Kenya Posts & Telecommunications Corporation
1985 to 1986	Executive Engineer, Kenya Posts & Telecommunications Corporation
1983 to 1985	Training Engineer, Kenya Posts & Telecommunications Corporation

5. Relevant Experience

5.1 Administration and Management

- (a) Chief Technical Officer in performance contract negotiations between the University and the Government and in performance review.
- (b) Chairman of University Management Committee to restructure all Central University units and academic support services.
- (c) Vice-Chairman of the University Task Force to develop Strategic Plan and to re-structure academic units
- (d) Chairman of a committee to re-engineer the processes for managing research grants. Produced a blue print for re-organization of the Grants section of Finance department.
- (e) Was Vice-Chairman of a University Restructuring Task Force that looked into ways to re-structure the University to overcome current problems and to meet future challenges in higher education, using modern business management methodologies, including business process re-engineering.
- (f) Developed the University of Nairobi Accreditation Policy which has been adopted and used to accredit institutions wishing to offer University of Nairobi academic programmes.
- (g) Was a key member of an Accreditation Panel to evaluate and accredit the Kenya College of Communications Technology (KCCT) to offer Diploma in computer Science and Certificate and Advanced Certificate in Computing Studies of the University of Nairobi.

Leadership in re-structuring the Institute of Computer
School of Computing and Informatics and Information and
(ICT) Centre.

- (i) Written a number of Memoranda of Understanding (MOUs) to establish links with a number of institutions. These include the Kenya College of Communications Technology, Communications Commission of Kenya and Defense. The first two MOUs have been signed.
- (j) Served as a member of a number of committees of the top University organs (Senate, University Management Board and University Council).

- (a) **ICT Infrastructure Development.** Pioneered and provided leadership in planning for and implementing ICT infrastructure in all University campuses and in interconnecting these campuses into one integrated network.
- (b) **Internet.** Pioneered and provided leadership in introducing Internet in most campuses of the University in line with ICT infrastructure development.
- (c) **MIS projects.** Pioneered and provided project management in the development and implementation of an integrated suit of management information systems in the university.
- (d) **Web site.** Pioneered and provided leadership in the development of the University web site.
- (e) **User and management training.** Conducted training for users and managers on (a) - (d) above in order to institutionalize ICT and make it sustainable.
- (f) **KENET.** Helped the formation of the Kenya Education Network (KENET), especially the development of the Trust Deed that established KENET Trust and in planning for the initial projects. I was elected to Chair the Projects Implementation Team and a member of the Management Board that transacts business on behalf of the KENET Board of Trustees.

5.3 Professional and Other Activities

- (a) Certified by the Kenya Corporate Governance Institute as **corporate governance trainer.**
- (b) **Head of the Kenyan node** of the ResearchICTAfrica (RIA), a Pan-African research network on ICT.
- (c) Formerly in the **Editorial Board** of an international Journal, "*Information Technology for Development*", ISSN:0268-1102.
- (d) A **Founder Member** of the *International Federation for Information Processing (IFIP) Working Group 9.4*. This group is concerned about information systems in developing countries.
- (e) A **Member** of the *Association of Computing Machinery (ACM)*. This is the top Computer Science professional association in the world.
- (f) A **Founder Member and Secretary** of the *Information Technology Standards Association (ITSA) of Kenya*.
- (g) The **Chairman** of the Management Board of the *Kenya Educational Network (KENET)*, the national research and education network (NREN) and was previously the Chairman of the Implementation Committee that brought Internet to most universities in Kenya.
- (h) A former **Board Member** of Kiundwani Secondary School, Machakos and a **Board Member** of Kilala Secondary School.
- (i) **Chair and/or Director** in Board of Directors in seven private investment and consultancy companies in Kenya.
- (j) A **Council Member** of the Mombasa Polytechnic University College, 2008-2011.
- (k) In **Editorial Board** of the **African Journal of Science, Technology, Innovation and Development (AJSTID).**

5.4 Funded Research

The following are research grants obtained in the last few years:

Research project title	Purpose	Year	Funding agencies	Amount
E-readiness of universities in Eastern Africa	Assess E-readiness of 50 universities in Eastern Africa, develop generic roadmaps and assist 10 universities to ascend to higher levels of e-readiness	2008-2011	Rockefeller Foundation	US\$ 600,000
Business process outsourcing (BPO)	Establish the critical success factors by studying 8 countries to inform BPO policy and strategy in Kenya	2008-2010	IDRC	CAN\$ 400,000
Poverty and Information & Communication Technology Systems in Urban and Rural Eastern-Africa (PICTURE Africa)	Carry out research on ICTs and poverty in Kenya to inform future policy decisions concerning the allocation and targeting of resources for poverty reduction	2006-2010	IDRC	CAN\$ 350,000
ICT research grants for Eastern and Southern African countries	Offer research grants to M.Sc. and Ph.D. students studying in Eastern and Southern Africa countries	2009-2012	IDRC, Ottawa, Canada	CAN\$ 466,878
ICT sector performance review - evidence based ICT policy making and regulations	Conduct research into current policy outcomes through supply and demand side studies in order to make public interested interventions in ICT policy and regulatory processes	2009-2010	The Edge Institute, South Africa	ZAR 216,000
ICT and local governance	To carry out research on the impacts of ICTs on good governance at local government level	2006-2010	IDRC	CAN\$ 1,335,400
ICTs and agriculture	To develop novel and innovative ICT solutions to solve the problem of rural farming communities	2006-2009	British Eng. and Physical Sciences Research Council	UK Pounds 449,995.04
Household survey on access and usage of ICTs	Carry out national household survey on access, use and impact of ICTs in Kenya	2007-2008	Research ICTAfrica.net, South Africa	ZAR 506,100
Electronic waste (e-waste) management	Assess the status of e-waste management in Kenya and propose a roadmap	2007-2008	Digital Solidarity Fund, HP,	US\$ 22,000

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Performance of the Kenya in the last five years	2006 - 2007	Empa Research ICTAfrica.n et, South Africa	ZAR 105,000
Internet market study	2006-2007	Communica tions Commission of Kenya (CCK)	KSh 4,000,000
ICTs and regional governance	2005-2006	Research ICTAfrica.n et, South Africa	ZAR 10,000
ICTs and SMEs	2005-2006	Namibian Economic Research Policy Unit	ZAR 67,315
Universal access for information and communication services in Kenya	2004-2005	IDRC and CCK	US\$ 110,000

5.5 PhD/Masters Research Supervision/Examination

(a) Ph.D. thesis examination

- Dr. Elijah Omwenga – Modeling and analyzing a computer-mediated learning infrastructure, University of Nairobi, 2003.
- Dr. ----- - University of Cape Town, South Africa, 2006.
- Dr. Tiko Osa Iyamu – Impact of organizational politics on IT strategy, University of Cape Town, South Africa, 2007.
- Dr. Agnes Wausi – Organizational implementation of information systems innovations: Case universities in Kenya, 2009.

(b) Recent Masters supervision

- Jecton Tocho Anyango (SCI, 2010/2011). A framework for sustainable electronic waste management in Kenya
- Grace Wambui Mwangi (SCI, 2010/2011). An IT governance framework for Kenyan public universities
- Elizabeth Muriithi (IDS, 2010/2011). The role of mobile telephone in enhancing access to agricultural information by small scale farmers: Case of NAFIS, Kirinyaga district
- Silvia Amondi Henga (Agriculture, 2009/2010). Comparing different in-vitro propagation methods in jatropha curcas and assessing seed germination.

(2008/2009). User-Activity Centered Design: An Innovative
for Technology Adoption for Kenyan Rural Illiterate and

- Clemencia Marura Mwamburi (SCI, 2007/2008). Ex Ante Evaluation of Information and Communication Technology Projects: Case Studies of Kenyan Universities
- Mutuku Kitavi
- Buyekane
- Bagaka
- Kabugu
- Bwibo
- Supervised over 15 MSc. other research projects

(c) Ph.D. Students

- Dr. Elijah Omwenga – completed in 2004
- Dr. Agnes Wausi – completed in 2009
- Ms. Margaret Nyambura – Submitted thesis in June 2011 and to graduate in 2011
- Mr. Daniel Orwa – To submit thesis later in 2011 and to graduate in 2011
- Mr. Anthony Omwansa – registered and research on-going
- Mr. Philip Kiyeng Chumo - registered and research on-going
- Mr. John Walubengo - proposal writing for registration in UoN
- Mr. Kamotho Njenga - proposal writing for registration in UoN

(d) External degree programme examination/assessment

- **United States International University (2008)**. External review of the Information Systems and Technology B.Sc. degree.
- **Moi University (2003-2004)**. External examiner for B.Sc. (Computer Science) in Moi University.

5.6 Research/Consultancy Activities/Projects

- Precision Air (2010)**. Member of a team that developed a HR performance management system for Precision Air and presented the same to management in a three-day workshop.
- University of Nairobi (2005-2010)**. Member of a Committee to develop the performance contract between the University and the Ministry of Education every year.
- Government of Kenya (2008/2009)**. Team Leader of a consultancy/research assignment to review the achievements of the 2004-2007 e-Government strategy and to develop the next five-year e-Government strategy for Kenya.
- E-readiness assessment and accession for 50 Universities in the East African region (2008-2010)**. A primary investigator in carrying out e-readiness assessment and creating e-readiness roadmaps for 50 universities in the East African region and assisting selected universities to move to higher state of readiness.

- (f) **2007-2008**). Lead researcher in assessing the status of ICT in Kenya and drawing up a roadmap for policy influence.
- (g) **Role for rural communities (2006-2009)**. Kenyan Team Leader in a research project with 5 other UK universities to develop novel and innovative ICT solutions to solve the problem of rural farming communities. This project has attracted a number of Masters and Ph.D. students.
- (g) **ICT and Poverty (2006-2010)**. Team Leader in carrying research on the impacts of ICT on poverty alleviation funded by IDRC in the Eastern Africa regional countries.
- (h) **LOG-IN Africa (2006-2010)**. Research Director of a Pan-African research on the impact of ICT on governance in local governments.
- (i) **ICT and local governance (2006-2008)**. Carrying out research on ICT and local governance in Kenya as part of regional (African) research network on ICT and local governance, funded by IDRC.
- (j) **Research ICT Africa (2007-2008)**. Lead Researcher on access and usage of ICTs at the household level in Kenya.
- (k) **E-readiness in higher education institutions (2006-2007)**. Co-team leader on research on e-readiness of higher educational institutions
- (l) **ICT and Small Business Enterprises (2005)**. Lead researcher on access and use of ICT in small business enterprises (SMEs) in Kenya as part of a regional (African) SME E-Access and E-Usage Survey, sponsored by IDRC.
- (m) **Regional institutions and ICT governance (2005)**. Carried out research on the role of regional institutions, e.g. COMESA, AU, ARICEA, etc. on e-strategies in Kenya. The results of this research was compiled by ResearchICTAfrica (RIA) and presented in WSIS in Nov. 2005.
- (n) **Ministry of Planning and IDRC (2005)**. Lead researcher in the development of the institutional structure for implementing the national ICT policy. Produced a report proposing institutional framework required for the development and implementation of the national ICT policy.
- (o) **E-Government Directorate (OP) and IDRC (2005)**. Lead researcher/consultant in baseline survey of ICT in Government. Produced an e-readiness report of Government ministries and created new indicators for e-readiness in Government.
- (p) **Communications Commission of Kenya (2003/4)**. Lead researcher/consultant in the development of policy and strategy for universal access to information communication services in Kenya. Produced a Universal Access Strategy for Kenya to be incorporated in the national ICT policy. The overall objective of the project was to conduct research and consultations leading to the definition and articulation of a universal access (UA) strategic plan, the establishment and definition of a mechanism for funding universal access in the Kenya communications sector, and the preparation of operational guidelines for the implementation of the universal access strategic plan.
- (q) **Ministry of Finance (2002) - E-readiness assessment**. Lead researcher/consultant in the e-readiness assessment for Kenya. Produced the first national e-readiness report for Kenya.

198-2005). Research on ICT and open and distance
ems. Research in both areas on-going.

5.7 Information Systems Consultancy

- (a) **Kenya ICT Board (2010).** Consultant on establishing a center of excellence (COE) for foundational skills for the IT Enabled Services ITES/BPO industry in Kenya.
- (b) **Kenya Education Network (2010).** Chairman of a tender evaluation committee to evaluate international tenders for the Supply, Installation, Configuration & Commissioning of a Network Operations Center (NOC) and Related Software for Kenya Education Network (KENET).
- (c) **Kenya Education Network (2010).** Chairman of a tender evaluation committee to evaluate international tenders for IRU Bandwidth and Related Termination Equipment for KENET.
- (d) **National ID Agency (NIDA), Tanzania (2009).** Consultant to develop implementation strategy for phase I of the implementation of national ID registration for eligible Tanzanians.
- (e) **National ID Agency (NIDA), Tanzania (2009).** Consultant to develop a project document for piloting the implementation of ID registration for eligible Tanzanians on behalf of NIDA.
- (f) **Better Regulation Unit, Tanzania (2008).** Consultant to help develop a project for computerizing and scanning company records for the Business Registrations and Licensing Agency and costing a project on computerization of birth and death records for RITA.
- (g) **World Bank (2008).** Independent Assessment of Quality of World Bank's Governance and Anti-Corruption Measures in the Kenya Transparency, Communication and Infrastructure Project
- (h) **Better Regulation Unit, Tanzania (2007-2008).** Chief ICT consultant in establishing the requirements and preparing a project plan and budget to computerize all the key areas of operation for the business registry agency (Business Registrations and Licensing Agency, BRELA) and implementing a new law on business activities registration.
- (i) **Electronic waste management (2007-2008).** Lead researcher in investigating the status of electronic waste management and drawing up a roadmap for discussion with stakeholders, including policy makers.
- (j) **Communications Commission of Kenya (2006/2007).** Team Leader in a study/consultancy to assess the Internet market in Kenya and advise CCK on the way forward.
- (k) **United Nations Environmental Programme, UNEP (2006).** Information Management Expert to carry out data and information needs of the various institutions involved in the Eastern Africa coastal and marine environmental resources management at the national, regional and international levels and to develop an information management strategy for adoption by UNEP/WIO-LaB Project and Nairobi Convention for the improvement the existing web-based information system.

- _____ **Commission, Nigeria (2006/2007)**. ICT consultant to re-
examine the procedures of business registration in Nigeria, develop the
integrated system for business and tax registration and
supervise its implementation.
- (m) **Office of Registrar General, Kenya (2005/2006)**. ICT consultant to review existing systems for business registration, re-engineer business registration processes and make recommendations.
 - (n) **POTRAZZ, Zimbabwe (2005)**. Sole consultant in facilitating a workshop on Universal Service Fund management.
 - (o) **Directorate of E-Government, OP and UNDP (2005)**. Sole consultant in rolling out a computer-based system for monitoring economic-wide reforms in all the ministries and carrying out the necessary training.
 - (p) **University of Nairobi (2005)**. Led a Task Force to restructure Central academic and administrative units, including Colleges and Students Welfare Association.
 - (q) **University of Nairobi (2005)**. Key resource person to develop the performance indicators and targets and performance contract and to evaluate quarter one performance review for the University of Nairobi.
 - (r) **Kenya Wildlife Services (2005)**. Developed an ICT programme proposal for KWS to be used for resource mobilization.
 - (s) **DFID (Kenya) and Government of Kenya (2005)**. Sole consultant to review the implementation of an integrated financial management information system (IFMIS) in Government and to make recommendations for the way forward.
 - (t) **EPZA (2003)**. Trained the EPZA board on corporate governance.
 - (u) **World Bank/KP&TC (2000)**. Team Leader in a project management assignment that involved a pilot project to try the commercial and technical viability of the provision of telecommunication services in the rural areas.
 - (v) **Information Systems Strategy Development**. Evaluated the corporate business requirements and developed the Information Systems strategy in the following organizations: Analysys Ltd, UK (1988/89), Kenya Commercial Bank (1988), Kenya Posts and Telecommunications (1991/92), Ministry of Local Government, Kenya Urban Transport Infrastructure Project (1994/95), Kenya Railways Corporation (1997/98), Kenya Postal Corporation (1999), University of Nairobi (1999)
 - (w) **ICT Tender Preparation and Evaluation (1998 – 2005)**. Developed tender specifications for numerous ICT projects and evaluated the tenders for University of Nairobi, Ministry of Education, and other public and private institutions.
 - (x) **Project Management of MIS Applications Implementation (1991 – 2005)**. Project Manager of numerous MIS implementation projects in the University of Nairobi, private firms and public institutions.
 - (y) **Project Management of ICT Physical Infrastructure Implementation (1998 – 2005)**. Project Manager in many local area network and wide area network infrastructure projects in the University of Nairobi and other public and private institutions.
 - (z) **Training**. Provided training to numerous institutions and target groups on corporate governance, project management, management information systems, database management, computer networks, ICT skills, etc.

Mothy Mwololo Waema (2009). Studied sources of telecommunication problems, conducted a cost-benefit analysis to determine project funding and prepared a proposal for a digital microwave radio system between Magadi and Nairobi.

5.8 Strategic Planning

1. **Kenya Education Network, KENET (2011).** Sole facilitator in the review of KENET's 2006/2010 strategic plan and development of KENET's 2011/2015 strategic plan.
2. **School of Computing and Informatics (2011).** Facilitator in the development of a three year research strategy for the School of Computing and Informatics (University of Nairobi).
3. **Ministry of Home Affairs, Tanzania (2010/2011).** Consultant to review the existing information systems strategic plan and develop a new ICT strategic plan for the Ministry. This is one of the largest Ministries in Tanzania and includes, among others, the Police Force, Prisons Services, Refugee Services, Immigration Services, Probation and Community Services and Fire and Rescue Services.
4. **Crater Lake Resort (2010).** Facilitator to develop the strategic plan for Crater Lake Resort in Naivasha.
5. **School of Journalism and Mass Communication, University of Nairobi (2010).** Facilitator in a stakeholder workshop to develop a Centre of Excellence in Communication and Media and helped the School to develop the Centre concept and strategy.
6. **Directorate of e-Government and City Council of Nairobi (2010).** Team leader to develop an electronic payment strategy that will guide the upgrading of current systems, and that will be aligned with the City Council of Nairobi (CCN) business strategy. The consultancy assignment involves developing a situational analysis report, an electronic payments strategy, and Technical specifications for an electronic payments system.
7. **Chemusian Farm (2010).** Facilitator to develop the strategic plan for Chemusian Farm Limited.
8. **Kenya Bixa Limited (2010).** Facilitator to develop the strategic plan for Kenya Bixa Limited.
9. **South Eastern University College (2009/2010).** Facilitator to develop the strategic plan for South Eastern University College (SEUCO).
10. **African Diatomite Industries Limited, ADIL (2009).** Facilitator to develop the strategic plan for ADIL.
11. **Kenyaweb.com Ltd (2009).** Facilitator to develop the strategic plan for Kenyaweb.com Ltd.
12. **Netcom Information Systems Ltd (2009).** Facilitator to develop the strategic plan for NETCOM.
13. **Merica Group of Hotels (2009).** Facilitator to develop the strategic plan of the Merica Group of Hotels. These include Merica Hotel, Maasai Ostrich Farm and Resort and Crater Lake Resort.

- Facilitator (2009)**. Facilitator to review the strategic plan for and align it to Kenya Vision 2030.
- Facilitator (2009)**. Facilitator to develop the strategic plan for Sovereign group of companies, a holding investment company.
16. **Directorate of e-Government, Office of the President, Kenya (2008)**. Project Team Leader in evaluating the implementation of the existing national e-Government strategy and developing the next 5-year national e-Government strategy.
 17. **Tierra Ltd (2008)**. Facilitator to develop the strategic plan for Tierra Limited, a private investment company.
 18. **Kamahuha Limited (2008)**. Facilitator to develop the strategic plan for Kamahuha Limited, one of the largest private beverages distributor in Kenya.
 19. **Privatization Commission, Government of Kenya (2008)**. Facilitator to develop the strategic plan and the initial privatization programme for a new Privatization Commission in Kenya.
 20. **Business Registrations and Licensing Agency (BRELA) Tanzania (2008)**. Facilitator in developing the strategic plan for BRELA as part of modernizing BRELA's registries.
 21. **Railway Training Institute (RTI), Kenya Railways Corporation (2008)**. Facilitator to develop the strategic plan for the Railway Training Institute.
 22. **Kenya School of Professional Studies, KSPS (2007)**. One of two facilitators in developing a strategic plan for KSPS to convert into a private university.
 23. **EKM & Company Advocates (2007)**. Facilitator in developing a corporate strategic plan for EKM.
 24. **Computers for Schools Kenya, CFSK (2007)**. Facilitator in developing a corporate strategic planning for CFSK.
 25. **University of Nairobi (2007)**. One of the key resource persons in reviewing the 2005-2010 corporate strategic plan and developing the next corporate strategic plan for the university.
 26. **Kenya Institute of Management (KIM) (2006)**. Facilitator in a leadership retreat to develop a new strategic direction and thrust in leadership and management development in the next thirty (30) years in Africa and beyond.
 27. **Kenya Squash Racquets Association, KSRA (2006)**. Voluntary facilitator in developing the strategic planning for KSRA.
 28. **Moi Girls High School, Eldoret (2006)**. Voluntary facilitator in developing the strategic planning for the school.
 29. **Kenya Education Network, KENET (2006)**. Facilitator in developing a corporate strategic plan.
 30. **Kenya Wildlife Services (2005)**. Led a devolution debate of KWS functions and facilitated the development of the strategic plan of one of the devolved areas of KWS, Northern Conservation Area.
 31. **University of Nairobi (2005)**. Led a Task Force to develop the strategic plan of the University of Nairobi, 2005-2010.
 32. **Njala University, Sierra Leone (2005)**. Facilitated Njala University in the development of its strategic plan for five years.

- Kenya Institute of Jurists, ICJ (2005).** Facilitated the developed of (Kenya) and produced the final strategic plan.
- University of Nairobi (2005).** Facilitated the development of the strategic plan for University of Nairobi Institute of Tropical and Infectious Diseases (UNITID), College of Health Sciences, University of Nairobi.
35. **Faculty of Veterinary Sciences, University of Nairobi (2005).** One of the key resource persons in developing the Faculty strategic plan.
36. **Moi University (2004).** Key facilitator in developing a strategic plan for the University.
37. **Kenya Agricultural Research Institute (2003).** Sole consultant in development of ICT strategic plan for KARI and produced the draft strategic plan.
38. **Faculty of Agriculture, University of Nairobi (2003).** One of the key resource persons in developing the Faculty strategic plan.
39. **Faculty of Law, University of Nairobi (2003).** One of the key resource persons in developing the Faculty strategic plan.
40. **ICT Centre, University of Nairobi (2002).** Facilitator in developing the ICT strategic plan for the University.
41. **Kabarak University (2000/2001).** A key resource person in developing the strategic plan for the University and produced the draft strategic plan.
42. **University of Nairobi (1999).** One of the key resource persons in developing the first University of Nairobi strategic plans.

5.9 Key Training Received

1. *Outcome Mapping* by the Evaluation Unit, International Development Research Centre, IDRC (2007)
2. *Management Development* by the Federation of Kenya Employers (2006)
3. *Financial Management* by the Federation of Kenya Employers (2005)
4. *Human Resource Management* by the Federation of Kenya Employers (2005)
5. *International Program for Development Evaluation Training* by the International Programme for Development Evaluation Training (IPDET) of the World Bank (2004)
6. *Management of University-Enterprise Partnerships and Income Generating Activities* certificate (a distance education course) by the International Institute for Educational Planning (IIEP), Paris, France (2003)
7. *Management of Higher Education Institutions* by the Galilee College, Israel (2003)
8. *Card Processing Technology* by DevData, Fintech Group (2002)
9. *Corporate governance (Company Director's Course)* by the Commonwealth Association for Corporate Governance and became a certified trainer on corporate governance (2001)
10. *Customer Service Excellence* by Steadman Trains (1999)
11. *ORACLE systems development* by AFRALTI (1991)

5.10 Institutional re-structuring workshops

stitutional restructuring and right-sizing
evolution debate of KWS functions to regions
structuring Central academic and administrative units,
including Colleges and Students Welfare Association

4. Office of the Registrar General – process re-engineering and project planning
5. Faulu Kenya – business process re-engineering

5.11 Project planning and management workshops

1. POTRAZZ (ICT regulator), Zimbabwe – universal services project planning
2. Moi University, Kenya – research projects formulation using Logical Framework Analysis (LFA) for funding by the Belgian Government
3. University of Nairobi – ICT projects planning and implementation – many projects
4. Kenya Cereals and Produce Board – ICT project planning
5. Communications Commission of Kenya – several stakeholder workshops in development of the national Universal Access strategy
6. LOG-IN Africa, Uganda – National Team Leaders workshop to develop the way forward for the Pan-African research network on impact of ICTs on local governance
7. LOG-IN Africa, Mauritius – Mid-term review workshop
8. LOG-IN Africa, Cairo – International conference on e-governance.
9. LOG-IN Africa, Nairobi – Project planning and writing

- (Editors), *Local governance and ICTs in Africa: Case studies and guidelines for implementation and evaluation*, Pambazuka Press, ISBN 978-0-85749-032-2,
<http://idl-bnc.idrc.ca/dspace/bitstream/10625/45946/1/132418.pdf>
2. Adera, E.O. and **Waema, T.M.** (2011), *Introduction*. In **Waema, T.M.** and Adera, E.O. (Editors), *Local governance and ICTs in Africa: Case studies and guidelines for implementation and evaluation*, Pambazuka Press, ISBN 978-0-85749-032-2, 1-24.
 3. **Waema, T.M.** (2011), *E-governance assessment framework*. In **Waema, T.M.** and Adera, E.O. (Editors), *Local governance and ICTs in Africa: Case studies and guidelines for implementation and evaluation*, Pambazuka Press, ISBN 978-0-85749-032-2, 25-48.
 4. Mitullah, W. and **Waema, T.M.** (2011), *ICTs and financial management in Mavoko and Nyeri municipal councils, Kenya*. In **Waema, T.M.** and Adera, E.O. (Editors), *Local governance and ICTs in Africa: Case studies and guidelines for implementation and evaluation*, Pambazuka Press, ISBN 978-0-85749-032-2, 105-140.
 5. **Waema, T.M.** (2011), *Summary of findings and e-local governance roadmap*. In **Waema, T.M.** and Adera, E.O. (Editors), *Local governance and ICTs in Africa: Case studies and guidelines for implementation and evaluation*, Pambazuka Press, ISBN 978-0-85749-032-2, 280-313.
 6. Ndung'u, M.N. and **Waema, T.M.** (2011). Development Outcomes of Internet and Mobile Phones Use in Kenya: The Households' Perspectives, *Info*, 13(3).
 7. Wausi, A.N. and **Waema, T.M.** (2010). Implementing IS in developing country context: towards creating a favourable implementation context, *International Journal of Computing and ICT Research (IJCIR)*, 4(2), 12-26.
 8. Kizza, J.M., Muchie, M. and **Waema, T.** (2010). Reaching out: Efforts to build sustainable African research and innovation capacity. *African Journal of Science, Technology, Innovation and Development (AJSTID)*, 2(2), 215-229.
 9. **Waema, T.M.** and Musyoka, J.M. (2009). Shifting shores: investigating how the shift from electronic to mobile government interacts with the development practice in Kenya. Proceedings of the 3rd International Conference on Theory and Practice of Electronic Governance, Bogota, Columbia, November 10-13, 2009. *ACM International Conference Proceedings Series*, 322 ACM 2009, ISBN 978-1-60558-663-2, pp 191-197.
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5.13 Conference Presentations

1. Waema, T.M. (2000) Information and Communication Technology in the University of Nairobi, Kenya Engineer, *Journal of the Institution of Engineers of Kenya*, Vol. 21, No. 5, September/October 2000, pp 18-21.
2. *State of ICTs and Local Governance in Kenya: Needs Analysis and Research Priorities*, a paper presented by W.V. Mitullah and T.M. Waema in a workshop of the Local Governance and ICTs Research Network for Africa (LOG-IN Africa) held in Nairobi, 3 – 5th September, 2005

Forward, a paper presented in the ICT and Education
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- (Dec. 2001), An asynchronous framework for a flexible web-driven courseware development and learning environment. Proceedings of the International Conference on Transformation of Higher Education Management Nov 12-15 2002, Kenyatta University, Nairobi, Kenya.
5. *Structure for ICT Policy Development and Implementation* presented in the First National ICT Policy workshop held on 6th December, 2000 at the Mount Kenya Safari Club, Nairobi.
 6. *"Should Access to ICT be a Basic Human Right?"* presented at the ICJ (Kenya Section) Annual Seminar on "Legal Regimes for Information and Communications Technology in Kenya", held at the Whitesands Hotel, Mombasa, Kenya, from 17th-21st November, 1999.
 7. *"Communication Systems: Business Opportunities, Challenges & Strategies"* presented at the Second Annual Seminar of the Institute of Certified Public Secretaries of Kenya on "Business and the Law", held at the Mombasa Continental Resort from 13th-14th August, 1998. Appeared in the Journal of the Institute of Certified Public Secretaries of Kenya.
 8. *"The Status of IT Training in Kenya: Issues, Problems & Challenges"* presented at a MASSA seminar on "Professionalism and its Development in the IT Industry" held at the Kenya College of Communications Technology (KCCT) from 12th-13th March, 1998.
 9. Key note speech presented at the opening of The First National Programme for Training of Information Analysts (NAPTIA) in Uganda held at the Institute of Computer Science, Makerere University, Kampala, held in August, 1997.
 10. *"Information Technology in Industry: Creating and Sustaining a Critical Edge for Year 2010 and Beyond"* and *"Information and the Strategic Roles of Information Systems in Industry: Towards Strategic Planning for Information Systems"* presented at a KIRDI seminar held at the Machakos Garden Hotel, 1996.
 11. *"Implementation of Information Technology Projects and Economic Development in Developing Countries: Issues, Problems and Strategies"* and *"Information Systems Strategy Formation in a Developing Country Bank"* presented at "The Third Regional Programme for Trainers of Information Analysts in Africa (REPTIAA-3)", held at the Institute of Computer Science, University of Nairobi, Kenya, from 5th-30th August, 1996.
 12. Waema, T.M. (1995) *"Strategies for Strengthening University/Industry Links: Some Challenges & Opportunities in the Software Industry"* in proceedings of the Kenya-DAAD Scholars National Conference on Strengthening the Relationship Between the Universities and Industry held at Lenana Mount Hotel, Nairobi, Kenya, from 27th Nov.- 1st Dec., 1995.
 13. *"Training Needs of Information Analysts: Issues in the African Context"*, *"Information Systems in Organizations: Key Perspectives"*, *Information Systems and their Social Contexts: A Case of the Universities Admission System"*, and *"MIS Planning: A Case of IS Planning in a Developing Country Bank"* presented at "The First Regional Programme for Trainers of Information Analysts in Africa (REPTIAA-

- _____” presented at a seminar/workshop held in Dakar, Senegal, on “MIS for Telecommunications Establishments” from 12th – 16th November, 1990.
15. *“Information Systems as Social Systems: Implications for Developing Countries”* presented at a workshop held in New Delhi, India, on the “Impact of Information Systems in Developing Countries” from 24th – 26th November, 1988.
 16. *“IT Strategy in the U.K. Building Societies”* presented at a Young Operations Research Conference on “The Challenge of Operations Research” held in Warwick University, U.K. from 28th – 30th March, 1988.