MARCH - APRIL 2022

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

BUSINESS MONTHLY

EAST AFRICA EDITION

DRIVING BUSINESS

AVIATION: AIRLINE TIE-UP FOR KENYA AND SOUTH AFRICA: POSSIBLE REWARDS, AND RISKS

POLITICS: AFRICAN COUNTRIES ARE STUCK ON THE FREE MOVEMENT OF PEOPLE. HOW TO BREAK THE LOGJAM

ECONONY: AFRICA CAN USE GREAT POWER RIVALRY TO ITS BENEFIT: HERE IS HOW

MEDICINE: COVID: WHY T CELL VACCINES COULD BE THE KEY TO LONG-TERM IMMUNITY

TOP 25 MOST INFLUENTIAL CHAIR OF BOARDS IMPACTING BUSINESS

2022 SURVEY

#1 SHAKA KARIUKI

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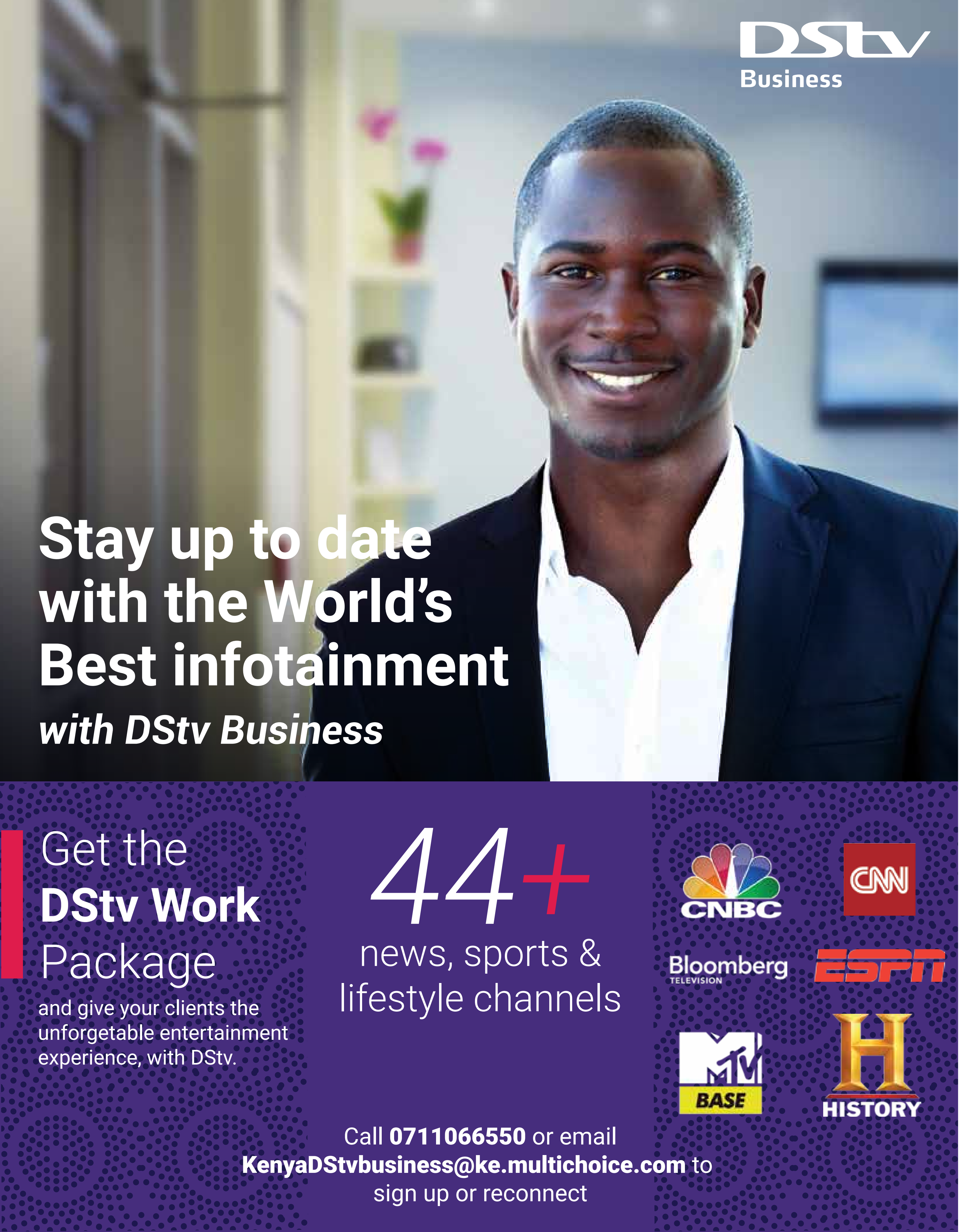
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OVER 25 YEARS OF DRIVING BUSINESS

BUSINESS MONTHLY EAST AFRICA EDITION

MARCH - APRIL 2022 Vol. 17, No 162

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OPINION

BEYOND BUSINESS

LAST WORD

The selection and ranking of influence among Top 25 Chair of Boards Impacting Business 2022

There are many attributes which combine to make a terrific Chair. Like all great leaders, it is easy to recognise effective Chairs when you see them, but pinning down what they have in common and the influence they exert can be more difficult.

Most leading scholars of strategic leadership and corporate governance agree on seven attributes or traits all great and influential Chairs of Board have in common. These include:

First, integrity. The person leading the Board ought to be seen as having the highest personal standards with regard to honesty, reliability and commitment to the role. There should be no doubt that they can be trusted at all times. They must always do the right thing, and have the right conversations, more so if this is difficult. What the Chairs say must be in line with what they do, and also what they think and feel.

Two, ability to influence others, but without domineering. The Chair is responsible for ensuring all Board members are contributing their own unique skills for the good of the organisation. A good Chair recognises that each and every Board member is there for a reason, and has knowledge, expertise and experience to offer. The Chair must present the options available to the Board, seek the input of others without unduly imposing their perspectives, and clearly state the rationale for any recommendations.

Three, clear vision. According to Rosalynn Carter, 'A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.' The Chair needs to be clear about his or her vision for the Board and the organisation, and to ensure that the Board and top management share in this. To be influential, a Chair has to lead, not to be led… but also to be open to the influence of others

> An emotionally intelligent Chair ought to identify when an element of conflict leads to more effective challenge and more robust decision making, and when it might be detrimental.

Four, emotional intelligence. This is arguably the most important attribute of any leader – the ability to read people and build positive relationships with them, including those with whom they may disagree. Relationships among Board members and other strategic stakeholders can be strained. A Chair must appreciate that conflict happens from time to time, and in fact is healthy if dealt with properly.

An emotionally intelligent Chair ought to identify when an element of conflict leads to more effective challenge and more robust decision making, and when it might be detrimental. The emotionally intelligent Chair hears not just what is said, but can also read what is not being said. The task of the Chair is to resolve conflicts and build consensus, and without emotional intelligence this is unlikely to be achieved.

Five, intellect and experience. A certain level of intelligence and experience is required to lead Board work, and effectively undertake the Chair's role, including managing the expectations of all key stakeholders. An important element of this is the ability to grasp the essence of any issue, and to be able to articulate it clearly and simply.

Six, decisiveness. Great Chairs know what to prioritise, when to take action, and what judgements to make in difficult circumstances. They use the best information to make decisions which balance the needs of all stakeholder groups.

Seven, character, including courage. According to Dale Carnegie: 'Be more concerned with your character than your reputation, because your character is what you really are.' There are times when the Chair needs to make courageous decisions in the best interests of a specific stakeholder, which may not always be popular.

Here's some helpful backdrop with two quotes by Confucius: 'Choose a job you love and you will never work a day in your life.' And 'Act with kindness but do not expect gratitude.'

Wanjuki Muchemi starts us off, positing that Shaka Kariuki possesses amazing traits of a great Chair of a Board. He states that Shaka is 'a great listener, accommodates diverse opinions on matters, is quite approachable, impartial and objective.'

True leaders practice the three R's: respect for self, respect for others and responsibility for all their actions. Enter Rita Kavashe. Rita goes further to identify what Boards in Kenya need, and embarked on building the Boards she chairs, driving diversity in skill sets and inclusion, which are strong tenets of modern Boards underpinned by robust corporate governance practices. While walking the talk, she has carried fellow women with her, holding their hands to achieve full potential. These is just a brief glimpse into the potential of this amiable executive from the Taita Hills.

John Quincy Adams opines, 'If your actions inspire others to dream more, learn more, do more and become more, you are a leader.' Here we see John Ngumi and Alec Davis.

There are three essentials to leadership: humility, clarity and courage, according to Fuchan Yuan. A fitting description of Nik Nesbitt and Rita Okuthe.

Leadership is an opportunity to serve. It is not a trumpet call to self-importance. This quote from Donald Walters aptly describes Kris Senanu, Michael Joseph and Isaac Awuondo.

Integrity, ability to influence others, personal strength, clear vision and passion for the work, emotional intelligence (in abundance), intellect and experience, and decisiveness are textbook attributes of a leader. Mike Eldon espouses all these.

Each of the Chairs featured here possesses attributes that are praiseworthy, and there are many others who might also have been included: we are not short of leadership talent in Kenya.

Let's wait and see the 2022 Business Monthly East Africa Top 25 Most Influential Women in the C-Suite in the next issue. ■

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#1
Shaka Kariuki

CHAIR OF BOARD

TRANSCENTURY GROUP

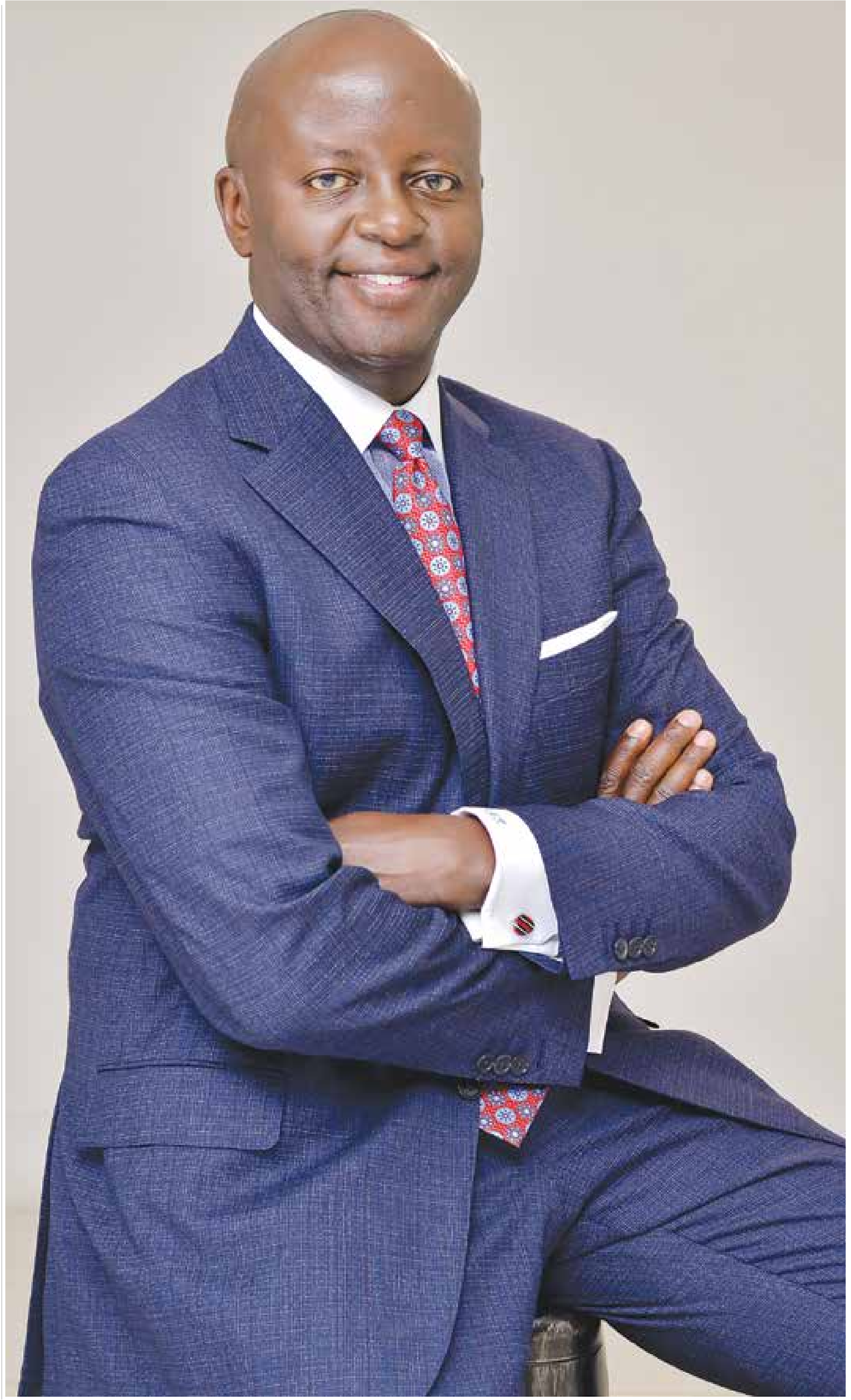
No is never a final answer." Many may beg to differ with this thought but not one Shaka Kariuki. Shaka believes that even as challenges and obstacles present themselves in life's journey, there is always a solution, a way out and this has helped him in steering companies as he takes them to the next level.

Prior to 2017, many in Kenya had not heard of Shaka Kariuki until Kuramo Capital, a company he co-founded and is the Co-Chief Executive Officer, invested US$ 20 million in TransCentury PLC acquiring a 24.9% stake in the listed investment company.

Shaka wears many hats. Apart from being the Group Chairman of TransCentury PLC, he is also the Chairman at NAS Foods Plc in Ethiopia, and Vice Chairman of GenAfrica. In addition, Shaka sits on the Board of Directors at BYU Marriott School of Management in the United States of America, Leon Business Solution in Zimbabwe, Amed in South Africa, to name only a handful.

For the last 25 years, Mr Kariuki has been working in global finance and global private equity with a focus on sub-Saharan Africa (SSA), a region he is ecstatic about. Ten years back, Shaka already believed that Africa would be the next frontier for new business. More importantly, he was confident that investing in Africa not only spurs growth for the businesses but has a significant ripple effect on the communities and its people, the new textbook thinking for good business: value creation for all the stakeholders.

In 2017, TransCentury PLC was facing challenges that had significantly slowed its growth. This did not deter Kuramo from investing in the group. The experience



that Mr Kariuki has garnered over the years gave him confidence that these were just some of the cycles all businesses go through.

On joining the Board and taking up the Chairman position, Shaka was clear on the key levers that needed to be focussed on. Topping the list was strengthening the Group's Corporate Governance. This involved the development of a robust Corporate Governance structure which included reconstitution of Boards both at Group and at subsidiary levels, and ensuring diversity in skill set, industry knowledge and board experience.

Further, reserve matters on key areas were instituted which include amendment in capital structure, capital allocation, appointment of key management and business strategy. The Group is currently focussed on fund raising having sufficiently prepared the business to receive and efficiently absorb funding. In line with this, Shaka is delighted at the recently launched Rights Issue whose objective is to provide TransCentury underlying business the much-needed working capital.

The investment in TransCentury remains very promising and Shaka is bullish at the prospects that the infrastructure space provides, in addition to the opportunities in SSA whose infrastructure still displays under penetration and inefficiency; hence a priority for all major governments in the region.

Shaka believes solutions to such challenges rest in having a clear strategy, good corporate governance, and a longer-term view, and this is the direction he has steered TransCentury in, as the Chairman of the Board.

> "We best know where the shoe pinches most, we understand our needs, our environment and our business terrain."
>
> -Shaka Kariuki

The opportunities that Africa provides especially in the key sectors of Energy, Transport, Water and Agriculture which are TransCentury's focus sectors, coupled with the skill and resilience that the population exhibits create a great platform for investments. In addition, the macro environment promises an even brighter future, with all the key factors trending above the world. It is this environment that drives Shaka, ensuring the great businesses in this region are sufficiently capitalised, spurring growth, job opportunities and overall wealth creation. As an African, he believes no one else is best suited to deal with the challenges that Africa faces than Africans. "We best know where the shoe pinches most, we understand our needs, our environment and our business terrain."

Kuramo Capital, a company that Shaka co-founded together with two other partners 10 >>

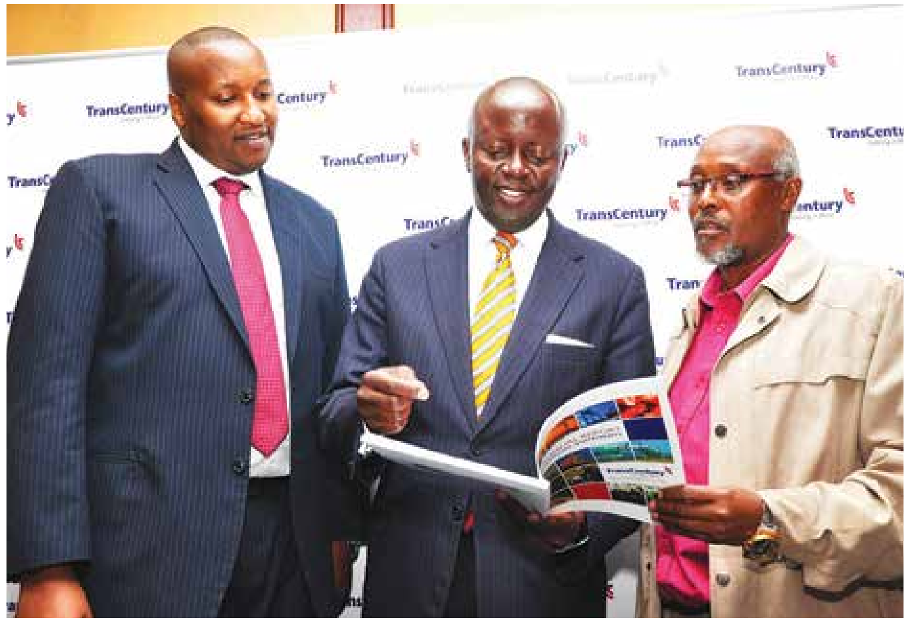
Top 25 Most Influential Chair of Board Impacting Business

>> years ago, prides itself as Africa's leading independent multi-asset class Investment Manager. Kuramo raises funds from endowments and foundations in the West and then invests in lucrative opportunities across SSA. Currently, it boasts of over thirty investments across the region with a portfolio worth over $500M. Away from Kenya, Kuramo has investments in Ethiopia, DRC Congo, Zimbabwe, Ghana and Nigeria.

The great bankable business ideas developed by Africans for Africa that he gets to see and hear every day keep him fuelled to raise funds and deploy the capital where it is much needed.

Shaka is an alumnus of Jamhuri High School before moving to the US for his undergraduate at Brigham Young University, and postgraduate at Harvard University. On completing his education, he got the opportunity to serve in leadership positions of leading companies in the US, including at the $9 billion Deseret Mutual Benefit Administrators (DMBA) as a Portfolio Manager of Global Private Equity, Head of Fixed Income and Head of Emerging Markets across asset classes.

According to Wanjuki Muchemi, a fellow Director at TransCentury, Shaka is a great listener. "This is an amazing trait for a Board Chairman. He also accommodates diverse opinions on matters and is quite approachable, impartial and objective." Wanjuki Muchemi is a former Solicitor General of the Republic of Kenya.



Shaka Kariuki also headed the investment efforts of DMBA Affiliates in Developed and Emerging Markets (UK, Canada, New Zealand, Australia, Philippines, Samoa), including Africa.

Prior to DMBA, Shaka was a Senior Member of the Global Finance team at Agilent Technologies where he managed finance teams in Asia, Europe, Japan and USA.

Prior to Agilent, Shaka was an Associate in the Investment Banking Division of First Security Van Kasper and spent some time at Choice Hotels International in the mergers and acquisitions department.

Shaka enjoys mountain climbing having conquered Mt. Kilimanjaro and Mt. Diablo in California and has participated in the New York marathon among others.

When time allows, Shaka enjoys a game of golf and dancing. ■

> For the last 25 years, Mr Kariuki has been working in global finance and global private equity with a focus on sub-Saharan Africa (SSA), a region he is ecstatic about. Ten years back, Shaka already believed that Africa would be the next frontier for new business.

#2

Rita Kavashe

CHAIR OF BOARD

BAT KENYA

In branding lingo, transformative brands change consumer behaviour in leaps and bounds, leading to the disruption of the world we live in. For a brand to be transformative, the disruption caused ought to be, amongst various things; positive, creating efficiencies and effectiveness, moving goal posts from the ordinary to the unique space and orientation.

Globally, BAT is one of these transformative brands and Rita Kavashe, is one of these transformative personal brands, as a Board Chair, Executive Director and business leader.

Since her entry into the boardroom at Isuzu East Africa-formerly General Motors East Africa, Rita has occupied the corner office with the gait of an accomplished and focused value adding Director.

From her personal values of integrity, forthrightness, humility, empathy, good governance; to ethical business practise in a very critical industry, Rita has conducted herself with a high degree of decorum. This leadership style has not only endeared her to her peers and the people she leads, but has also resulted in her being a sought-after woman for Boards in blue chip organisations and firms quoted on the Nairobi Security Exchange (NSE).

Rita has earned various honours, including an appointment as the goodwill ambassador of Women on Boards in Kenya. She is also viewed as a role model for women aspiring to join Board leadership, which is testament to her strong personal and professional brand which continues to see her scaling great heights.

It is no wonder that Rita was appointed as the first woman to Chair the Board of BAT Kenya in 2020. And, just as a transformative brand does not just deliver new products/ services into the marketplace but goes beyond to deliver an around brand experience, Rita went further to identify what Boards in Kenya need, and embarked on building the Boards she chairs, driving diversity in skill sets and inclusion, which are strong tenets of modern Boards underpinned by robust corporate governance practices. While walking the talk, she has carried fellow women with her, holding their hands to achieve full potential. These is just a brief glimpse into the potential of this amiable executive from the Taita Hills.

Rita continues to exhibit transformative leadership at the helm of the Board at BAT Kenya, a blue-chip company that has a rich history and strong heritage in Kenya and the region.

> "I am determined to see Kenya and the region, benefit from BAT's evolved strategy and the possibilities it brings."
>
> - Rita Kavashe

Opening up spaces for other women on Boards has enabled her to get ahead of the current executive landscape in East Africa, while at the same time, managing to find a place for herself to stand out from the crowd. In a corporate environment where differentiation is becoming more of a challenge, Rita is managing to break the proverbial glass ceiling for young girls and at the same time, creating a critical number of future women leaders by to driving the momentum of women joining Boards and acting as a mentor to many of them.

Rita continues to exhibit transformative leadership at the helm of the Board at BAT Kenya, a global company that has a rich history and strong heritage in Kenya and the region. Her appointment, which was closely followed by that of Crispin Achola as the Company's first Kenyan Managing Director is living proof >>

>> of the great strides that BAT is making in Kenya and the wider East Africa, as more and more global companies choose their top leadership from a diverse and talented pool of homegrown executives. This is a solid testimony to the maturity and high-quality local talent that BAT has developed over time.

These dual historical appointments can be contextualised as a time of significant change for BAT. Both leaders are leading the transformation of BAT's business in Kenya and the tobacco industry in general, through an evolved strategy and purpose: to build A Better TomorrowTM for their stakeholders. They have embarked on a journey to reduce the health impact of the business by offering a range of viable and responsibly marketed products in tobacco, nicotine and beyond. For consumers and the society, BAT aims to reduce the health and environmental impacts of its business; for BAT employees, they are on course to create a dynamic, inspiring and purposeful place to work. Last, and in no way the least, these formidable leaders pledge to deliver superior and sustainable returns for shareholders.

In a nutshell, BAT Kenya is becoming a business that defines itself not by the products it sells but by the consumer needs it meets. And while reducing the harm related to its business is its primary focus, BAT understands its impact, the importance of high standards of integrity and the resultant evolving societal responsibilities. The Company is therefore is moving from a business where sustainability has always been important, to one where it is front and centre in all that it does. In this regard, BAT remains committed to addressing the environmental impact of its business, delivering a positive social impact and ensuring robust corporate governance across the business, through a robust Environment, Social and Governance (ESG) agenda.

"I am determined to see Kenya and the region, benefit from BAT's evolved strategy and the possibilities it brings."

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

Going by the performance of Isuzu East Africa, the lessons from her father have borne fruit. Today,

Opening up spaces for other women on Boards has enabled her to get ahead of the current executive landscape in East Africa, while at the same time, managing to find a place for herself to stand out from the crowd.

Rita is at the helm of the biggest auto assembler in East and Central Africa, with a market share of over 45 per cent, up from 15 per cent when she took over as the Managing Director of the then General Motors East Africa in 2010.

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

Rita also serves as Chair of Board of Bamburi Cement and sits on the Kenya Vision 2030 Delivery Board and the University of Eldoret Endowment Trust Board of Trustees.

She is an executive coach certified by the Academy of Executive Coaches (AOEC), UK, a credential that supports her mentorship of many upcoming and serving executives.

In 2017, HE the President of Kenya, Uhuru Kenyatta awarded Rita the Moran of the Order of the Burning Spear (MBS), for exemplary service to the country as a business leader; an award bestowed on her personally by the President at State House. ■

#3

John Ngumi

CHAIRMAN

KENYA TRANSPORT & LOGISTICS NETWORK

In one of his great and incisive articles, one of the most respected and knowledgeable business columnists, Mike Eldon, says this of John Ngumi: 'John is the "Super Chairman" and a no stranger to the unexpected and the different, the intrigues and the challenges, of chairing large and influential private and public sector institutions.' Yet another one who prefers to remain anonymous, adds that John Ngumi is a rare breed of business leaders. 'He mentors his colleagues, nudges on newly appointed directors and is unapologetic about his support for gender mainstreaming in boards, both private and public. It is hard to meet a Chair of Board, especially of a State-Owned Enterprise (SOE) who has not benefitted from John's tremendous board experience and his favourite mantra; good corporate governance at whatever the price,' adds the anonymous admirer of John Ngumi.

Upon graduating with a BA 1st Class Hons degree in Philosophy, Politics and Economics from St. Peter's College, Oxford University, United Kingdom, John Ngumi joined the Corporate and Investment banking. John started his banking tour of duty at the National Westminster Bank, London in 1980, and the rest, as they often say, is history.

John has worked for leading global and African finance institutions in various capacities, culminating in the final position as Head, Investment Banking Coverage for Standard Bank (Stanbic Bank) in East Africa.

In the numerous tours of duty, John helped set up market leading regional investment banking franchises for Citibank and Standard Bank. After all, John had established himself, through thorough dedication to work and good work ethics, as East Africa's foremost corporate and investment banker. He also led East Africa sovereign and DFI engagement with international capital markets through pioneering Eurobond and syndicated loan transactions.

John Ngumi was a key player in setting up a consultative framework between market players and the Central Bank of Kenya, which led to the successful relaunch of the Kenya Government listed Treasury Bond programme, and its rapid development to become one of the mainstays of the Government's debt raising strategies.

He served as an inaugural director on the Board of Communications Commission of Kenya, now Communications Authority of Kenya, a regulator that oversaw the creation of Kenya's present telecommunications landscape.

As the inaugural Chair of the Board of the Konza Technopolis Development Authority, John led the Government's drive to achieve "Silicon Savannah" status for Kenya.

John retired from formal banking employment in 2015 on appointment as Chair of the Board of the Kenya Pipeline Company (KPC), a key state agency responsible for operating a 1,400km petroleum pipeline network supplying Kenya, Uganda, Rwanda, Northern Tanzania, Eastern DRC and South Sudan.

Before this, John co-founded one of Africa's locally owned investment banks, the Loita Capital Partners Group and has led innovative financial transactions in diverse sectors including telecommunications, energy, manufacturing, aviation, energy and infrastructure.

At KPC, John cut his teeth in good corporate governance practices that would soon see him emerge as one of the country's top to-go-to executive turnaround honcho, that would enable KPC emerge as the star state owned enterprise (SOE) in Kenya. KPC has since become a SOE

responsible for supporting other state enterprises and lending a helping hand to government's wider social mandate.

Ngumi would later step down from the helm of the KPC Board to take on the Chair of Board at the Industrial and Commercial Development Corporation (ICDC), another strategic SOE. Through an executive order, ICDC was subsequently charged with the additional mandate of coordinating and integrating the operations of three of the largest state-owned corporations in Kenya, KPC, Kenya Ports Authority and Kenya Railways Corporation under the Kenya Transport & Logistics Network, with John Ngumi at the helm, not only as Chair but also leading from the front in its strategy, planning and development.

John Ngumi serves as Chair of a number of Boards of leading companies in fibre, digital health insurance, aviation and in manufacturing.

> As the inaugural Chair of the Board of the Konza Technopolis Development Authority, John led the Government's drive to achieve "Silicon Savannah" status for Kenya.

Befitting of this high-profile top investment banker with high voltage connections and goodwill in the corridors of power, John Ngumi has always been appointed by successive heads of state to tasks where the stakes are extremely high for the national treasury.

The latest, the Presidential Taskforce on the Review of Power Purchase Agreements (PPAs) whose report is dated 29th September, 2021 had as its primary term of reference to undertake a comprehensive review and analysis of the terms of all Power Purchase Agreements (PPAs) entered into by the Kenya Power and Lighting Company Limited (KPLC) with a view to reviewing the cost of electricity in Kenya, was delivered on time under John Ngumi.

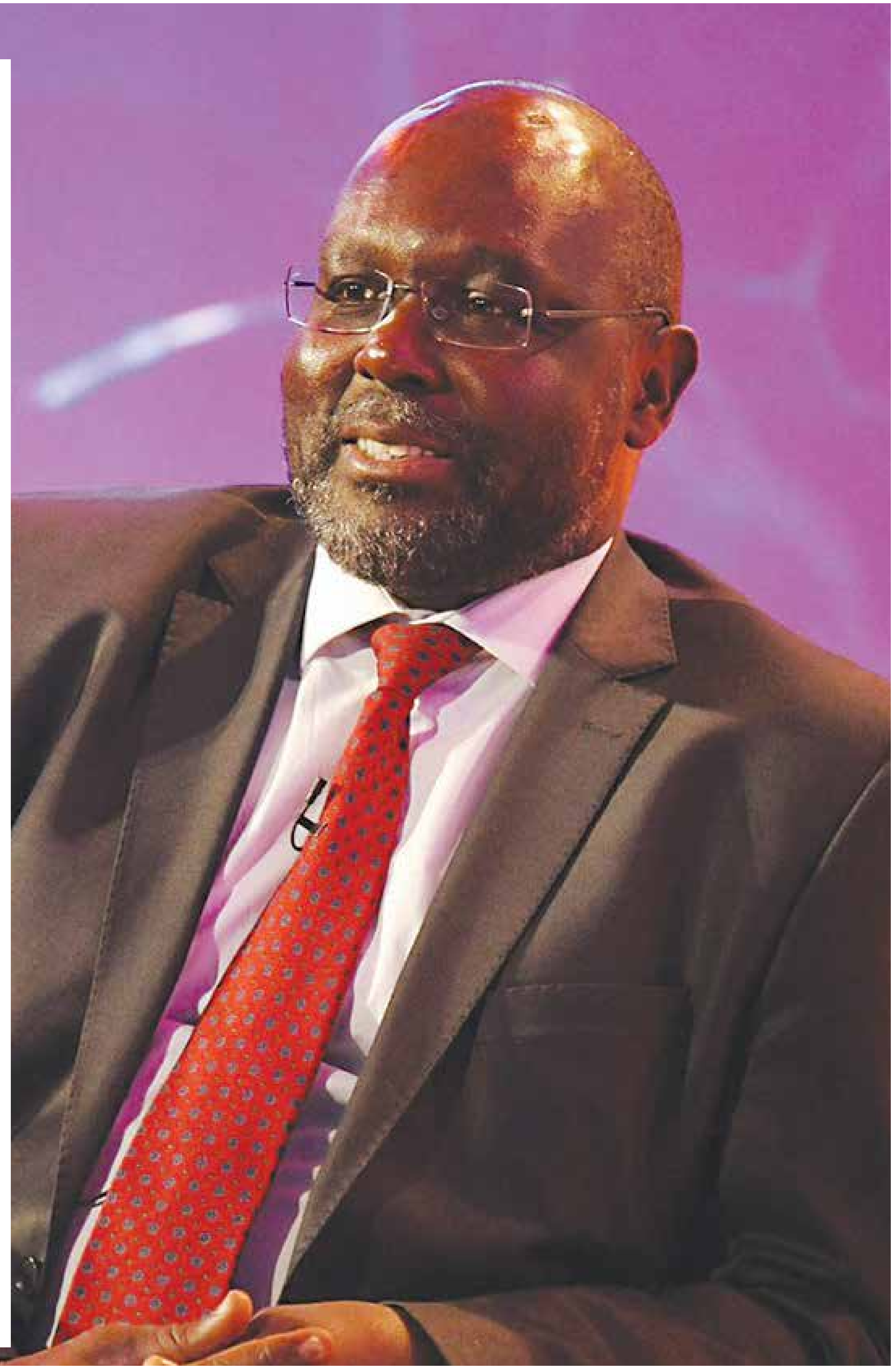
The President immediately called on John Ngumi, to lead in its implementation, a rare feat in the handling of findings of task forces in the country. By extension, the new appointment is a vote of confidence in the strategic quality of the findings and indeed, its leadership.

Arising out of the findings of the report and already as a long hanging fruit of its achievements, KPLC has been declared a special government project, complete with an inter-ministerial team set-up to audit and oversee its reforms, with an announcement of the first 15% reduction in the cost of electricity already announced. ■

#4
Isaac Awuondo

CHAIR OF BOARD

NCBA BANK KENYA PLC



Isaac Awuondo is Chair of the Board of NCBA Bank Kenya, a result of the merger between Commercial Bank of Africa Limited and NIC Group PLC which took effect on 1st October 2019. NCBA Bank is the 4th largest bank in Kenya.

Prior to becoming Chair of Board, Isaac was Group Managing Director at Commercial Bank of Africa Limited ("CBA Group"), then the largest privately held commercial bank in Kenya with a regional focus and operations in Tanzania, Uganda, Rwanda and Ivory Coast for over 20 years. CBA Bank was one of the strongest and ethically managed commercial banks' offering a comprehensive range of banking services, including Mobile and Digitally enabled financial solutions.

Until the merger with NIC Group, CBA Bank was the market leader in the provision of Mobile Savings and Lending solutions, in partnership with Safaricom (in Kenya), Vodacom (in Tanzania) and MTN (in Uganda, Rwanda and Ivory Coast).

NCBA Bank Kenya presently serves in excess of 30 million customers in Kenya with the Group customer reach in excess of 50 million in its five main markets.

Prior to joining NCBA Group over 27 years ago, Isaac was Chief Financial Officer and Executive Director at Standard Chartered Bank, with operations in Kenya and the East Africa region for over 8 years.

Isaac graduated from the University of Nairobi in 1980 with a Bachelor of Commerce degree in accounting and finance. He trained at BDO Binder Hamlyn in London qualifying as a chartered accountant in 1984. On his return to Kenya, he worked with the firm of Githongo and Company (a BDO affiliate) as an Audit Manager in 1985. In 1986 he was appointed Group Auditor of Nation Printers and Publishers Limited (now the Nation Media Group) and eventually became the Group Financial Controller and Company Secretary.

Isaac is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) and the Kenya Institute of Management (FKIM) and member of the Institute of Certified Public Accounts of Kenya (ICPAK) and Corporate Finance practitioner of the ICAEW.

Isaac sits on the Board of several public and private organisations, including Kenya Airports Authority (Chairman), Bata Shoes Company Kenya Limited, Aidspan (Chairman), Riara University (Chairman of Council), Sandstorm Africa and Art Caffe. Through his involvement in charitable and philanthropic activities, he is Chairman of the Kenya Conservatoire of Music, University of Nairobi Alumni Association and WWF Kenya and Trustee of the Zawadi Africa Education Fund, an educational charity which provides scholarship support to disadvantaged girls from Africa (and presently operating in Kenya, Uganda, South Africa, and Ghana) to universities mainly in the US, South Africa, Ghana and Canada and more recently the UK and Japan.

Isaac Awuondo was appointed by HE The President of Kenya, Uhuru Kenyatta, as co-chair with Hon. Abdikadir H. Mohammed, of The Presidential Taskforce on Parastatal Reforms (PTPR).

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

The product of the task force is a pointer of Isaac's experience and skill set wrung from over 34 years in financial services, financial risk, corporate finance, business strategy, and change management. The taskforce completed its work and delivered the report to the President on time in October 2013.

Isaac previously served on the Board of the Capital Markets Authority (CMA) as director up to 1998 after which he was appointed Chairman, serving up to 2003. He also served as Director of Centum Investment Company (earlier known as ICDC Investments) until September 12, 2008 and Uchumi Supermarkets up to 2005.

Since his appointment by HE The President of Kenya, to chair the board of the Kenya Airports Authority (KAA), the authority has embarked on expansion and rehabilitation of airstrips and airports as it seeks to open up tourism, boost the movement of cargo and enhance mobility of passengers across the country.

Jomo Kenyatta International Airport (JKIA) is undergoing a major facelift. Under Isaac Awuondo's leadership, KAA is committed to positioning JKIA as the preferred regional aviation hub in East and Central Africa. In this regard, KAA has embarked on a renovation project to upgrade JKIA's Terminal 1B and 1C.

Prior to joining NCBA Group over 27 years ago, Isaac was Chief Financial Officer and Executive Director at Standard Chartered Bank, with operations in Kenya and the East Africa region for over 8 years.

The 15-month JKIA development project which is estimated to cost KES 963 million aims to refurbish the departure halls to improve the check-in, security screening, retail operations and most importantly, travellers experience.

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

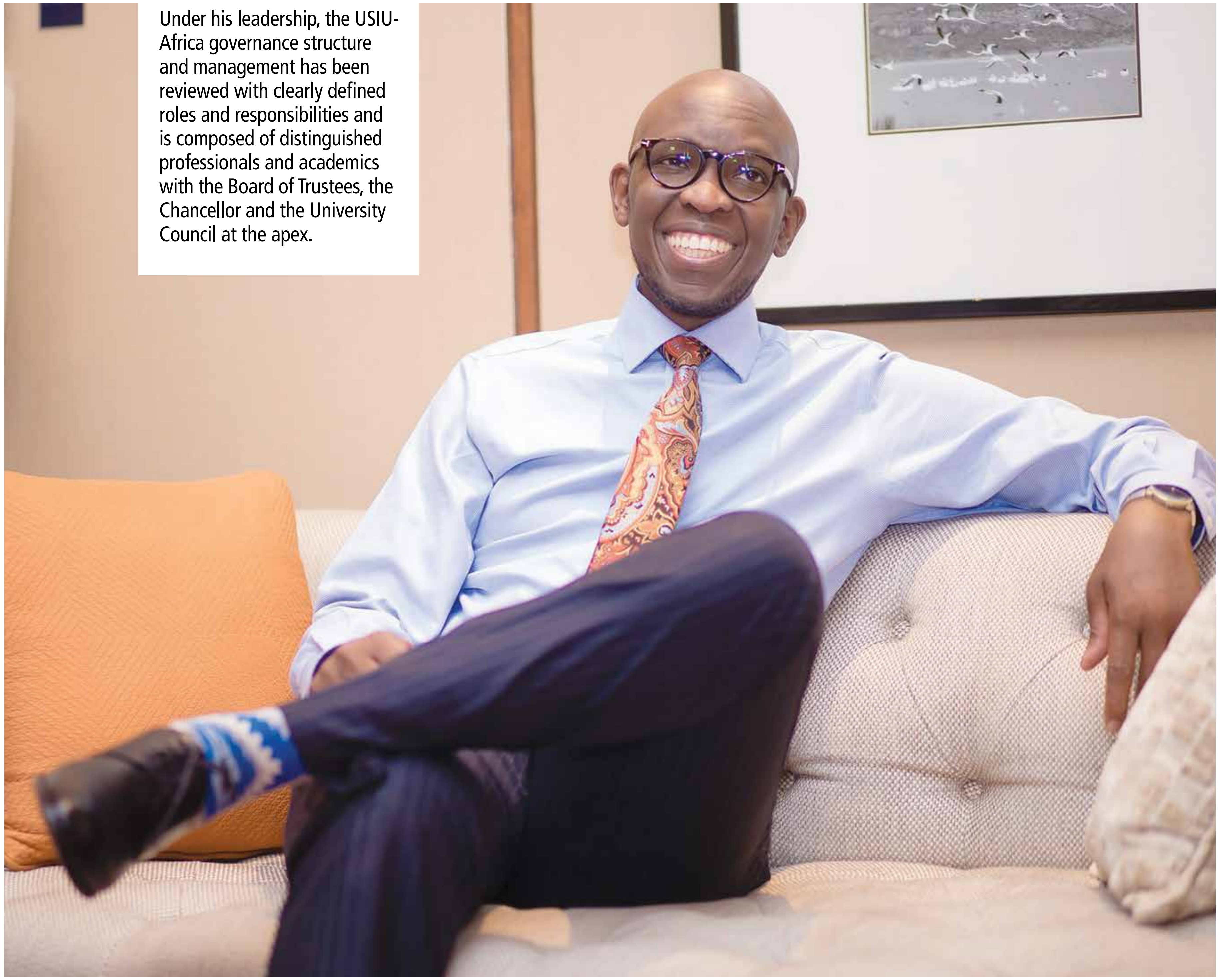
"The refurbishment and facelift of the T1B and 1C aims to align the passenger experience in these terminals to match what is offered at T1A. The remodelling project is an integral part of the necessary upgrade work to position JKIA as a regional hub and the ongoing JKIA customer service improvement plan (CSIP) that was sanctioned by the board and formulated after the consideration of feedback from our stakeholders and customers.

Isaac Awuondo is a keen golfer, enjoys music and is a collector of contemporary African Art and classic cars, areas of interest for more than 30 years.

#5 Kris Senanu

CHAIRMAN

USIU-AFRICA UNIVERSITY COUNCIL



Under his leadership, the USIU-Africa governance structure and management has been reviewed with clearly defined roles and responsibilities and is composed of distinguished professionals and academics with the Board of Trustees, the Chancellor and the University Council at the apex.

Tom Ford said, 'Dressing well is a form of good manners.' If this statement is anything to go by, Kris Senanu is definitely a well-mannered man, evident from well fitted attires and clean-cut ensembles.

A Ghanaian born business man who has made a home in Kenya for almost 30 years, Kris Senanu is an accomplished and decisive business executive, residing in Nairobi. Kris has to his credit more than 25 years track record of successful strategic leadership.

The family man and father of two, is a well-seasoned mentor to many young entrepreneurs in the country and is well-known for his ability to create successful outcomes from complex situations. Among his peers, Kris possesses a tenacious commitment to driving revenue and market-share growth.

He is the former Managing Director, Enterprise Division of Telkom Kenya, a company that provides a full range service of fixed and mobile communication services, both voice and data, to the corporate, government and SME sectors. Kris is currently the Chief Enterprises Business Officer at Safaricom PLC, the leading technology and financial services firm in East Africa.

From Access Kenya, to Telkom Kenya and now Safaricom PLC, Kris has demonstrable achievements in revenue optimization, change management, strategic leadership, brand development and human capital development. He was one of the principal figures in Access Kenya Group's listing onto the Nairobi Securities Exchange (NSE), making it the first publicly listed ICT firm in Kenya in 2007.

Kris attended the United States International University-Africa (USIU-Africa), here in Nairobi, attaining an undergraduate degree in International Business Administration, majoring in Marketing and a graduate degree (MBA) in Strategic Management from Warwick University's Business School.

His achievements as Chair of the USIU-Africa University Council marks his greatest hallmark. During his tenure, the university, swiftly shifted to online teaching and learning using the Learning Management System, Blackboard, to stem the interruption caused by the COVID-19 Pandemic. The system hosts an average of 800 courses, 300 faculty facilitating teaching and learning, and over 5,300 students were able to access various learning content and assessments during that period.

USIU-Africa's partnership with Mastercard Foundation to offer 1,000 Scholarships to young people from economically disadvantaged communities valued at US$ 63.2 million for a period of 10-years is indeed a transformative opportunity for the university and for the beneficiaries. To date, 262 students from 21 countries across Africa have commenced their journey towards attaining a high-quality education at USIU-Africa.

This premier University has during his tenure, introduced a number of new programs, thereby making several advancements towards the improvement of the curriculum, with the most notable being the approval of an online MBA program, accredited by both the WASC Senior Colleges and Universities Commission (WSCUC) in the US and the Commission for University Education (CUE) in Kenya. Another notable addition is a PhD degree in Information Systems and Technology.

Under his leadership, the USIU-Africa governance structure and management has been reviewed with clearly defined roles and responsibilities and is composed of distinguished professionals and academics with the Board of Trustees, the Chancellor and the University Council at the apex.

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His achievements as Chair of the USIU-A University Council marks his greatest hallmark. During his tenure, USIU-A, saw the shift to online teaching and learning using the Learning Management System, Blackboard, to stem the interruption caused by the Covid-19 Pandemic.

>> The 2021-2026 Strategic Plan is now in effect and is anchored on the gains realized from the previous one, with a sharper focus on innovative market driven programs, distinction in research and scholarship, competitiveness in innovation, creative works and entrepreneurship, excellence in service and community engagement and organizational resilience.

This year, Kris' transition management skills will be put to the test as the search for a new Vice Chancellor for the university is underway. The position has attracted a great deal of interest with a large number of applications from a diverse mix of qualified candidates.

Kris and the appointed search committee are seeking a dynamic and inspirational leader to help boost the institution's national, regional and international positioning through commitment to excellence. Currently, Prof. Freida Brown, who previously served as Vice Chancellor for more than two decades, has returned to serve on an interim basis as the search process progresses.

While USIU-Africa's vision, mission and values remain the same as those of the founders, Kris Senanu's team exemplifies a reinforced commitment to the provision of exceptional memories for students on campus, preparing them for disruptive future of work, executing ground breaking research, service to community and innovation.

Although holding Kenyan citizenship, Kris is Ghanaian born and was bred on the campus of University of Ghana, to a leading Ghanaian academic, Prof. Kwadzo Senanu. Kris, however, refers to himself as an "Afro-Optimist" who believes in the "African dream" that, 'if one respects others cultures and traditions, you can live anywhere on the continent without feeling like a stranger'. He adds: "I believe home is anywhere on the continent where I feel comfortable partnering with my fellow Africans to generate wealth and to create employment. In short, I am and will always be a believer in the pan-African dream." Kris has fully immersed himself in the Kenya culture, complete with a Kenyan wife and two adorable kids.

From Access Kenya, to Telkom Kenya and now Safaricom PLC, Kris has demonstrable achievements in revenue optimization, change management, strategic leadership, brand development and human capital development.

Kris takes seriously his calling to support fledgeling MSMEs across Africa. In addition to hard cash, he provides his investee companies with smart capital—mentorship, access, contacts and, of course, his own experience. His investee companies benefit from shared services—from professionals that they might not otherwise be able to afford at their earlier stages of the growth.

Kris has chaired and sat on many other boards including The Kenya Institute of Management (KIM), KeNIC and the Telecommunications Service Providers of Kenya (TESPOK) and industry associations such as KEPSA-ICT board. ■

#6
Michael Joseph

CHAIR OF BOARD

KENYA AIRWAYS PLC & SAFARICOM PLC

According to a separate article in this issue, written by Eric Tchouamou Njoya, a Senior Lecturer in Air Transport, Department of Logistics, Marketing, Hospitality and Analytics, University of Huddersfield, Airlines operating on the continent face particular challenges.

Firstly, the industry has to contend with huge disparities in economic and air transport development. There is also an uneven distribution of international air passenger traffic across regions and within countries. The traffic is predominantly centered in a few hubs in North, East and South Africa; and in the large and medium-size cities.

Other challenges include high costs of operation, market protectionism as well as safety and security concerns. In the article, Njoya posits further that there are very few profitable African airlines. In 2020, only the Ethiopian Airlines made a profit in the continent. And with financial woes compounded by Covid-19, it is likely many more airlines will go under.

He adds that two of the continent's biggest carriers – South African Airways and Kenya Airways – are under financial stress, as a result, the two national airlines signed a Strategic Partnership Framework, formalising their plan to set up a pan-African airline in 2023.

One of the executives bearing the greatest weight and responsibility to see the dream come to fruition, is Michael Joseph, the Chair of Board at Kenya Airways and Safaricom.

According to the article, it will be on the shoulders of the private sector leadership that the partnership will succeed. Njoya adds that it will be incumbent on Michael Joseph and his board and the SAA counter parts who will have to make sure they source strong national and political will needed to see the project through. This is a herculean task but doable.

In addition to gaining the national and political goodwill, the two boards and their private sector players have to drive the agenda. According to available facts and data, Michael Joseph is fit for purpose.

Since joint ventures are the key in the future development of airline business, and Michael Joseph already has knowledge gleaned from doing business with Air France and KLM, navigating through the usual challenges in this kind of venture should not be overwhelming. After all, alliance between South African Airways and Kenya Airways would be good for a number of reasons specific to Africa, posits Njoya.

Firstly, it would help them overcome some of the existing market challenges, such as market access restrictions, increased competitions from major non-African airlines such as Turkish Airlines, Emirates and Europeans carriers.

Secondly, the alliance could take advantage of a return to pre-covid travel levels. The International Air Transport Association anticipates a full return to 2019 air traffic levels in late 2023.

And it's estimated that air transport will grow on average by 3.2 per cent over the next decades in Africa and by 4.8 per cent if African States implement the Single African Air Transport Market.

Thirdly, it would enable them to create and encourage a market services specialisation among airline operators. Airlines may specialise on feeder services and fly destinations with smaller demand and catchment areas. An example of this type of specialisation includes the interlining agreement between Ethiopian and Airlink.

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- Michael Joseph

One of the executives bearing the greatest weight and responsibility to see the dream come to fruition, is Michael Joseph, the Chair of Board at Kenya Airways and Safaricom.

>> Michael Joseph is a South-African born Kenyan businessman who was the founding CEO of Safaricom and then the M-Pesa Platform. He is credited for transforming Safaricom from a department in Telkom Kenya to one of the largest corporations in sub-Saharan Africa.

His media archives include headlines such as:

- "He built Sh250bn empire from scratch". Daily Nation. Retrieved 2019-10-09.
- "Safaricom and the making of a Kenya brand". The Standard. Retrieved 2019-10-09.
- Mahugu, Jacqueline. "I ran Safaricom from a hospital bed: How Michael Joseph dared to dream". Standard Digital News. Retrieved 2019-10-09.

According to numerous media outlets, Michael Joseph is not your ordinary Chair of Board. He has faced it all, starting from a not so bright education to attend technical school before joining the South African army as young man.

"I wasn't star in school. And in university I struggled in my first two years, "he admits narrating that he would only catch up with books later own at the Cape Town University, after a stint in a technical college to bridge his education.

From the time he came to Kenya in 2000 with five Vodafone employees starting out Safaricom in an apartment at Norfolk towers, Michael Joseph has rewritten the narrative of business success upside down.

Safaricom, he admits, is the biggest success in his life but whether he would do the same to Kenya Airways, he ponders, would be something to look at. "Can that be replicated?" He queries, "That is not a foregone conclusion" he quickly answers himself.

He adds that the ingredients that made Safaricom successful were way different from what he is currently handling at Kenya Airways.

"You are measured by your last success. Everybody remembers me for Safaricom and MPesa, but if I fail at Kenya Airways, they will remember me for that," he finishes.

Michael Joseph is an American national but has also obtained Kenyan citizenship after the new constitution of Kenya allowed dual citizenship.

He completed the compulsory army service for three years before joining engineering school. In 1986, he left South Africa at the height of the anti-apartheid campaign and went to the US.

He holds a B.Sc. (cum Claude) degree in Electrical Engineering from the University of Cape Town and is an individual from the I.E.E.E. that is, I.E.E. (U.K.).

Michael Joseph was the Chairman of the Kenya Tourism Board between 2012-2013 and had earlier been appointed by the President as the Chancellor for Maseno University in 2010.

MJ, as most people affectionately refer to him, has also served as the Director of Mobile Money at Vodafone Group and serves on the Boards of Vodacom Group South Africa, Vodacom Tanzania, Vodacom Mozambique.

In 2011, he was appointed as the first fellow of the World Bank to drive expansion and uptake of mobile money services across member states. In 2016, Michael Joseph was appointed Chairman of Kenya Airways.

Michael Joseph took over the Chair of Board at Safaricom PLC in 2021 with a mandate to improve customer sentiment, drive greater brand consideration and boost the company's digital transformation agenda. ■

#7 Nicholas Nesbitt, EBS, OGW

CHAIR OF BOARD

CAPITAL MARKETS AUTHORITY

The name Nik Nesbitt and the brand IBM are synonyms in Kenya. International Business Machines, or IBM, is a multinational technology company headquartered in America. IBM is known throughout the world as a disruptive brand, thanks to their incredible technology, and innovative computer hardware. IBM launched into the technology industry with a goal of making the most intelligent solutions around, and today, they're accomplishing that in everything from Nano-technology to mainframe computers. This is the brand Nik has been shepherding in East Africa for a number of years.

Nicholas (Nik) Nesbitt has learned to expect the unexpected and deliver well on whatever is thrust on his plate. At close to midnight on a Friday night in early November 2021, Nik noticed that his WhatsApp and sms messages were going through the roof. They were congratulatory messages on his appointment as Chairman of Capital Markets Authority, the regulating body charged with supervising, licensing and monitoring the activities of market intermediaries, including the Nairobi Stock Exchange, (NSE) the central depository and settlement system, and all the other legal persons licensed under the Capital Markets Act.

One of his first calls the next day was with the "Super Chairman" John Ngumi, who is no stranger to the unexpected and the different, the intrigues and the challenges, of chairing large and influential private and public sector institutions. In John's (in)famous consoling manner, along the lines of "You've been called to serve, don't dither, just get on with it and make it happen!" he encouraged Nik to quickly learn the ropes of the CMA and facilitate access to capital for SMEs and encourage citizens to invest in the capital markets–but take no prisoners when it comes to those flouting the clearly spelt out regulations.

2021

The year Nik was appointed as Chairman of Capital Markets Authority, the regulating body charged with supervising, licensing and monitoring the activities of market intermediaries, including the Nairobi Stock Exchange, (NSE).

Nik relates that the dread and fear of the enormity of the role and the expectations to continue to march in the very big shoes of his friend, James Ndegwa, the immediate Past Chairman of the CMA, was quite overwhelming. But when he met CEO Wycliffe Shamiah, and his dedicated and able team at the CMA, he was very encouraged. Mr Shamiah has vast experience at the regulator, and is of a very calm and reassuring demeanour, developed over years of working in research and other departments, all of which developed his in-depth knowledge of the capital markets: the players, the ecosystem and the regulations. His team of professionals easily revealed their knowledge and commitment to their roles during Nik's induction process, and the board of directors reassured him of their support in continuing to maintain the stability of the institution and its commitment to the high principles of corporate governance.

Having firmly and rapidly taken the seat at the head of the board, Nik quickly engaged the organisation and its industry stakeholders in his typical visionary and "what-if" rhetorical style of encouraging and pushing his teams in the board and management to go beyond the ordinary and dare to dream of achieving greater goals. The rather mild growth in the capital markets' turnover over the past few years, the lack of engagement by family businesses, the low number of public issues, and some of the troubling debt instruments, have all made Nik very excited that the capital markets indeed had plenty of potential and it was up to the team to work with the ecosystem to take our capital markets to a whole new level.

> Nik has had extensive experience on boards in Kenya and in the US, and this experience in the public, development and private sectors has given Nik the set of skills and needed wisdom to chair the boards he leads today.

His journey has begun, and results are already showing. Same-day trading was approved and launched by the Nairobi Securities Exchange before Christmas. He met the Johannesburg Stock >>

>> Exchange in November with Kiprono Kittony (the NSE Chair) and Jeff Odundo (the NSE CEO) and they discussed reviving and enhancing a dated MOU between the two exchanges to focus on cross-listings, capacity building, shared experiences in consumer engagement, stakeholder management and many other areas. He has spoken with industry leaders in private and in public gatherings and is actively soliciting ways in which the regulator can support innovation and growth within the sector.

Launching into the new role as the Chair of the CMA elicited the same cold sweat emotions in Nik that he has felt so many times, before quickly learning the law of the land and marching on. Taking on his roles with such dedication and fervour has earned Nik many invitations to join boards or even stay longer than normally expected. For instance, he has been re-elected for a second term as the Chair of KEPSA (the apex body of the private sector in Kenya) and also at the EABC (East African Business Council).

Nik has had extensive experience on boards in Kenya and in the US, and this experience in the public, development and private sectors has given Nik the set of skills and needed wisdom to chair the boards he leads today.

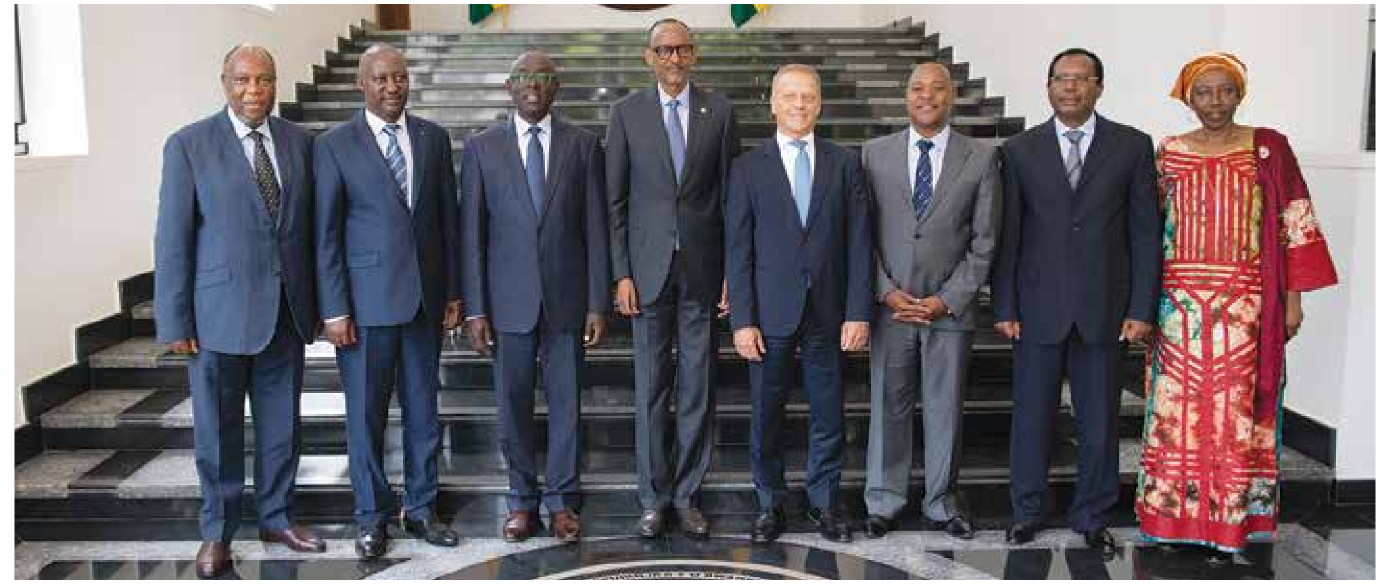
In addition to the boards mentioned, he sits on or has sat on those of Central Bank of Kenya, Commercial Bank of Africa, the American Chamber of Commerce, AMREF Flying Doctors, Kenya School of Monetary Studies, Multimedia University and Gateway Insurance. He is also an active member of the Young Presidents Organisation (YPO), a global organisation supporting leading CEOs in each country.

Capital Markets Authority Board Chairman Nicholas Nesbit during a past event. Courtesy photo.

An underlying theme in all that Nik does professionally is that "we can do better, much better". In his numerous speeches and conference panel sessions, Nik frequently drives a message that "there's nothing holding us back except ourselves," which he believes is largely driven by fear and an under-current of "we don't deserve to have better". A controversial thought for some, perhaps, but it's difficult to argue against that thought when all around us we see poor quality goods for sale; slow and ineffective service; and inflated public projects – the latter with their associated waste and the public and private sector leaders' self-interest and self-optimisation at the expense of the greater good. Unfortunately, Nik points out, were the leaders to think about the greater good, they would benefit even more than they do today, going by the adage of a "rising tide lifts all boats".

Nik brings this growth mindset to his two active Chairmanship roles at the CMA and at the EABC. With regards to the somewhat questionable success of the East Africa Community, Nik's eyes light up passionately when asked about his vision for East Africa. At his maiden speech to the Heads of State Summit in Arusha just before Covid struck (and the first time that private sector had ever formally addressed a sitting Session), he painted a vision where the "One-Stop border points" became "No Stop border points".

He pointed out that companies would do so much better if they could access all corners of East Africa without all the selfish non-tariff barriers erected by the respective countries' leaders, typically at the prompting of interested local businesspeople in those countries. They would do much better if they could freely hire the best East African citizens from whichever country they come. Another "rising tide" thought. For example, car companies could manufacture one car part in Rwanda, another in Tanzania, a third in Uganda and assemble the whole vehicle in Kenya or another East African country. We could then rightfully claim to have an East African vehicle – which should never be stopped as it crosses the borders to be sold in another country.



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Nik's vision highlights the unfulfilled fundamental structure supporting the East African Customs Union:

"The EAC Partner States have agreed to establish free trade (or zero duty imposed) on goods and services amongst themselves and agreed on a common external tariff (CET), whereby imports from countries outside the EAC zone are subjected to the same tariff when sold to any EAC Partner State. Goods moving freely within the EAC must comply with the EAC Rules of Origin and with certain provisions of the Protocol for the Establishment of the East African Community Customs Union."

With this definition and vision for the EAC, Nik says that if the EAC is really going to adopt and embrace the Customs Union, nobody should be stopped at any border internal to the EAC.

He has the same views regarding the Open Skies agreement that has been approved by the Heads of State yet not implemented by each of the countries. With each country charging regional airlines such high taxes and tariffs, it is sometimes cheaper to fly to Europe than to fly to a neighbouring country.

Seeing opportunities for change and transformation is the kind of thinking that led to Nik becoming a consummate entrepreneur, from selling shoes to factory workers in the Industrial Area after his A- Levels, to selling Kenyan artifacts and jewellery in college all over New England, to starting his first company in Kenya, KenCall, the first international call centre and Business Process Outsourcing company in sub-Saharan Africa.

In starting KenCall, Nik would tell his investors, staff and others that international business was a phenomenal opportunity to take Kenyans to world class level and to scale, and so demonstrate to Kenyans and the world that Kenya was more than just about runners, flowers and safaris. The intense training, constant engagement with demanding international clients, the crazy hours, the extreme telecommunications challenges, the difficult transportation challenges throughout the night all made KenCall into a robust international corporate "fighter" and its staff learned that they could do almost anything they put their minds to. KenCall won many accolades and awards and great press coverage. The company even had a Harvard Business School MBA case study written about it that was taught all over the world in international business classes for many years, titled "KenCall – Can Nik Nesbitt's Venture Succeed in Kenya?"

His inspired vision for Kenya and the opportunities here compelled Nik to leave the United States over 15 years ago. He had spent over 20 years earning three Ivy League engineering degrees at Dartmouth College and an MBA from Stanford University, and he had spent very rewarding formative years working at The Boston Consulting Group in Boston, also leading large organisations within >>

> Nik has a very inspirational vision for Kenya and the region. He sees a region that can create tremendous opportunities for its people, its companies and its institutions.

>> innovative Fortune 100 companies and start-ups. Nik believes that your first job defines you, and so it is serendipitous that so many years after leaving BCG, Nik is now a senior advisor for BCG across Africa, working out of its rapidly growing Nairobi office, where he is supporting the BCG teams as they advise governments, donors and large companies in driving change.

When asked if he had any regrets about leaving a very successful and financially rewarding life in the US, Nik says, "when I get very selfish and self-focused and think about the comparisons between my life here and there, I miss there.. I miss the way things all work, the professionalism, the constant drive for excellence, the ease of getting what you want and going where you want. But when I think about the good I am doing out here and the vast number of people I'm helping, and how my thoughts and actions are shaping a country and even a region, perhaps even all of Africa one day, I know I'm in the right place. I know I'm supposed to be in Kenya. I have a purpose-driven life now, and I'm not living off the successes of others but creating opportunities for others to succeed."

Fortunately, Nik has many opportunities to share his views about the potential for this part of the world. He is a frequent speaker and panellist on entrepreneurship, innovation, regional integration and leadership at conferences in Kenya and around the world.

He has been recognised by two Kenyan Presidents for his diligence and contribution to the country. In 2021, President Kenyatta honoured him with the Elder of the Burning Spear (EBS), and in 2008 President Kibaki had awarded him the Order of the Grand Warrior (OGW).

Nik has a very inspirational vision for Kenya and the region. He sees a region that can create tremendous opportunities for its people, its companies and its institutions, especially if it begins to expect more of itself.

His seemingly patient demeanour belies his relentless drive to deliver more. He is a quick study and always takes a data-driven and analytical approach to solving problems, driven by his deep engineering background and his formative years at BCG.

We can expect much from the CMA; we can see big changes being driven at the EAC level; and we can expect to see the companies that Nik chairs take root in Kenya and the region in 2022.

We certainly can expect those start-ups to be transformational and to remain solidly in line with Nik's view of success when they launch, because he will ensure they align with his mantra, "We should expect more and do more!" ■

#8

Dr. Wilfred David Kiboro

CHAIR OF BOARD

FAMILY BANK OF KENYA AND NATION MEDIA GROUP

Dr. Wilfred David Kiboro holds a Bachelor of Science (BSc) degree in Civil Engineering from the University of Nairobi (UoN). He retired from Nation Media Group (NMG) as the Group Chief Executive Officer on 31st October 2006 after working for the Company for thirteen years.

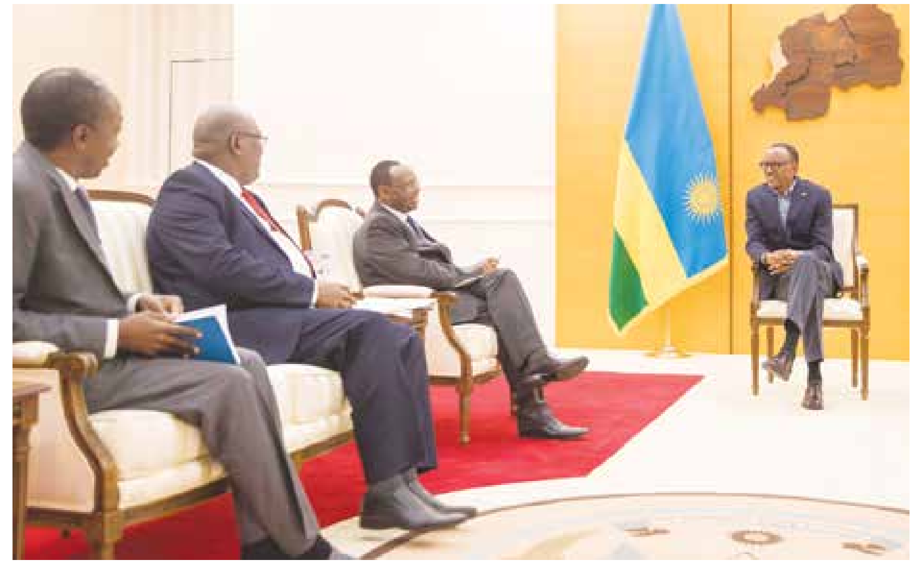
Dr. Kiboro returned home to NMG upon his appointment as a non-executive director in December 2006, becoming the Chair of the Board in September 2009. At NMG Dr Kiboro sits on the Nomination and Governance Committee.

Dr Kiboro was awarded an honorary Doctor of Philosophy (PhD) degree by Kenyatta University in December 2015.

He is the distinguished Chancellor of the Riara University and also Chairs the Board of Family Bank and Wilfay Investments, a family-owned enterprise (FOE). The Family Bank of Kenya is one of the rapidly expanding and customer-centric in Kenya.

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

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



At NMG Dr Kiboro has been a key player in media development across the EA region. Together with other media luminaries like Dr SK Macharia and lawyers Paul Muite and Dr Gibson Kamau Kuria and others, Dr Kiboro was on the frontline clamour for media freedom; for the liberalization of the airwaves and for the widening of the democratic space. Thanks to his leadership of this group, Kenya now enjoys hundreds of broadcast radio and television stations and a vibrant ICT backbone and infrastructure.

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

Nearer home, with our cycle of elections every five years, Dr Kiboro has always constituted a team of concerned Kenyans who bring sanity in the run up to the elections, preaching for peaceful campaigns devoid of violence, and a peaceful, free, fair, transparent and credible elections. In 2022, working under the aegis of Group of Concerned Kenya Initiative, Dr. Kiboro is working with Lt-Gen (Rtd) Daniel Opande as chairman and Florence Mpaayei as member, in asking the political leaders to commit to peaceful campaigns, to stem the tide of the cycles of electoral violence in the country.

Through Dr Kiboro's leadership, the NMG has launched a six-month drive to promote peace during the 2022 elections, dubbed the Mimi Mkenya Initiative. Through the initiative, the NMG is spearheading peace campaigns across Kenya to ensure there is harmony in the country before, during and after the August 9 elections, by exhorting political players to conduct themselves peacefully and with decorum and outrightly avoid divisive politics.

> Today, the pan African spirit in Kiboro continues to anchor the AU Agenda 2063 on democracy, rule of law, ethical governance practices, good governance, inclusivity and improved human rights.

The initiative is promoting and encouraging issue-based engagement with leaders, publishing of content that promotes peace and engaging voters through civic education. Through this initiative, the hate mongers are denied print space and airtime.

Dr Kiboro's most impactful CSR engagements include several environmental and humanitarian efforts during his tenure at NMG, two key ones being the launching of the Aberdare Forest Fund in 2002 to erect over 400 kms electric fence around the forest to protect the critical water tower, together with other members of the Rhino Ark Board. Dr Kiboro is also credited for the launching of the Nation Turkana Relief Fund in 1999/2000 with other media owners, an appeal that rallied all the private sector players to help cushion the effects of one of the worst food shortage disasters to hit our shores.

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

As the Chancellor of the Riara University, a new centre of higher education that boasts a modern Law, Business and Media Schools, with well-equipped library with e-learning and a modern media studio, this young University has rapidly become the University of Choice for under graduate studies who opt to study locally.

Among the major national, pan-African and global awards bestowed on him is the Honour of the Elder of the Order of The Burning Spear (EBS) by HE The President of Kenya, in recognition for his selfless service to the country in numerous capacity and leadership roles. Dr Kiboro has also been inducted in the Leadership Shines Through – Africa and the ICT Hall of Fame – 2007 Lifetime Inductee. ■

#9
Mike Eldon

CHAIR OF BOARD

OCCIDENTAL INSURANCE

When last year's issue on the Top 25 Most Influential Chair of Boards in Kenya appeared, Mike Eldon (who featured at No. 10) read it while in hospital suffering from Covid-19. His was a long and hard journey to recovery, which he subsequently wrote about in one of his Business Daily columns. He has now written nearly four hundred such articles going back to 2007, and this and his appearances on NTV's am live and now KTN's Morning Prime morning talk shows have significantly contributed to him being identified as a thought leader and a public intellectual.

Despite feeling very weak for several weeks during his Covid-19 confinement, he managed not only to keep going with his fortnightly articles for the paper but to the extent that he could continue to play his role as Chair of Board of Occidental Insurance and as an independent non-executive director of Davis & Shirtliff speaks volume of this great thinker.

Mike also contributed to a few virtual workshops from his bed, including ones to help the boards of directors of the South Sudanese Water Authorities to develop their leadership and governance skills, and hence their authorities' effectiveness.

Mike Eldon became recognised as a resilient fighter as he tackled his illness in the solitary confinement of hospital isolation, while somehow finding the strength to still be of major influence in the Kenya business landscape. Indeed, at the time he stated – including in the poems he wrote about his ordeal – that it was his external electronic engagements which kept him sane and positive in those very challenging days.

At Occidental Insurance, Mike continues to be known for getting the best out of those with whom he works, at board and other levels. He sees his mission as bringing people together in one high-performance team that enjoys working towards an uplifting purpose and with common vision and values… the very reasons he has been asked to play his various leadership roles.

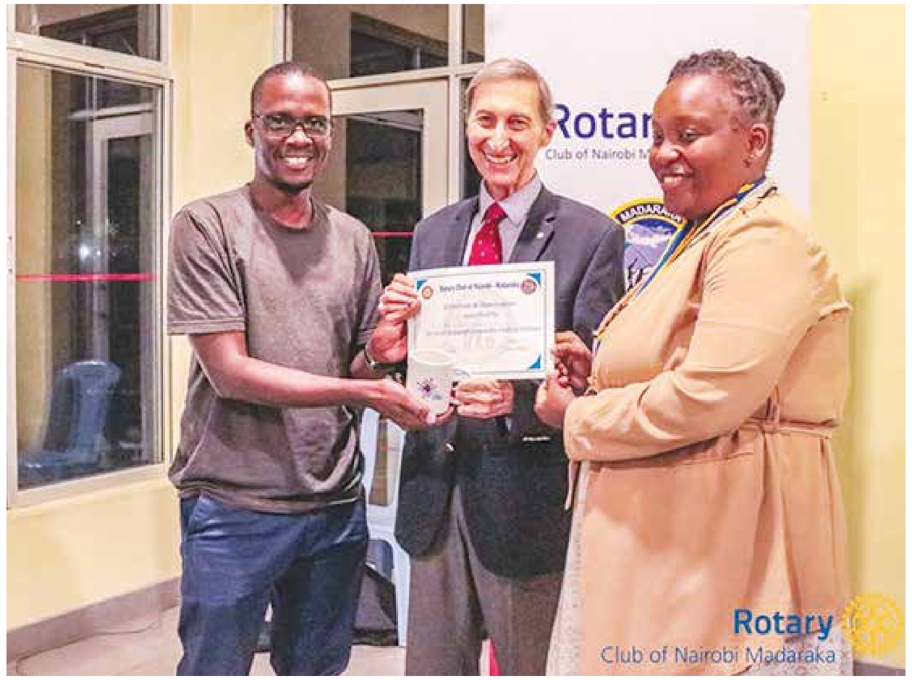
He only agrees to serve on boards of organisations with a culture of saying "no" when it is right to do so. This ethical, responsible approach attracts and retains the best talent, whom such organisations trust, develop and empower more than others. This ethos was the theme of his presentation at the recent Africa Business Ethics Conference. His presentation was most acclaimed.

At Occidental Insurance, Mike continues to be known for getting the best out of those with whom he works, at board and other levels. He sees his mission as bringing people together in one high-performance team that enjoys working towards an uplifting purpose.

Other boards he has served as a director include Hotpoint Appliances and the African Institute for Development Policy (AFIDEP), whose prime focus is the actualisation of the demographic dividend, and where, like at Occidental, the relationship began when he helped them develop their strategic plan. This year he celebrates twenty years as an independent director of leading water and energy sector player Davis & Shirtliff, where he continues to chair the Board Audit, Risk and Compliance Committee. Purpose-driven Davis & Shirtliff featured among "The Top 25 Most Transformative Brands in Kenya" in our issue on that theme last year, and its Chair of Board, Alec Davis also features in this issue.

Mike Eldon's role as a longtime supporter of women in leadership has been recognised by Women on Boards Network (WOBN) Kenya through him being the 1st Runner Up in their "Male Champion of Women Agenda Award". He contributes regularly to events run by WOBN, and acts as a coach and mentor to numerous women leaders. His most recent column about women in the workplace celebrated their rising prominence in Kenya. Mike was the editor of his wife Evelyn Mungai's book From Glass Ceilings to Open Skies, and he is currently working with her on her autobiography.

Since 2006, together with fellow management consultant Frank Kretzschmar, Mike Eldon has convened almost twenty "Leaders Circles", at which they gather diverse leaders to share personal stories on a given theme. Past ones include "Now more than ever: sustainable living with heart and mind," and "Setting, accepting and crossing boundaries – the story >>



of my life," and their most recent one was "Moments of personal transformation in >> my life".

He is a co-founder of the Institute for Responsible Leadership, which was launched in London in 2019, and a current high-profile initiative of the institute will result in the 2022 publication and launch by Routledge of The Handbook for Responsible Leadership. It is edited by IRL co-founder Prof Mike Saks and in it, Mike Eldon has authored the chapter titled "Emotional Intelligence, Social Cohesion and Responsible Leadership".

In the education sector, Mike was Chairman of the Council of KCA University, and he has served on the Council of the Kenya Education Management Institute, which is responsible for the capacity building of head-teachers and Education Officers. He has also been a faculty member of the Aga Khan University Graduate School of Media and Communication, focusing on "the voice of leadership", and for many years was on the AIESEC Kenya Advisory Board.

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

In much of his work, whether as a chairman or as a management consultant, he typically sees himself as an energy aligner, helping others to develop their non-technical skills, their emotional intelligence, so they can negotiate win-win outcomes. This implies a give-and-take culture, where consensus is built around decisions that everyone buys into and owns. His role is to act as coach and mediator, nurturing positive and ethical mindsets that allow people to enjoy working together. In doing so, his default style is to engage with a light touch, and to allow his sense of humour (which never left him even during the darkest days of Covid-19) to generate a friendly atmosphere.

In last year's profile, Mike Eldon was identified as a pioneer for promoting ICT, including as Founder Chairman of the Kenya ICT Federation; and as a champion for modern management practices, when he was chairman of the council of Kenya Institute of Management, where he continues as an active Fellow.

In last year's profile, Mike Eldon was identified as a pioneer for promoting ICT, including as Founder Chairman of the Kenya ICT Federation; and as a champion for modern management practices, when he was chairman of the council of Kenya Institute of Management, where he continues as an active Fellow. These positions led him to be a founder director of KEPSA, rising to be its vice chairman and until today he is as an active member of its Advisory Board.

Mike was the Founder Chairman of the British Business Association of Kenya (now the British Chamber of Commerce's Kenya Chapter), which launched in the late 1970s. There was already an American Business Association here in Kenya (it is now called the American Chamber of Commerce), and its then leaders happily shared the contents of their constitution with Mike Eldon to inspire the one for the British association – suggesting that due to the significantly larger number associated with British business in Kenya the eligibility criteria should be made tighter.

He has been a member of the 91-year old Rotary Club of Nairobi for nearly half of its life. He was the Club's then youngest ever Chairman in 1986, and he currently sits on its board as the adviser on leadership. As a prostate cancer survivor, he has been a vocal supporter of the need for men to get themselves PSA tested in a timely manner, including through Rotary's Cancer Awareness campaign.

Now firmly back in the saddle following his Covid-19 pause, Mike Eldon continues to act as a positive influence on all those with whom he comes into contact. ■

#10 Rita Okuthe

CHAIR OF BOARD

KENYA PIPELINE COMPANY

From My Eyes

What does it take to make a leap from the private sector into public service? Resilience, grit and a dogged determination to succeed. One individual defied the norm and took up the gauntlet to serve the nation at a watershed moment for Kenya's economic recovery. That bold individual is Rita Okuthe, a trailblazer and former Enterprise Business Unit and Marketing Director at Safaricom.

In 2018, Rita accepted her appointment to the Board of the state-owned enterprise, Kenya Pipeline Company (KPC). Her bold move saw her not just sit on the Board as a director, but eventually ascend to its apex as its first ever female Chair of Board in the company's 44-year history in a 2020 Presidential gazettement. This was a great milestone as few women switch from private to public sector and lead commercial parastatal that return profit to the exchequer and of the magnitude of KPC.

Armed with over 25 years' experience in business leadership; 11 of which were at the helm of East Africa's most profitable organization: Safaricom, the marketing turnaround specialist dived into the deep end of the public sector with a focus on sharpening corporate governance practice at KPC. "This elevation provided me with a privileged bird's eye-view from which vantage point I could oversee KPC's evolution into a sectoral leader in oil and gas distribution efficiency within the East Africa region", Rita opines.

Under her guidance, the public utility entrusted with the solemn responsibility of transporting and storing refined petroleum products for the regional economy has today transformed into one of the best rated public institutions in the country. With a dedicated Board, focused Management and committed staff, KPC has scaled enviable heights in its journey to spread its footprint in the continental arena.

Working closely and collaboratively with the KPC's Managing Director, Dr. Macharia Irungu, among the milestones Ms. Okuthe has superintended over her tenure as the KPC Chair of Board include:

> Ms. Okuthe has an authoritative and persuasive charm about her that gels her board together to rally around a common vision and goal. Her style of leadership is inclusive and she is a firm believer in building consensus amongst all stakeholders for the greater good.

i) Sustaining the institution's high profitability and support to the Exchequer through dividend payouts to support the Big Four Agenda.

ii) Shift in management style as the organization has become more entrenched in a customer-centric psyche that pivots around the customer's need in routine business planning and processes.

One keynotable project under this transformation that has been completed during her tenure is the integration of the Kenya Revenue Authority's (KRA) – Integrated Customs Management System (iCMS) and KPC's – SAP system which has revolutionised the clearance of wet cargo in the region, enhanced tax compliance within the sector and enhanced operational efficiency by reducing truck turnaround time at the service delivery points. This automation has seen the truck loading processes reduced from 14No. – 4No. This translates to almost 2 hours.

iii) Business diversification into new revenue streams from leasing out of KPC's dark fiber-optic cable which offers high-speed data to drive business. The Company has signed dark fiber lease agreements with key telecommunication firms in the industry such as Safaricom PLC, Jamii Telecommunications and Wananchi Group. This has been a >>

Top 25 Most Influential Chair of Board Impacting Business

>> major boon to the Company's bottom line and which portfolio continues to grow with new contracts signed year-on-year.

iv) Begun the journey of transforming Kenya into a premier logistics hub by synergizing the mandates of KPC, Kenya Ports Authority (KPA) and Kenya Railways Corporation (KRC) under the aegis of the Kenya Transport and Logistics Network (KTLN).

v) Successfully navigating the organization through the challenges of COVID-19 without any business disruption to the petroleum products supply chain.

In addition to these landmark achievements, Ms. Okuthe has an authoritative and persuasive charm about her that gels her board together to rally around a common vision and goal. Her style of leadership is inclusive and she is a firm believer in building consensus amongst all stakeholders for the greater good.

> "We can only prosper through a shared value approach, contributing to society by making smarter and more resource efficient decisions, and by working with Kenyans to ensure their lives are better through KPC's day-to-day activities."
>
> - Rita Okuthe

She is well known for her hands on approach. It is no wonder that you will see her engaging staff and visiting outer stations to ensure their welfare is taken care of as well as frequently taking the Right of Way (ROW) pipeline inspection tours.

Working alongside KPA, KPC is engaged in the ongoing construction of a second terminal at Kipevu, Mombasa, commonly referred to as KOT 2.

This facility will create ample capacity for berthing four large petroleum tankers simultaneously to discharge fuel into KPC's system, thereby reducing vessel turnaround time and the demurrage cost burden to the regional economy. The net result will be enhancement of the capacity and efficiency at the Port of Mombasa for receipt of imports, making it easily the most efficient entrepôt in the Great Lakes region.

In delivery of the United Nations Sustainable Development Goals (SDGs), Ms. Okuthe-led Board has trained its eyes on the growing and highly profitable Liquified Petroleum Gas (LPG) spectrum in an effort by KPC to help provide clean cooking energy for all. KPC intends to venture into this business segment with a view to making Kenya the epicenter for bulk LPG storage and logistics in the region. "We purpose to provide reliable, affordable and safe gas to the citizenry as we lead the sector in mapping out Kenya's long-term energy blueprint", Rita affirms. "All these initiatives are underpinned by a strong project governance framework to ensure that projects are duly prioritized, completed within set budgets and timelines, and in full compliance with regulatory guidelines and laws,"she adds.

KPC's commitment to sustainability is unequivocal. "We can only prosper through a shared value approach, contributing to society by making smarter and more resource efficient decisions, and by working with Kenyans to ensure their lives are better through KPC's day-to-day activities." Consequently, through KPC's Foundation, the philanthropic arm of the company, KPC has been implementing Corporate Social Investment programmes targeting communities, groups, and individuals across the country with the sole objective of empowering and transforming their lives and livelihoods.

Under Ms. Okuthe's guidance, KPC has implemented several impactful development programs that have achieved this objective under the government's Big Four Agenda, Kenya Vision 2030, and the SDGs such as the Inuka Scholarship Programme that sponsors disabled and needy children from all 47 counties in Kenya for primary and secondary-level education.

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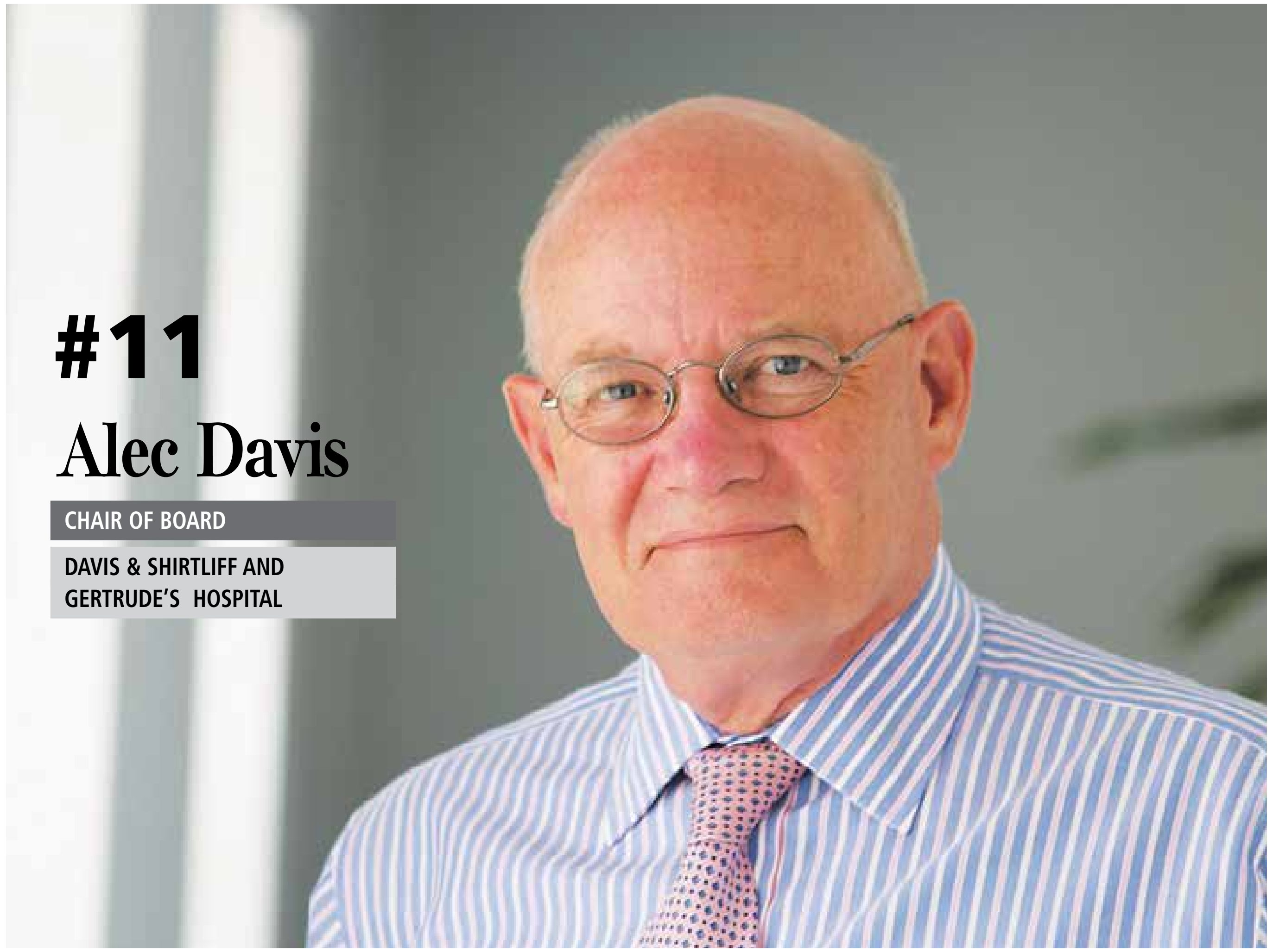
KPC is also big in healthcare provision. Several free medical camps have been conducted in Nairobi, Mombasa, Kisumu, Nyeri, and Homa Bay. KPC is also constructing Mother and Child facility at the Lunga Lunga Health Centre. This facility will cater for many women in the surrounding slums. To enable KPC realize implementation of her CSI projects, the company sets aide 1% of Profit Before Tax (PBT) towards Corporate Social Investment CS activities annually.

The CSI focus areas for KPC are education; health and environmental conservation; water and sanitation; sports and development; and special groups empowerment (Women,Youth and Persons Living with Disabilities - PwD's). The company continues to work collaboratively with its partners and stakeholders at community level to devise impactful development programmes that will outlast Rita's term at the helm and generate an indelible legacy for the organization.

Rita holds a bachelor's degree in economics from The University of Nairobi and a Master of Science degree in Marketing from London School of Economics (LSE). The highly sought corporate guru has since been drafted in various boards of organizations. Among them: Industrial Commercial and Development Company (ICDC), British Chambers of Commerce in Kenya and Care Pay. Previously, she served on the boards of Jambojet Kenya and the Kenya Advertising Standards Board. ■



#11

Alec Davis

CHAIR OF BOARD

DAVIS & SHIRTLIFF AND GERTRUDE'S HOSPITAL

Alec Davis is a seasoned Chairman holding the role in two organisations, at Davis & Shirtliff in an Executive capacity and at Gertrude's Childrens' Hospital in a non-executive capacity.

Davis and Shirtliff is a family-owned enterprise (FOE) founded by his visionary father 75 years ago and which Alec has led for over 25 years, having instituted good corporate governance, a rare achievement in FOEs. To Alec's credit and indeed the professionalism he infused at board level and in management, Davis & Shirtliff has become the leader in the water and energy industries, with over 80 regional branches in 9 countries and over 1000 staff. It is a true Kenyan multi-national and has built a strong pan-Africa presence through its own Dayliff brand.

He has been involved with Gertrude's Hospital, which is a not-for-profit trust, for over 20 years where he first joined as a Board member. With head held high up, Alec has held the Chairman's position for over 10 years.

Gertrude's is a major national institution with over 800 staff operating from 11 Outpatient Clinics as well as the main 75-bed Muthaiga hospital. It has built a strong reputation as the region's leading paediatric care facility. Thanks to Alec's and his colleagues on the Board, Gertrude's Hospital is recognised as one of Kenya's best run medical institutions.

These two institutions are very close to Alec's heart. He is proud of the progress these organisations have made during his tenures, both having made major contributions in their fields and both are respected industry leaders in their respective area of specialization.

Alec is a born Kenyan, his forebears having originally settled in early colonial days. After local schooling at St Mary's in Lavington, Alec attended his university education in the UK. He is an accomplished engineer by training and also holds an MBA degree from the Manchester Business School.

Alec returned to Kenya on graduation and has spent his 45-year career growing Davis and Shirtliff from humble beginnings as a small enterprise to the national and continental brand it has become, and a market leader in water and energy activities.

He relinquished his role as CEO five years ago, to become chair of board through a carefully crafted succession plan, as per the tenets of good corporate governance best practice, another rare practice in family-owned enterprises (FOEs). Alec took the role as Chair of Board, leaving daily operational management to an effective executive team that includes his two sons and led by David Gatende as the CEO.

With his extensive experience and also from observation of the how other boards operate, Alec has developed strong beliefs on what makes a successful Chair of Board, a role he considers to be central to any organisation's success and which should be one of guidance and consensus building between the various organisational constituencies. Key attributes for this success are the values he constantly espouses, and promotes, of Integrity, Quality and 'Altiora Peto', his old school motto, that means always seeking continuous improvement, and which he strongly communicates by example. These are the values of Davis & Shirtliff. True to the calling of corporate governance, Davis & Shirtliff is a role model for living them rather than just pasting them onto their notice boards and company website. As with any organisation, its values reflect those of its founders and leaders, and nowhere is this more eminent than at Davis & Shirtliff.

> Alec is a born Kenyan, his forebears having originally settled in early colonial days. After local schooling at St Mary's in Lavington, Alec attended his university education in the UK.

A complementary aspect of Davis & Shirtliff is that it explicitly aspires to be world class, and again it takes this aspiration seriously, as reflected in its vision. It relates to how it handles its staff, customers and other partners; how it continuously innovates and improves; how it manages its supply chain and its branches; and how it adopts state-of-the-art systems and controls. Way before concepts such as good governance and business sustainability became fashionable, Davis & Shirtliff was not taking these concepts for granted, just as it assumed that a natural aspect of its operations is supporting the many communities within which it operates through CSR projects aligned to its clean water and energy projects and through which it lives its purpose to 'Improve Lives'. This earns Davis & Shirtliff several pages as a good case study for any serious business school.

Being a Chair of Board is often a challenging role, Alec admits, maintaining alignment of priorities between the key parties in any organisation, the shareholders, the Board and the Executives, acting as a conduit and arbiter of the various interests, and defusing conflicts and misunderstandings. Alec believes that to be effective, a Chair of Board must deeply understand the organisation he leads and its dynamics, thoroughly debate and agree strategic priorities, be open and communicate so there is fully shared information, and take quick action to resolve problems, especially organisational issues.

Alec Davis further believes that an effective Chair of Board, working through a supportive Board, has the following main responsibilities:

To appoint the right executive team; ensure they have the required physical, manpower and financial resources; agree strategy and operating objectives, both qualitative and quantitative and then let the management team execute without interference, though of course there must be regular reporting to the Board to assess progress on achievement of the defined objectives. He believes the Chair of Board should operate both formally through structured Board >>

Davis and Shirtliff Group Chairman Alec Davis (left) and Standard Chartered Bank Kenya CEO Kariuki Ngari sign a partnership that will usher in Kenya's first sustainable finance package aimed at supporting individual clients' transition to cleaner technologies.

>> meetings but also informally by giving support and advice to the executive team especially the CEO through regular and open communication.

He also believes strongly that commercial entities have a wider moral responsibility to all stakeholders including staff, customers, suppliers, and the wider community, including government, whose well-being depends on the organisation's success. Though traditionally the shareholder takes precedence, that interest must not dominate the decision-making process. There is often a conflict between the shareholders' short-term cash distribution demands and the organisation's longer-term development opportunities, and this must be well managed… bearing in mind that generally, long-term growth and development tend to better serve the shareholders' interests.

The other key area of responsibility, and of increasing importance, is compliance and ensuring that the organisation fulfils its obligations, especially as those that do not recognise their wider responsibilities in these areas will ultimately face both internal and external problems and exposure to all manner of risks. In the modern environment, there are many other factors to address, including ESG and equality issues as well as the increasing regulatory requirements that can severely negatively impact on organisations if not well managed. These need to be handled by effective use of the Board through appropriate committees with specific responsibilities to oversee the Executive and ensure that there is compliance in all areas.

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Alec has certainly made a considerable contribution throughout his career, and he sees his Chair of Board's roles as the opportunity to productively share his extensive experience and knowledge while leaving executive responsibility to younger energetic management teams. This approach optimises the resources available, and when effectively executed, creates sustainable organisational success to the benefit of all stakeholders.

Walking the corporate governance and future leadership talk earns Alec Davis this recognition: 2022 Business Monthly EA Magazine Top 25 Most Influential Chair of Board Impacting Business. ■

#12 Jaswinder (JAS) Bedi EBS, MBS

CHAIR OF BOARD

KENYA EXPORT AND BRANDING AGENCY

Why was Jas Bedi awarded first an MBS and then an EBS, both highest recognition honours by the President of Kenya? It is because wherever he goes, whatever he does, he is a person of influence. He is a leader in thought and in action, someone who always expects to Make a Difference – or as he expresses it, to be "MAD".

If we look at Vision 2030's aspirations to make Kenya a truly middle-income country of shared prosperity, if we buy into The Big Four of the present government, with its emphasis on manufacturing as one of its pillars, then few of our leaders are such role models for helping us to have our dreams become our reality.

Jas launched his post-UK graduation career as a textile technologist in 1984, on the shop floor of his family business Bedi Investments, which had just invested in a textile mill but had no technical expertise to operate it. Despite being a fresh graduate, the family entrusted him to take the reins of a business that possessed insufficient resources to hire expatriate technical managers.

He clearly remembers that day in July 1984 when he was thrown in at the deep end and told to dye navy blue blazer fabric. It turned purple and bled as a result of an absence of dye fixation. This was how he first realised that what you learn in university is not always useful once you reach the factory floor. It was an embarrassing moment he vowed not to repeat ever again. Thereafter, there was no turning back, and Jas backward integrated the entire factory in 1987, to introduce the kind of spinning that would allow the company to enhance its quality standards and effectively compete on the world stage. His dream was that the full value chain investment would complete the flow "from fibre to fashion".

However, with the influx of second-hand clothing – mitumba – in the late 1980s, this reality was short lived, as it hurt the entire textile sector. The government decided to liberalise the economy, bringing cheap subsidised new and used clothing and making it so very difficult for the sector to sustain its competitiveness. Jas took a position that one had to export or perish, and the company's initial exports were to Zimbabwe in 1987.

Thereafter, their products reached the entire region, benefitting from Kenya's competitive advantage of being duty free under the trade preference programme that was then called the Preferential Trade Area (PTA)

> Jas continues to expand Kenya's market access in multiple export markets, wherever Kenya enjoys a competitive or comparative advantage through duty free and quota free market access.

This became the turning point in Jas's determination to grow the company's exports using trade agreements to his advantage, and today his company exports to the UK, the EU and America, under the AGOA and COMESA arrangements. The newly evolving opportunity under the Africa Continental Free Trade Area, AfCFTA, provides a major new opportunity.

Jas realised that to attain his dream of "export or perish" he needed to lobby government to promote favourable market access, both regionally and beyond, to give the company and others a competitive advantage. He therefore joined the board of the Kenya Association of Manufacturers (KAM), where he immediately began to Make a Difference (MAD), as a result of which he became the Chair of the Board committee for regional exports to the EAC & COMESA. He also became a director of the Federation of Kenya Employers (FKE), to influence policy for stimulating labour productivity – crucial to his family business, which was both labour and capital intensive.

The family business expanded from synthetic to natural cotton fibres to expand its product offering through the acquisition in 1996 of government parastatal East African Fine Spinners Limited, spinning cotton yarns and making sewing threads used in the clothing industry.

Meanwhile, the export business was diversified to supply "back to school" in the UK, with the model evolving to include intermediate goods, textiles in the regional and finished clothing to the UK and the EU, where the high cost of labour precluded garment production. The 'Mitumba' menace meant he operates the business away from fashion and thereby the switch of business model to "fashion free recession free" by opting to do production of uniforms for both disciplined forces i.e., Police, Military and Prisons within the region and back to school for both domestic and export to the UK.

> In 2019, EPC and Brand Kenya merged to form the Kenya Export Promotion and Branding Agency (KEPROBA), with Jas as the inaugural Chairman, where he serves to-date, continuing to promote the expansion of Kenya's export revenue and steering the vision to transform Kenya to become a top global brand.

As Managing Director of Orbit Chemicals, a Fast-Moving Consumer Goods (FMCG) company between 2003 and 2006, Jas leveraged on his vast knowledge of the regional export business that Orbit Chemicals so badly needed due to its huge production capacity that was far beyond what Kenya could absorb. Jas transformed the business model to contract manufacturing, appreciating that competition with multinational corporations (MNCs) would be difficult. He, decided to complement Orbit Chemical's manufacturing facilities by producing global brands for the MNCs.

The position of MD in the FMCG space gave Jas wide experience in operating in multiple sectors, culminating in his appointment in 2003, as an independent non-executive board member at the Export Promotion Council, where he served for 3 years. In 2006 he became a director of the Export Processing Zones Authority, serving for two terms of three years each, making a total of 6 years.

In 2014 Jas expanded his manufacturing beyond Kenya by entering >>

>> Uganda, becoming active in the Cotton Textile Apparel (CTA) sector, adding value to 10% of Uganda's cotton production "from field to fashion". His factory, Fine Spinners Uganda, currently contracts 16,000 small holder cotton farmers, and employs 1,600 employees in the Kampala factory alone, running another fully vertically integrated CTA pipeline manufacturing cotton T-shirts for the region and for the EU and America.

Besides his positions on the boards of state-owned enterprises (SOEs), Jas became the inaugural chair for The African Cotton and Textile Industries Federation (ACTIF) in 2005. This was a pan-African CTA lobby group representing 26 sub-Saharan African countries that lobbied for the extension of AGOA, which allows duty-free and quota-free access from sub-Sahara Africa to the US. Jas personally attended two US congressional hearings on this subject. Jas also chaired

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the Kenya Apparel Manufacturers Exporters Association (KAMEA) from 2003 until 2010, housed under the umbrella of KAM.

Jas became Chairman of KAM in 2010 for a two-year term, following which he rose to be a Governor of the Kenya Private Sector Alliance (KEPSA), then graduating to becoming a director and now then Vice Chairman in 2021.

Jas continued to serve regionally and globally, as a board member of the East African Business Council (EABC) in 2014. In 2016, he became the first African President of the 110-year-old global textile federation, the International Textile Manufacturers Federation (ITMF).

Given his unique multi-sectoral experience in manufacturing and lobbying that gave Kenya, and more broadly Africa, duty free and quota free market access, Jas was appointed as Chairman of the Export Promotion Council (EPC) in 2016 for a 3-year period, to contribute to enhancing Kenya's exports and reducing our balance of trade deficit.

Recognising his tireless contributions to diversifying Kenya's export basket and markets, he was also appointed as a board member of ICDC, which now oversees the Kenya Transport and Logistics Network (KTLN), where Jas chairs the Logistics and ICT committee, overseeing the masterplan of implementation in the network co-ordinating Kenya Ports Authority (KPA), Kenya Railways Corporation (KRC) and Kenya Pipeline Company (KPC).

In 2019, EPC and Brand Kenya merged to form the Kenya Export Promotion and Branding Agency (KEPROBA), with Jas as the inaugural Chairman, where he serves to-date, continuing to promote the expansion of Kenya's export revenue and steering the vision to transform Kenya to become a top global brand. KEPROBA's simply worded mission is to "Brand Kenya, Export Kenyan and Build Kenya".

Jas continues to expand Kenya's market access in multiple export markets, wherever Kenya enjoys a competitive or comparative advantage through duty free and quota free market access. He has also lobbied against non-tariff barriers (NTBs) in non-traditional markets such as China, India, Russia and Southeast Asia, where there exists huge market potential for Kenya agricultural produce.

Jas is a member of the Young Presidents Organisation (YPO), which comprises over 30,000 global CEOs globally, and he continuously refreshes his learning with executive education at major global institutions including Harvard Business School, IMD and IIM. His inclusion in this list of 2022 Business Monthly East Africa Top 25 Most Influential Chair of Boards is earned and so well deserved. ■

#13
Amb. Dennis Awori

COUNTRY DELEGATE AND CHAIRMAN

CFAO GROUP IN KENYA

On important national celebrations, several leaders, sportsmen and women and other professionals who have excelled in their respective disciplines and have served their country with distinction, are honoured by being conferred the Presidential awards in recognition of the efforts the recipients make to serve their country and others.

Each country prescribes the minimum threshold one must meet before being conferred with these honours: A recipient of any of these awards shall merit the conferment of the award if:

- The individual displays exemplary abilities, actions, valour, courage, and leadership for the protection, advantage, and improvement of the nation.
- The person has made tremendous contributions to the nation in the social, economic, scientific, public, academics, governance, administration, business, and other notable fields.
- A state or public office holder who has made a significant impact in the improvement of their national and county governments, the legislature, judiciary, executive, independent offices and commissions.

Amb. Dennis Awori is Country Delegate and Chairman of CFAO Group in Kenya since 2017, in addition to sitting on the board of directors of CFAO Group, a French conglomerate wholly owned by Toyota Tsusho Corporation with subsidiaries across the sub-Sahara Africa (SSA).

- A person who has brought glory and honour to the country, notably the athletes who exhibit exemplary performance at the global arenas.

Therefore, when an individual is conferred an honour by the President of another country, it speaks volumes of the stature of the recipient being honoured.

One personality and business leader who has been honoured thus is Amb. Dennis Awori. The most outstanding achievement is that the Emperor of Japan recently conferred upon Amb. Awori the Order of the Rising Sun, both Silver and later Gold Star, for the work he has done and continues to do in building strong diplomatic and commercial relations between Japan and Kenya.

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The CFAO Group operates in 35 countries in Africa and is present in another 19 countries through independent dealers and distributors. Other than being prominent in the motor vehicle sector, CFAO operates in four business domains:

- mobility
- healthcare
- fast moving consumer goods (FMCG) and agriculture and technologies and in
- renewable energy and infrastructure.

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

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

Amb. Awori also chairs the boards of Carbacid Investments Plc, Bank of Africa Kenya, Jumbo Chem, and MG. In addition, Dennis is an independent non-executive directorship of East African Cables Plc among others.

Amb. Awori has spent most of his working life in multinationals in the motor industry across East Africa, in which he has held various positions of increasing responsibility. These include starting as a sales and market- >>

Top 25 Most Influential Chair of Board Impacting Business

>> ing manager of Toyota Kenya, then a division of Lonrho Motors East Africa (LMEA) (1987-1990) founder and general manager of the Yamaha Division of LMEA (1990-1995) founder managing director of Toyota Uganda, a subsidiary of LMEA (1995-1998) managing director of LMEA (1998-2001) executive coordinator of Toyota East Africa upon Toyota Tsusho Corporation buying LMEA (2001-2003) and board chairman of Toyota East Africa and advisor to Toyota Tsusho Africa (2009-2012) chairman Toyota Kenya and Toyota Tsusho East Africa (2012-2017).

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

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

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

> From 2003 to 2009, Amb. Awori served as the Ambassador of the Republic of Kenya to Japan and Korea. During his tenure, he opened a new Embassy in South Korea and built strong relations between Kenya and the two countries, especially by promoting trade and industry .

2015 to 2016, Amb. Awori served as Chairman of Kenya Airways, the national carrier.

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

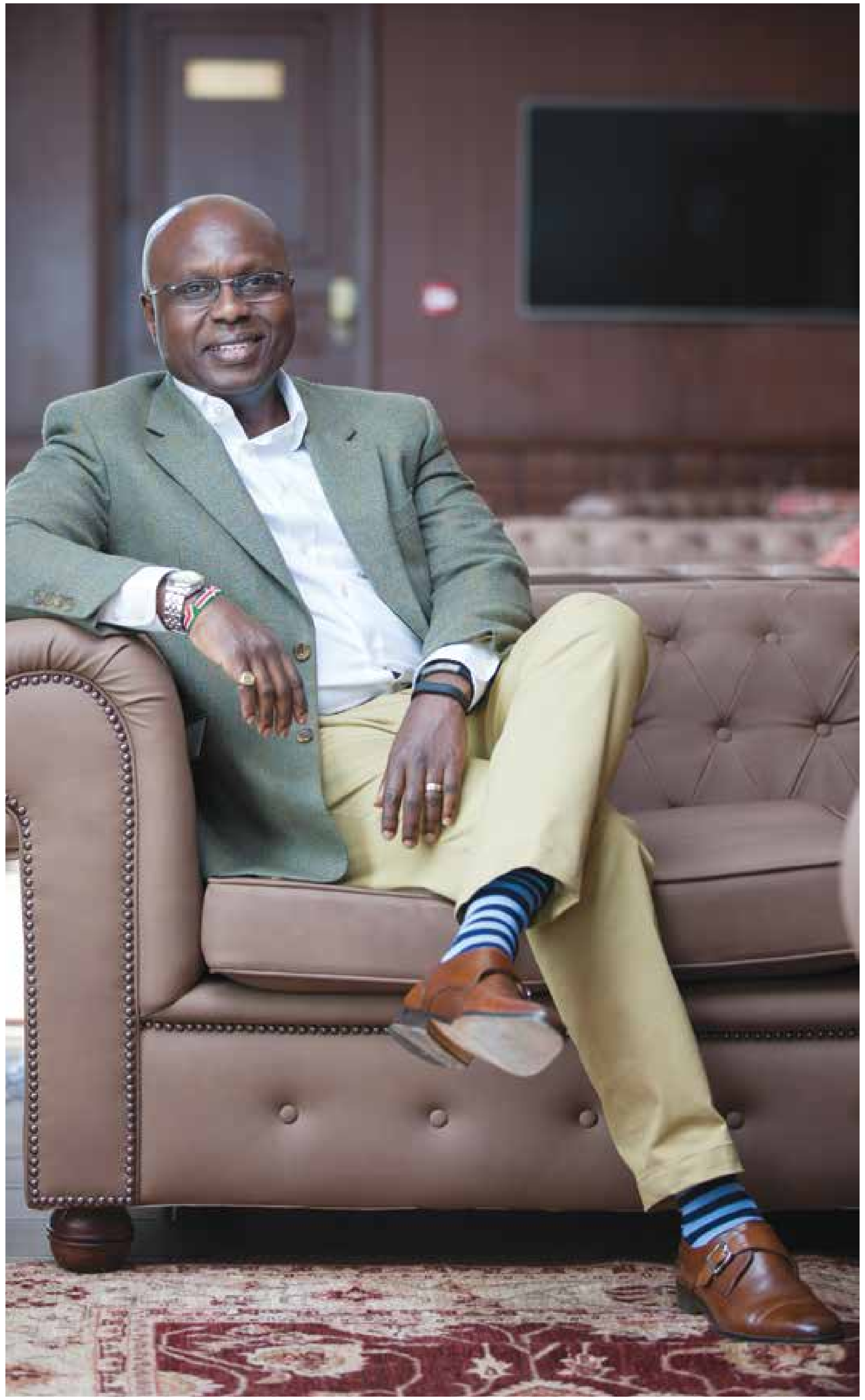
Amb. Awori is a keen sportsman and represented Kenya and East Africa at Rugby events in the 1980s, as well as chaired both the Kenya Rugby Union and the Uganda Rugby Union in consecutive terms. He is a Rotarian and a past president of the Rotary Club of Nairobi East.

His personal mantra, is to "work hard, stay focused and whatever you do, keep it simple". This, Dennis follows to the letter, as often attested with his polite and humble demeanour. ■

#14 Jimi Kariuki

CHAIR OF BOARD

KENYA TOURISM BOARD



Jimi Kariuki was first appointed to the KTB Board on 18th March 2016 in recognition of his vast experience in the tourism sector spanning three decades. This appointment was subsequently renewed in May 2019 for a further three-year term.

With an able and supportive Board of Directors comprising key industry players as well as a well-educated and experienced workforce, Jimi Kariuki's leadership footprints can be spotted in the tourism eco-system.

Upon appointment, Jimi immediately spearheaded the recruitment of a substantive Chief Executive Officer for the organization. This was achieved in December 2016 with the coming on board of Dr. Betty Radier, a seasoned marketing professional. The duo then laid a solid foundation for the implementation of the Board's long-term strategy.

The Board and Management thereafter embarked on a comprehensive review of the destination marketing strategy that had remained unchanged for a number of years. Through an international destination marketing consultancy based in Madrid, KTB was able to develop a new, well-researched and world-class destination marketing strategy to guide its marketing efforts in the next decade. Included in this review was an overhaul of the marketing function within the organization to bring it in line with global best practice in destination marketing. This marketing strategy was also entrenched in the KTB Corporate Strategic Plan that the Board developed to guide the organization for the five-year period 2018-2023.

Subsequently, the fruits of these foundational efforts by the Board under Jimi's chairmanship have been realized.

Notably, in 2019, the tourism arrivals into the destination were recorded at 2,048,834. Compared to 2016 numbers of 1,342,899 arrivals, this was a recorded growth of 52.6 per cent and also significant by being above the 2million visitor mark.

Revenues from tourism also grew steadily, continuing to earn much-needed foreign currency for Kenya. 2019 revenues saw significant growth to close at 162.1bn being the best ever recorded tourism forex earnings, a growth of 62.6% over 2016 numbers of 99.7bn. Similar growth was seen in the consumption of domestic bed-nights by local travelers with the highest recorded number of bed-nights by domestic tourists hitting 4,047,000 in 2019 compared to 3,495,926 in 2016, a growth of 15.8%. Sadly however, 2020 saw the effects of the Covid-19 pandemic deeply erode and reverse these gains. It is, however, expected that Kenya and other tourism destinations globally will be able to slowly recover their tourism arrivals and revenues as global tourism gradually recover.

During the period from 2016 to date, the Board has steered the organization towards digital marketing in line with current consumer consumption trends. The result has been a significant shift in marketing resources allocated towards digital marketing in the region of 60 per cent of the organization's total budget. Further, in recognition of the role that local and regional tourism plays in providing stability to tourism destinations globally, the Board has given more prominence to the domestic market through enhanced marketing budget allocations as well as aggressive "Tembea Kenya" and "Kenya Inanitosha" campaigns aimed at this market.

In 2019, the Board also put in place a collection of the destination's signature experiences under the banner "Magical Kenya Signature Experiences". Under this program, the destination's premier experiences have been curated, recognized and promoted to domestic and international audiences. To-date, 44 of the destinations most magical experiences have been enrolled.

With the realization of the power of sports to positively profile a destination, KTB under Jimi's stewardship adopted a deliberate approach to leveraging major sporting events held in the destination and abroad to position the destination in the minds of consumers.

In response to numerous crises that the destination has faced in the period since 2016, the Board put in place revamped crisis management measures that can be deployed to counter the negative effects that such crises precipitate. These measures by the Board came in handy to counter the negative publicity generated by the 2017 disputed national elections as well as the unfortunate Dusit terror attack. More recently, these measures were deployed to communicate positive destination messaging and keep the destination visible in the minds of consumers following the global Covid-19 Pandemic under the "Safe Travels" initiative.

Significant growth has also been recorded in the flagship destination expo, the Magical Kenya Travel Expo (MKTE) over the past five years. As at 2019, the show recorded 210 exhibitors and 150 hosted buyers, cementing its place as the region's premier B2B expo. Sadly, the 2020 edition of MKTE was cancelled due to the Covid-19 Pandemic.

In 2017, KTB commissioned an international firm based in Johannesburg to undertake a comprehensive revamp of the destination's logo that had >>

>> remained unchanged for over two decades. Out of this exercise emerged a refreshed and exciting new destination look that has been very well received locally and internationally.

With the realization of the power of sports to positively profile a destination, KTB under Jimi's stewardship adopted a deliberate approach to leveraging major sporting events held in the destination and abroad to position the destination in the minds of consumers. This was successfully achieved through major events such as the Kenya Golf Open (which was renamed the Magical Kenya Golf Open in 2019), the World Under 18 championships, the WRC Safari Rally as well as major marathons held in various cities abroad. The bringing on board of global marathon superstar, Eliud Kipchoge as a Magical Kenya brand ambassador is instrumental in further leveraging this positive association between the destination and sports.

With the realization that stakeholder and industry partnerships are key in helping KTB meet its mandate, the Board under Jimi's leadership adopted a deliberate approach to forge strong and close links with the tourism private sector, government agencies providing vital services to the tourism sector as well as sister agencies within government. As a result, the period between 2016 to date has seen various stakeholder engagements with county governments, tourism associations and private sector players being held on a regular basis. Out of this, there have been tangible outcomes such as the Kenya Airways and Jambojet aircraft branding, SGR termini branding, airport buses branding, trade webinars, county engagement forums and many more.

These actions by the Board, and many others, in the last few years have not gone unnoticed and KTB has been awarded the title of Africa's Leading Tourist Board several years in a row, in addition to the destination being recognized as the World's Leading Safari Destination, also on several occasions.

> With the realization of the power of sports to positively profile a destination, KTB under Jimi's stewardship adopted a deliberate approach to leveraging major sporting events held in the destination and abroad to position the destination in the minds of consumers.

Jimi Kariuki is no stranger to the tourism and hospitality industry in Kenya. Having spent 29 years of his professional career in the industry, he feels very honoured and privileged to have the opportunity to make contributions to this very important sector for the Country's economy. Jimi Kariuki is the CEO of the Sarova Hotels and Resorts Group, a leading brand in the hospitality industry.

Jimi attended St. Mary's School in Nairobi, Lenana School also in Nairobi and Kagumo High School in Kiganjo. Thereafter, he attended Huron University South Dakota for his under-graduate studies and graduated with a Bachelor of Science (BSc) degree.

In 2007, he attended the UCT Graduate School of Business in Cape Town where he attained a Master of Business Administration (MBA) degree. ■

#15

Vincent Rague

GROUP CHAIRMAN

UAP OLD MUTUAL GROUP

Vincent Rague is the group chairman of UAP Old Mutual Group having been elected by the board as the chairman on June 23, 2021, replacing the long serving chairman, Dr. Joseph Barrage Wanjui. He was initially appointed to the board as an independent non-executive director on June 1, 2018. UAP Old Mutual Group is a diversified financial services group, comprising Old Mutual, UAP Insurance and Faulu Microfinance Bank.

UAP Old Mutual saw Vincent as a worthy successor to Dr. Wanjui, who stepped down as chairman after having served more than nine years as chairman in accordance with the company's succession planning and adherence to good corporate governance practices.

UAP Old Mutual Group is headquartered in Kenya, with operating entities in Uganda, Tanzania, South Sudan and Rwanda providing financial solutions in savings, investments, insurance and banking.

Vincent has more than 25 years of international investment and corporate finance experience in banking, insurance and infrastructure. He co-founded Catalyst Principal Partners LLP, a private equity firm located in Nairobi, Kenya.

He is also the Chairman of Jambojet, a wholly owned low-cost airline subsidiary of Kenya Airways PLC and of the Nairobi International Financial Centre (NIFCA). He also serves a Non-Executive Director on the Board of MTN Group and sits on the Global Advisory Council of the Darden Business School, University of Virginia and the Advisory Board of FinDev Canada.

Until 2009, Vincent worked in a variety of increasingly senior positions at the World Bank Group, specifically the International Finance Corporation (IFC) in Washington, DC, with international postings to Johannesburg, South Africa as IFC's first Regional Director to South Africa with responsibility for establishing and managing IFC's operations in Southern Africa, and then to Istanbul, Turkey as Head of IFC's financial markets and advisory operations in Southeast Europe and Central Asia. Prior to joining the World Bank, Vincent worked at the Central Bank of Kenya and trained in credit and banking with Citibank in Athens and National Westminster Bank in London.

> Prior to joining the World Bank, Vincent worked at the Central Bank of Kenya and trained in credit and banking with Citibank in Athens and National Westminster Bank in London.

From October 2010 to June 2013, Vincent served as Senior Financial and Private Sector Advisor to the National Treasury, Government of Kenya.

Vincent is best remembered for the visionary speech he delivered during the second annual Darden Africa Business Conference 'Africa: Open for Business.

Vincent who is the Co-Founder and Director, Catalyst Principal Partners had the following to say, and this he did with unparalleled oratory and speech delivery skills. We quote here verbatim, in order not to lose the lustre therein: "For a long time, when people talked about Africa, they talked about civil wars, hunger, dictatorships, et al. One has to bear in mind that with more than 50 countries, Africa today, has only a handful of turbulence spots; I think there are no more than three, four, five countries at any one time that are experiencing civil strife. That's a 90 percent area of stability, which is remarkable for a continent of that enormity."

He then demonstrated with the aid of a map showing the magnitude of the continent, which could hold the areas of some of the world's largest countries.

In this speech, Vincent contented that this stability is underpinned by Africa's sound economic fundamentals, supported by robust economic growth, improving governance, a growing middle class and increased government investment in infrastructure that promises long-term economic growth trends.

He posited that, "Africa has one of the fastest growing middle classes in the world, with some estimates showing that the middle class in Africa today is larger than the middle class in India,". He explained that while instances of corruption still exist, they are largely in decline as a result of the emergence of a more vigilant activist civil society and an alert body of the African community itself. He added that the 'emerging middle class is now more educated, has travelled the world, has aspirations, and is therefore more demanding of high levels of accountability and better political governance."

"In addition to the middle class, Africa has one of the fastest growing populations, with rapid rural-urban migration, and that creates demand for goods and services," said Rague in this seminal speech. Rague postulated further, that in 1990, African cities were populated by approximately 2 million people. By 2007, that number was 400 million, and projections indicate that by 2050, it will be up to 1.4 billion. "You can look at this either as a negative [or a positive], but as a business person, you have to see this as a positive and an opportunity," Rague noted, in the quoted presentation.

Mirroring this urban growth is Africa's gross domestic product (GDP). In an analysis by The Economist, sub-Saharan Africa has been home to six of the 10 fastest-growing economies on the globe over the last 10 years.

According to him, Asia is taking note. China is the largest of Africa's emerging partners, with more than $200 billion in trade. "At the same time, there has been a shift from dependence on bilateral grants and development aid to more foreign direct investment," he explained. Where countries like Brazil, Turkey, Korea and India had little to no trade with Africa a decade ago, the trade flows are now in the tens of billions of dollars."

Vincent's parting words on this occasion offered advice to investors: "You cannot wait for the market to be right for you to go in. The day you do that, you lose. As they say, you blink, you lose. And Africa is at that critical inflection point where if you're not in there today, you'll have to pay a higher price to come in later." Enough said. These words mirror Vincent Rague and are the most befitting introduction for the new Chair of Board of the UAP Old Mutual Group. ■

#16

Vivienne Yeda

CHAIRMAN OF THE BOARD

KENYA POWER LIGHTING COMPANY

Kenyans woke up in the morning of Friday 29th October 2021, to the news that Kenya Power (KPLC) bounces back to post a KShs.8.2 Bn Pre-Tax Profit, with a performance highlight indicating positive return on investments in several parameters, in the financial year ending 30th June 2021.

Kenya Power reported a 5% growth in unit sales to 8,571 GWh from 8,171 GWh the previous year, largely driven by the connection of 716,206 new customers, representing a rebound from the initial effects of the Covid-19 Pandemic. In the Report, KPLC records a 2% growth in revenue to Kshs.144.1 billion mainly due to increased pace of customer connections and heightened revenue protection activities leading to improved cash flow and reduced provisions of bad debts.

Finance costs was reduced by 27% following the partial conversion of overdrafts to a term loan, and continued repayment of commercial loans. The net result from all these efforts was a strong 216% Year on Year growth in profit before taxation (PBT) to Kshs.8.2 billion, in comparison to a loss before tax of Kshs.7.04 Bn the previous year.

All customer segments recorded growth, with Commercial and Industrial growing by 4.8%, Small Commercial by 5.1%, domestic customers by 4.9% and Street-lighting by 10.2%. Revenue recorded an 8.2% jump from Kshs.133.3 billion the previous year to Kshs.144.1 billion, mainly due to an expanded customer base, and heightened revenue protection activities driven by increased field presence.

Commenting on the results, the Chairman of the Board of Directors, Vivienne Yeda, noted that the strong performance was a credible indicator that the turn-around strategy, rolled out the previous financial year, was on course. The strategy focuses on five core focus areas, namely improving customer experience, growing sales, enhancing revenue collection, enhancing system efficiency, and prudent cost management.

"As a Company, we are pleased with this set of results because it is a clear demonstration that the investments we have made in driving a strong performance by the core business lines are beginning to bear fruits. Having said that, we are cognisant of the fact that a lot more needs to be done to fully transform Kenya Power into a 21st century organisation," said the Chairman.

In the year under review, Kenya Power also undertook greater cost management and resource optimisation initiatives. As a result, operating expenses dropped by 17% from Kshs.47.8 billion to Kshs.39.9 billion mainly due to a reduction in provisions for trade and receivables from Kshs.3.27 billion the previous year to Kshs.354 million, which was mainly driven by accounting for revenue, and enhanced revenue collection initiatives.

Finance costs also registered a 27% reduction from Kshs.12.5 billion in FY2020/21 to Kshs.9 billion due to a decrease in interest on loans and overdrafts as a result of a Kshs.20.26 billon repayment of commercial loans which included the partial conversion of overdrafts into a term loan.

System losses, which had risen to 25.21% in the first half of the year, were reduced to 22.7% in the second half. This followed the deployment of a focused approach premised on the timely metering of customers, replacement of faulty meters, curbing electricity theft arising from meter by-passes and illegal connections, as well as the deployment of data analytics to identify and deal with electricity theft in the large power customer segment. Overall system efficiency stood at 76.05% as at the end of June 2021.

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>
> - Vivienne Yeda

To further improve system efficiency, Kenya Power is planning to increase the coverage of the Advanced Metering Infrastructure (AMI) project, which presently covers 6,718 or 80% of large power customers to full coverage by the end of 2022. Plans are also underway to expand SME coverage, which stands at 54,272 SMEs, by a further 67,000 during this financial year.

Kenya Power has also completed the regional border metering project and is stepping up the implementation of feeder and transformer metering, currently at 33% and 95% completion respectively, to aid in identifying high loss feeders for targeted interventions.

"Kenya Power is a great Company with a century's worth of experience of powering Kenya's social and economic growth. In the course of our journey, we have encountered many challenges and overcome hurdles in operations and the overall business environment. Kenya Power is a resilient business with a bright future given the exciting innovations being made in e-mobility, transmission and distribution, and renewable energy technology particularly in the area of storage. The Company is primarily purchasing green energy, which currently accounts for more than 92% of our total energy mix, making it one of the best ratios in

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>> the world. Affordable storage will enhance our efficiencies which will in turn increase our reliability and result in more affordable power. As an organization, we are well positioned to take a leadership role in these developments in order to improve customer satisfaction, and ensure the sustainability of our business," the Chairman added.

Going forward, Kenya Power is planning to increase the uptake of the self-service platform, *977#, which with over 2 million registered users recorded over 19.6 million transactions in the period. Kenya Power also intends to roll out a robust plan, anchored on partnerships, to drive the uptake of electric vehicles in the country, while also exploring the lit fibre business, in order to increase the penetration of internet connectivity across the country, particularly in the rural areas. The Company's extensive fibre network presently offers dark fibre services to the country's major ISPs to facilitate the provision of internet services to the end buyer in the retail and enterprise segments across the country and neighbouring countries.

The Chairman further posits that, "Looking into the future, our focus remains on transforming this strategically important Company into a pre-eminent local and regional organisation by implementing a strong diversification agenda which will be underpinned by innovation and a high-performance culture. Our transformation strategy is aimed at sustainably growing the business by continuously empowering our people and streamlining our processes to make them more responsive to customer needs.

To this end, significant focus will be placed on improving the accuracy of our billing system by investing in a more robust IT system and enhancing our internal processes. We will also run a cost-efficient operation which will provide value for money and best practice in supply chain management."

In the immediate to medium terms, Kenya Power is undertaking deep seated reforms aimed at driving down the cost of power to the end consumer in order to spur social and economic growth, make the business more efficient and agile, and the energy sector more sustainable.

"The Board recognised that a continued unbalanced approach towards power purchase agreements posed a systemic risk to the sector and the economy as a whole while exposing consumers to high electricity bills. In mitigation, it undertook a collective stakeholder approach to resolve these issues which resulted in the report of the Presidential Taskforce on the Review of Power Purchase Agreements which has made far reaching recommendations which we have started implementing. We will continue to enhance business efficiency and step-up dialogue on power purchase reforms in order to make electricity more affordable for our customers, and to boost Kenya's competitiveness as a manufacturing hub to spur economic and social growth," noted the Chairman.

"We would like to thank the President H.E. Uhuru Kenyatta for his leadership and, the Cabinet sub-committee on KPLC led by the Cabinet Secretary for Interior and Coordination of National Government, Dr. Fred Matiangí, the National Treasury led by the Cabinet Secretary Hon. Ukur Yatani, the Ministry of Energy led by Dr. Monica Juma, shareholders, consumers, partners and staff for the support they have offered the business," concludes the Chairman.

The Kenya Power and Lighting Company PLC (Kenya Power) is a publicly listed company, and the country's only electricity off taker that transmits, distributes and retails power to customers throughout Kenya.

In the period between 1922 to date, it has extended its transmission and distribution network across the country, covering a total of 248,834 kilometres. As at June 2021, the Company had over 8.3 million accounts and had enabled 75% of the country's population to access the national grid, making Kenya rank top in the world in terms of connectivity pace according to the World Bank's 'Energy Progress Report' for 2021.

> The Company's vision is to be Kenya's energy solutions provider of choice by sustainably supplying quality and reliable service to power people for better lives so as to support the country's socio-economic development using innovation and leveraging on technology.

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This sterling performance in the first year of a new Board of directors and a new Chairman who had just recently been appointed during the 43rd Annual General Meeting (AGM) held on November 13, 2020, is laudable, if not historic.

UK trained scholar, banker and attorney, Vivienne Yeda is the Chairman of the Board of Kenya Power Lighting Company (known daily as Kenya Power-KP) breaking the glass ceiling, becoming the first woman to lead the board of the strategic utility firm.

The appointment of Vivienne Yeda was no surprise for those who have worked with her before. Vivienne is the director general (DG) of the East Africa Development Bank (EADB) a position she has successfully held since January 15, 2009. Prior to her appointment as the CEO at EADB, Vivienne was Resident Representative and Country Manager-Zambia at the Africa Development Bank Group (ADB).

Upon her appointment, Vivienne and her new board were singularly charged with the onerous task to lead the turnaround of Kenya Power, to provide sustainable energy to the Kenyan economy, energy that is both affordable, reliable and sustainable. The affordability aspect of energy is critical to the social and economic development of the country. It is also part of the improvement recognized and flagged as fulfilling one of the 30 UNSDGs.

Since her appointment, Kenya Power, embarked on offering customers the level of service desired, including access to power through efficient and prompt connectivity, including an improvement on the reliability index by reducing outages to the bare minimum and prompt billing. These key performance indicators (KPI) are already in the out-tray, with actions already taken to roll out the needed interventions as well as needed reforms to realize the new Board's vision.

As Chairman, Vivienne is the cog that joins together all the spikes of the Implementation of the recommendations of the Presidential Taskforce on Review of Power Purchase Agreements ("PPA Taskforce"), constituted in to address concerns about the high cost of electricity, which includes the review and renegotiation of existing power purchase agreements ("PPAs"), especially leading the reforms at the Kenya Power and Lighting Company, taking the lead in formulation and related PPA procurement of Kenya's Least Cost Power Development Plan among a raft of many others.

Judging by the achievements so far, the UK trained attorney is up to the task. ■

#17 Patrick Obath

CHAIR OF BOARD

NATIONAL OIL CORPORATION OF KENYA

The Authentic Chairman

Patrick Obath is an experienced Board Chairman with over 35 years of business experience, having joined the oil industry in 1976. Since retiring from the oil industry, Patrick now describes himself as a Professional Director, striving to do things better for the organisations he has had the privilege to serve in. Patrick wears many hats, and currently leads eight boards spanning across different sectors of the economy. He is serving as Board Chairman for Adrian Kenya, the KEPSA Foundation, Kenya Markets Trust, National Oil Company of Kenya, Java, PZ Cussons and the Africa Alliance Investment Bank. Patrick also serves as Vice Chairman at the Trade Markets East Africa and as a director in other FMCG and technology companies.

Patrick is also a private consultant and advisor in the energy, engineering and the extractive industries sectors, and in the areas of leadership, governance and sustainability.

What drives Patrick Obath to devote so much of his time and energy to steer all these organisations to greatness? Being a leader of leaders is what defines Patrick. According to a survey report published by the Harvard Business Review on how to be a good chair, the role is guided by the principle of measuring the board's effectiveness through its inputs (https://hbr.org/2018/03/how-to-be-a-good-board-chair). Needless to say, this is a key attribute held by Patrick. In the various Boards he leads, Patrick's input is manifested through being a stickler for good corporate governance, the promotion of diversity and being a champion for sustainability.

Corporate governance refers to how a board directs and manages an organization by taking account of the impact of decisions on its employees, customers, suppliers, communities, regulators and shareholders. It is said that corporate boards are responsible for providing oversight, insight and foresight. This is a tall order in today's environment, which has become so complex and volatile.

According to renowned UK businessman Sir John Harvey-Jones, who was the Chairman of Imperial Chemical Industries from 1982-1987, "If a company is successful, it is due to the efforts of everyone in it, but if it fails it is because of the failure of the board. If the board fails it is the responsibility of the Chairman, notwithstanding the collective responsibility of everyone. Despite this collective responsibility, it is on the Chairman's shoulders that the composition and performance of that supreme directing body depends".

How do you ensure that you remain a chairman who will guarantee the long-term success of your company? Patrick's response is that one must promote agility, and have a good understanding of the company's operations as well as of the sector and of the business environment. Patrick further states that as a Board Chair, one must be fully committed to the company and maintain the board's strategic focus by dwelling on giving strategic direction to the organisation through the Chief Executive Officer. During a board talk series hosted by the Women on Boards in which Patrick was a keynote speaker, he stated that as a Board member you have the right to disagree – but with the subject matter, not the people, bearing in mind that you are exercising a fiduciary duty.

The basic duty of every organisation is to earn stakeholder trust. Organisations need to strengthen their governance around stakeholder commitments so as to drive long-term value creation. Patrick states that boards need to engage by embedding their purpose into their strategy, and ensure accountability through appropriate metrics and the dynamic measurement of stakeholder impacts. Prioritising competing interests requires aligning strategic goals through stakeholder assessment. Boards must have mechanisms in place to engage with stakeholders, and to bring their voices into boardroom debate. This is a sure way of earning trust and credibility.

Patrick is a passionate advocate of board diversity and cultivates a broad spectrum of demographics in the boardroom. This is evident across his current Board Chair roles in which he promotes strong female representation in the various boards he chairs. It is why the Women on Boards Network honoured him with the Male Champion of the Women's Agenda Award in its recent inaugural awards day.

Boards play a pivotal role in driving the long-term sustainability of businesses. Given the likely negative effect of climate change global businesses, Patrick's commitment through his Board Chair role is to ensure that long-term sustainable development becomes an integral component of strategy.

Patrick is a passionate advocate of board diversity and cultivates a broad spectrum of demographics in the boardroom. This is evident across his current Board Chair roles in which he promotes strong female representation in the various boards he chairs.

The key questions he poses are these:

- How are climate and environmental challenges affecting the business?
- Do we have a complete overview of the investments that the company will have to make in the years ahead to reduce emissions?
- How has our board helped to prioritise different climate and sustainability initiatives?

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>> • Are we handling both the challenges and the opportunities posed by the rapid changes in technology?

The Covid-19 pandemic has further exposed the vulnerabilities of businesses in the face of a global threat and has laid bare long-standing sustainability issues relating to health and safety, supply chains, equality, access to economic opportunities and health care. Boards are the ones to lead and influence the sustainability agenda and translate it into strategies that empower and incentivise the management's efforts to act.

Patrick holds that there are three key practices the Board should adopt to drive the sustainability agenda for the organisations they serve:

1. Show leadership on sustainability: They should establish alignment on what sustainability means for the company and what the company's business case for sustainability is.

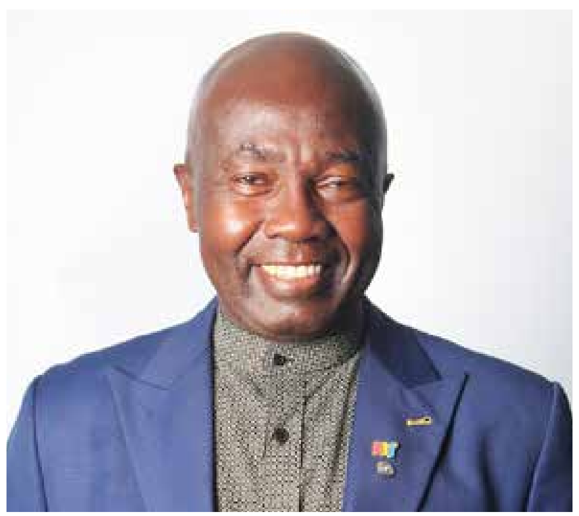
2. Establish a culture of integrity. They must promote a culture of integrity by placing emphasis on communication about sustainability, and by setting an example in how they deal with tough trade-offs between short-term profit and long-term value creation.

3. Stay informed. It is essential to be aware of changes in the business and regulatory landscape, keep up-to-date with best practices, and understand what peers are doing. Listening to stakeholders is also key, by ensuring and reviewing a rigorous stakeholder dialogue process that identifies current and future issues material to the company, or by inviting experts and stakeholder representatives to sit on a sustainability advisory board.

Patrick is a visionary chairman. This is enabled by his deep and broad experience, and enhanced by his lightness of touch.

Patrick is an avid mid-handicap golfer, and his love for music that spans jazz, country and western, and rhumba gives him ways of connecting with the world in broader settings. Family bonds drive him, and he ensures that he creates time to enjoy a balance between his professional and his personal life.

Patrick is the Immediate Past Rotary District Governor, where his year at the helm of the Rotary Clubs of Kenya, Ethiopia and several other countries was one of great vibrancy.



Patrick is the Immediate Past Rotary District Governor, where his year at the helm of the Rotary Clubs of Kenya, Ethiopia and several other countries was one of great vibrancy. He has also served as Chairman of the Trustees of KCA University, a role he again played with his usual focus on uplifting solutions.

Wherever Patrick goes he takes with him his enthusiasm and passion, his excitement and commitment, which is why so many organisations seek him out to lead them as the Chairman of their Board.

Patrick's parting shot: "Never anchor the future in the past. Greatness is in what direction you are moving." ■

#18

Kiprono Kittony

CHAIR OF BOARD

NAIROBI SECURITIES EXCHANGE (NSE)

Kip, as he is affectionately known, is a respected business leader in East Africa, earning this sub-continental respect from his re-engineering of the Kenya National Chamber of Commerce and Industry (KNCCI). He took over the moribund KNCCI in 2012 and was re-elected in July 2017. During this time, he created new structures and systems the re-energised this business lobby group that had been fraught with unending leadership woos and bad management.

Kiprono Kittony is the current chairman of the Nairobi Securities Exchange, the leading securities exchange in East and Central Africa. He had earlier served as a non-executive director of NSE since 2018.

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

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

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

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

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

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

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

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

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

Kittony, who is the immediate past national chairman of the Kenya National Chamber of Commerce and Industry (KNCCI), is credited with modernizing and restoring the organization to its glory during his two terms as Chair (2012-2019).

Kiprono Kittony was awarded the Elder of the Order of the Burning Spear (EBS) by HE the President of Kenya on Dec 12 2020 for his contribution and for distinguished services to the country, in the sphere of business leadership.

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

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

#19

Jane Karuku, MGH

CHAIRPERSON

VISION 2030 DELIVERY BOARD

At the onset of the Covid-19 pandemic, Ms. Karuku was appointed by HE The President, to head the Kenya Covid-19 Emergency Response Fund Board to support the government's efforts in the procurement of medical supplies and equipment (also referred to as PEE) for front line health workers as well as alleviating the welfare support to the vulnerable communities and individuals especially in the informal settlements. The Fund helped raise over Kshs 1.3 billion shillings in cash and in-kind donations directly which has already been distributed and fully utilized. The donations were mainly from private firms and individuals in their private capacities. The Fund also coordinated the distribution of an additional Kshs 500m worth of in-kind donations through its secretariat from various charity groups, individuals and corporates across the country, a no mean feat.

With her at the helm of a group of prominent players in the private sector, the Kenya Covid-19 Emergency Response Fund Board fulfilled its mandate with utmost transparency, having adopted good corporate governance theory and embedding this in practice, working with professional audit, consulting, financial advisory and tax services firms PwC Kenya, KPMG, Deloitte Kenya and EY Kenya to support operations and providing pro-bono assurance and audit services. The involvement of these leading firms was to ensure proper documentation and auditing of the funds, from the onset.

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

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

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

Ms. Jane Karuku is Group Managing Director and CEO at East African Breweries PLC. Prior to this position, Jane was Managing Director of KBL, Kenya's biggest manufacturer and one of the oldest companies which is celebrating a centenary this year. She is currently among the most senior women leaders in East Africa, steering East and Central Africa's largest alcohol beverage business to greater heights with iconic brands such as Tusker, Bell, Serengeti, Senator, Guinness and Johnnie Walker.

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

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

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

Ms. Karuku is leading a company whose performance ambition is to be the best performing, most trusted and respected consumer products companies in Africa.

She is also guiding EABL's significant contribution to the community and the positive role of alcohol plays in society as part of a balanced lifestyle.

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

#20

Kellen Eileen Kariuki, FCPA

CHAIR OF BOARD

STANDARD CHARTERED BANK KENYA

Kellen Kariuki took over as the new Chair of the Board of directors of Standard Chartered Bank Kenya, following the retirement of Engineer Patrick Obath. The appointment took effect from 31st May 2021.

Prior to her promotion to chair the board, she served as an independent non-executive director of the board since her appointment on 10th February 2021.

Kellen has a rich experience in the banking and finance industry. She served in various top leadership roles at Citi Bank North America for more than 20 years. She was the first CEO and Managing Trustee of the Unclaimed Financial Assets Authority (UFAA) tasked with setting up the new Public Sector institution. At UFAA, Kellen was responsible for receiving, safeguarding and reuniting unclaimed financial assets. Unclaimed Financial Assets Authority is the first and one of its kind in Africa.

She led the strategic direction and operations of the new organization by setting up structures, policies, systems and recruiting staff. Ksh40 billion worth of unclaimed financial assets was reported in her tenor at UFAA while 100% of valid claims lodged were reunited with their rightful owners.

> Currently, Kellen is the Managing Director of Feruzi Holdings Limited, a consulting firm engaged in financial advisory, real estate, and agribusiness. She is also a non-executive director at AMREF Health Africa International and Amref Flying Doctors Board.

While at Citi, she held different roles including Chief Financial Officer, Head of Human Resources among others where she developed strategic financial procedures to provide the basis for management decisions and control and maintain integrity of accounting and disclosure; proactively supporting the business mission while providing independent strategic judgment necessary to meet corporate objectives and policies while ensuring compliance with applicable local and US regulatory requirements were met.

She has wide international experience in developing and delivering all aspects of Human Resources and Business strategy across the Middle East, Pakistan and Africa which includes Institutional, Private, Consumer and Investment Banking businesses thereby understanding the diverse markets and driving the business strategy across the region.

Currently, Kellen is the Managing Director of Feruzi Holdings Limited, a consulting firm engaged in financial advisory, real estate, and agribusiness. She is also a non-executive director at AMREF Health Africa International and Amref Flying Doctors Board. Kellen is a Board Member of the Strathmore University Foundation.

She is a founding member of the Board of Advisors of Strathmore Business School (SBS) and has served as an elected council member of ICPAK.

Kellen is a director at Resolution Health Insurance and the Kenya Roads Board for 6 years. On the International Amref Health Africa Board, she is Chair of Audit, Risk and Compliance Committee.

Kellen Kariuki holds a Master of Science (MSc) degree in International Human Resource Management from Cranfield School of Management, Cranfield University in the UK. She also obtained an MBA degree in Strategic Management and a Bachelor's degree in Accounting from USIU-Africa, Kenya campus. She is currently a PhD candidate, Business and Management at the Strathmore Business School.

Standard Chartered Bank Kenya is a listed financial institution at the Nairobi Securities Exchange (NSE).

Kellen is the second woman to chair the board at SCB, Anne Mutahi, a small and medium enterprises (SMEs) consultant and advisor.

According to LinkedIn, Kellen is a resourceful, energetic and results oriented professional with extensive finance, strategy, leadership, governance, banking, international management experience and analytical skills-necessary skill set for a modern-day Chair of Board. She is well networked in the public, private and not for profit sectors.

Standard Chartered Bank Kenya is the pioneer member of the 30 Per Cent Club East Africa Chapter launched in October 2018.

The 30 Per Cent Club is a global campaign led by chairs and chief executive officers, pushing for gender balanced boards and senior management.

The Nairobi Securities Exchange (NSE) joined the 30 Per Cent Club in February 2021 and as such could influence the more than 60 listed firms, Standard Chartered Bank Kenya included, to close gender disparities in employment and have more women in leadership.

Kellen currently runs her own consulting firm, Feruzi Holdings Limited, dealing with financial advisory, real estate and agribusiness.

In recognition of services rendered to Kenya, she was awarded "The Moran of the Order of the Burning Spear" (MBS) by the President of Kenya in December 2003. ■

#21

Flora Mutahi

CHAIR OF BOARD

KENYA PRIVATE SECTOR ALLIANCE AND ANTI COUNTERFEIT AUTHORITY

Flora Mutahi is the Founder and CEO of Melvin Marsh International - the makers of Melvin's Teas, Kenya's pioneering brand of flavoured tea.

She has extensive local and international experience in strategic leadership, business development, market penetration and marketing. Her track record reads of proven ability for innovation, conceptualisation and implementation of new products and business solutions. No wonder, Flora loves being the first one out, in leadership or in new product development.

In 2016, Flora became the first ever female Chair of Board of Kenya Association of Manufacturers (KAM) since its inception in 1959, having first served as the Deputy.

And as predicted, Flora was elected the first ever female Chair of Board of Kenya Private Sector Alliance (KEPSA) in 2021. "My appointment as the first ever female Chair of Board is a testimony to KEPSA taking a giant step in the right direction of entrenching inclusivity and meritocracy in its leadership," she said in a statement upon her election. "We should continue with this drive and include not just women but also youth, persons living with disabilities, and MSME (Micro, Small and Medium Enterprises), owners and leaders of businesses." she added.

Flora will serve for a period of two years and her leadership will be influential in pushing for a favourable business environment for the more than one million businesses that KEPSA represents, to enable them to speak in one voice when engaging the Government, development partners and other stakeholders on cross-cutting policy issues affecting private sector development. KEPSA also implements programs that ensure growth of businesses and social-economic development of the country. Flora leads a 16-member board consisting of four women and 12 men.

KEPSA is the apex body of the private sector in Kenya. It brings together local and foreign business associations, chambers of commerce, professional bodies, corporates, multinational companies, start-ups, Micro, Small and Medium Enterprises (MSMEs) from all sectors of the economy.

Flora sits on the board of United Nations (UN) Global Compact-Kenya and is a non-executive Director of several including SBM Bank Kenya and Azizi Realtors, the latter a firm she founded with her husband.

> "My appointment as the first ever female Chair of Board is a testimony to KEPSA taking a giant step in the right direction of entrenching inclusivity and meritocracy in its leadership."
>
> - Flora Mutahi

She is currently serving a second term as Chair of Board of Anti Counterfeit Authority where she leads in promoting a counterfeit free Kenya. Flora has served before as Vice Chair of the Common Market for Eastern and Southern Africa (COMESA) Business Council for two years, where she was driving policy for trade and on the boards of Export Promotion Council of Kenya and at Jubilee Insurance Company as a non-executive director. Flora is the first Chair of Board (ACA) to be serving a second term.

Flora attended United States International University–Africa, graduating with a Bachelor of Science (BSc) degree in Business Administration with emphasis in Accounts and Finance. She then attained an Executive MBA from the University of Cape Town. She is a Certified Public Accountant (CPA) in Kenya.

After her brief stint in formal employment, Flora then first tried her hands at entrepreneurship by trading in free-flowing salt, but soon realised that the returns were low. "I moved from free-flowing salt to tea blending and packaging in a few months as I noticed that a tonne of salt was $100, and thus knew this was never going to make me money in the market as the returns were so low," she says.

Before Melvin's Tea, the Kenyan tea market provided just one packaged option - unflavoured tea. Flora and her team believed there were many tea lovers like them who craved something refreshingly different - fun and flavourful teas which they could enjoy every day. So, in 1995, Flora decided to diversify by setting up Melvin's Teas. She was getting into uncharted territory.

Her parents were initially sceptical and therefore unwilling to advance her any money for the new venture as they believed "girls get married." Not only was she getting into an industry dominated by cartels but the tea sub-sector was also controlled by men. Even with these odds, Flora's tenacious resolve meant that she was not just about to prematurely give up on a venture she'd already set her mind on.

To her credit, Flora's parents were seasoned entrepreneurs, her mother would always tell them, "Do not go down the beaten path. You have to stand out." Stand out, Flora has done, and not once. >>

Today Flora is proud to say that Melvin's is a renowned Kenyan brand committed to innovating and elevating your tea experience. They only use natural Kenyan-grown ingredients. And Melvin's Teas feature no artificial flavours, additives, or preservatives of any kind.

>> Born into a family of two boys and two girls, and where everyone was treated equally when it came to household chores no matter their gender, Flora wasn't in any way intimidated by the men who'd formed a cartél around the country's tea sub-sector.

Today Flora is proud to say that Melvin's is a renowned Kenyan brand committed to innovating and elevating your tea experience. They only use natural Kenyan-grown ingredients. And Melvin's Teas feature no artificial flavours, additives, or preservatives of any kind. Just the finest tea from the Kenyan highlands grown without pesticides or chemicals. Blended with natural herbs, spices, botanicals, sourced directly from Kenyan farmers and freshly ground to their specifications.

Flora states that if she would go back in time, she would take bigger risks. She adds that "Women need to learn to take risks. We are so happy being in the background and letting men take the risks. I have now started Melvin's Cafe, which aims to introduce a culture of drinking tea outdoors in Kenya." She goes on to say "You have to stand up for yourself. Be heard. I can have the best idea in a group and I just do not want to voice it because we are conditioned to think that men can say things we can't. Learn to speak and be heard." ■

#22

Hilary Itela

CHAIR OF BOARD

TECHNOLOGY SERVICE PROVIDERS OF KENYA

With a passion for all things technology and equipped with over fifteen years of experience in various management roles across East and Central Africa, Hilary Itela finds himself as the Chair of the Board at Technology Service Providers of Kenya (TESPOK). He is also the General Manager (GM) at AURA.

How did he get here? Well, after high school, Hilary pursued an LLB degree from the University of Nairobi (UoN). He then proceeded to the University of Liverpool for his Master of Science (MSc) degree in Logistics and Supply Chain. He later obtained another post-graduate degree, a Master of Business Administration (MBA) from the United States International University - Africa (USIU-A).

These academic credentials would soon inform the foundation and upward movement for Hilary in his professional career. He has been the Head of Operations at Multichoice Kenya, Operations Director at Engie Fenix in Uganda, Head of Logistics at Copia Kenya, GM Operations at Imperial Health Sciences, as well as Head of Secure Logistics at G4S Kenya, just to list a few.

Established in 1999, TESPOK is a professional, non-profit organisation representing the interests of telecommunication service providers in Kenya. TESPOK is an all-inclusive body representing not only telecom operators but also software and hardware developers and ICT hubs.

Under Hilary, TESPOK champions issues of professional conduct and standards of service within the ICT industry and its subsectors. Indeed, TESPOK's role and image has being growing in leaps

and bounds in the last two years, wrung from its pre-eminent role in keeping the industry alive and ahead of the challenges posed by the COVID-19 Pandemic. TESPOK provided the leadership that enabled immediate increase of internet capacity and uninterrupted accessibility to cope with the increased demand, for homes that also became offices, online education and off-office meetings, conferences and issues internet security.

TESPOK under Hilary, has targeted educational institutions with a view to enable them provide courses that impact relevant skill sets required within the industry. TESPOK has also increased capacity through seminars and preparation of white papers that address the lack of understanding of ICT based business. Hilary adds "The strength of the association rests on its ability to be truly representative of the Kenyan industry as a whole."

Early last year, AURA - a leading South African security and medical response platform, announced its imminent expansion into Kenya, which Hilary leads. Partnering with KK Security, owned by GardaWorld, AURA offers its emergency and medical response services in Nairobi and Mombasa.

At AURA, Hilary brings a wealth of specialist expertise within various verticals including security, e-commerce, logistics, pharmaceuticals, FMCG and renewable energy. In addition to working closely with Kenyan partners to build a large and effective response network, Hilary is responsible for growing the AURA business footprint across the region to ensure that smart security solutions are available to all.

During the announcement, Hilary said he looks forward to shaping a business that will contribute to the safety and security of the community and create employment opportunities that positively impact the economies in which we operate. From entry, AURA has been focusing on further global expansion in territories with similar inefficiencies to South Africa.

Kenya has been dubbed the silicon Savannah with many homegrown technology companies. The future of Africa and its ability lies within the tech space. Various innovations, including but not limited to, Fintechs, logistics and e-hauling, e-commerce, telemedicine and pharmaceuticals delivery have all carved a niche within the Kenyan Market particularly during the Covid-19 Pandemic period.

TESPOK under Hilary, has targeted educational institutions with a view to enable them provide courses that impact relevant skill sets required within the industry.

According to Hilary, the responsibility as TESPOK is to ensure a level playing field for all the players within the Technology space to ensure transparency and be the arbiter to enable a competitive environment.

Hilary had this to say on the possibility that he would have followed an alternative career path: 'I am a fighter and I always wanted to join the Airforce. I guess if my parents had not insisted that I proceed to the University after my high school, I would perhaps be a General in the Air Force by now'.

On the way forward for the future, Hilary opines that we ought to spark the innovation and creative spirit in the minds of our youth early. 'The world is definitely theirs for the taking once we spark this ambition into their minds early enough,' he adds.

Apart from Technology, Hilary lives within some passionate spaces such as sports, education, environment and community empowerment. It is within these spaces that he currently holds positions such as Treasurer of Rotary Club NABO IF, Board Director of Kenya Rugby Union (KRU) where it is fair to note that he is a former Kenya National Rugby Team player.

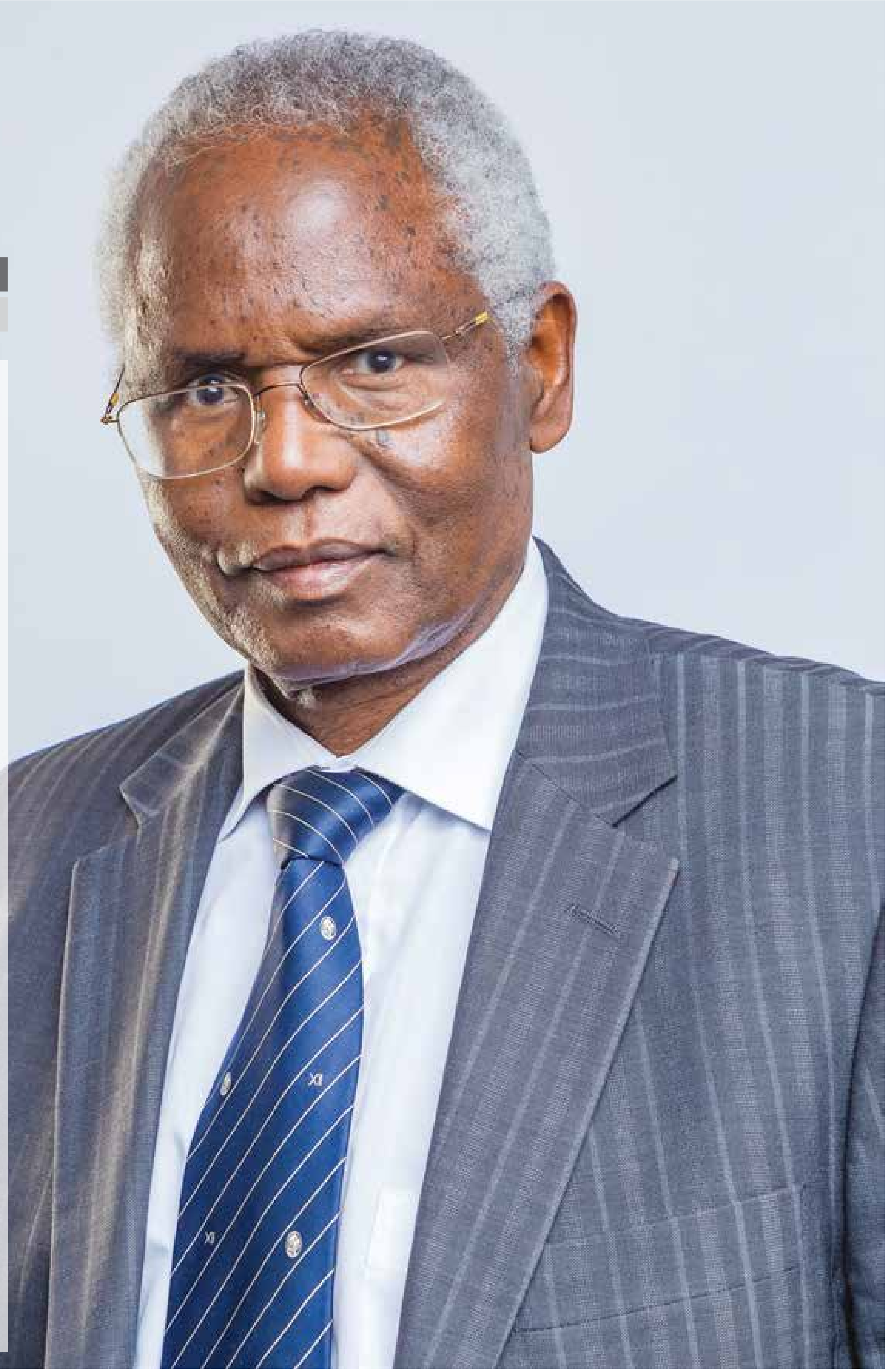
Hilary Itela also chairs the advisory boards at St Paul's Amukura and St Jude's Onyunyur High Schools in Busia, Kenya. ■

#23

Amb. Dr. Francis K. Muthaura

CHAIR OF BOARD

KENYA REVENUE AUTHORITY



A Biography

Amb. Dr. Francis Kirimi Muthaura is the Chair of the Board of Directors of Kenya Revenue Authority (KRA), appointed on 22nd May, 2018.

Amb. Dr. Muthaura was born on 20th October, 1946 in Meru, Kenya.

He attended Nkubu Secondary School from 1963 to 1966 and later joined Nyeri High School from 1967 to 1968. He attended the University of Nairobi (UoN) from 1969 to 1972 and graduated with a Bachelor of Arts (BA) degree in Economics and Political Science.

He later studied for and obtained a Diploma in International Relations, also from the UoN.

He was awarded Honorary Doctorate Degrees for Diplomacy and Public Service by Kenyatta University and the Kenya Methodist University, both leading institutions in Kenya.

Amb. Dr. Muthaura has had a long career in the Civil Service. After leaving the UoN in 1972, he was appointed the District Commissioner of Mombasa District, a position he held until 1973. He was then appointed an Assistant Secretary in the Ministry of Foreign Affairs (MFA) where he had a stint at Kenya's diplomatic Missions, first in New York and then Brussels.

He then served as an Under Secretary and Head of Economic division in the MFA before serving as Deputy High Commissioner, Kenya High Commission, London. Amb. Dr. Muthaura was then appointed Kenya's Ambassador to Belgium, Luxemburg and the European Community. This was quickly followed by another stint at the UN offices in New York, where he served as Kenya's Permanent Representative.

In March 1996, he was appointed the founder Executive Secretary and later the Secretary General of the East African Community, serving in the position until April 2001.

Amb. Dr. Muthaura was later appointed the Permanent Secretary (PS) in the Ministry of Information, Transport and Communications, before moving to the Ministry of Environment, Water and Natural Resources. He also served as PS for Provincial Administration and Internal Security in the Office of President.

Amb. Dr. Muthaura came with his appointment as the Head of Public Service and Secretary to the Cabinet, a position he served in with distinction for nine and half years from February, 2003 before retiring from full time public service.

Among his major achievements is his sterling service as the Chair of the Steering Committee of Permanent Secretaries that formulated the Kenya Vision 2030, which aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

Amb. Dr. Muthaura's tenure as Head of Public Service saw a number of strategic reforms in government and the state-owned enterprises (SOE), that earned the public service in Kenya, global awards and recognition, including at the United Nations In New York, NY, US. This era ushered in the Performance Management in Public Service, with performance contract introduced for organisations and public servants. It befits him to be referred to as the father of transformation of the Public Service in Kenya.

In tow understudying and supporting Amb. Dr. Francis Muthaura was a battery of distinguished and highly polished and respected deputies, including Sam Mwamburi Mwale, his immediate deputy and PSs Titus Ndambuki, Benjamin Dubai, Bitange Ndemo, Joseph Kinyua and Eng. Cyrus Njiru, among other rare pedigree of civil servants. The media always referred to these distinguished sons of Kenya as PSs like no other.

Amb. Dr. Muthaura came with his appointment as the Head of Public Service and Secretary to the Cabinet, a position he served in with distinction for nine and half years from February, 2003 before retiring from full time public service.

He also chaired the Committee that conceptualized the Lamu Port, South Sudan, Ethiopia Transport (LAPSSET) Corridor, where he later served as the Chair of Board when it was constituted as a development authority.

His other Honorary awards include Moran of the Order of the Burning Spear (MBS) and Elder of Golden Heart (EGH) for distinguished service in Public Service. In 2015, he was conferred with the Gold Award by the African Association of Public Administrators and Management in Casablanca, Morocco.

He has previously served as a Chair of the Board of BRITAM Holdings and the Meru Social and Economic Council (MESC).

During his tenure at LAPSSET Corridor Authority, Amb. Dr. Muthaura oversaw the launch of the Construction of the Lamu Port Project, which has currently started operations, facilitating trade, promote regional economic integration and interconnectivity in the East African sub-region and the Great Lakes region.

While at the Kenya Revenue Authority (KRA) Amb. Dr. Muthaura has led the institution in several structural and systemic reforms that has enabled the KRA in surpassing its overall targets, year on year, including in the Financial Year 2020/2021.

This was the first time KRA had surpassed its target in eight (8) years from the year 2013/2014 and continuing to sustain upward revenue collection trajectory.

For instance, for the first half of the Financial Year 2021/2022, KRA recorded an above-target revenue performance by collecting Kshs. 976.659 Bn against a target of Kshs. 929.127 Bn. Customs, Domestic, PAYE and the VAT collections were all above targets.

He is also involved in philanthropic work. In 2014, he established the Ambassador Francis K. Muthaura Foundation which operates as a Charitable Trust for the purpose of promoting the advancement of education by providing scholarships and grants to needy Kenyan citizens engaged in Post Graduate study in any university in the Republic of Kenya in the fields of International Law, International Relations, Diplomacy, Regional Integration, National Cohesion and Leadership, all academic disciplines Amb. Dr. Francis Muthaura has had unrelenting passion for. ■

#24

Adil Popat

EXECUTIVE CHAIRMAN

SIMBA CORPORATION

Established in 1968 by Mr A.K.C. Popat, Simba Corporation (Simba Corp.) - then known as Simba Motors, has grown into an integrated business group headquartered in Nairobi, Kenya with a rich heritage and interests in diversified businesses such as local assembly of motor vehicles, sales and service of several global motor brands, hospitality, investments, financial services and realty.

This family-owned enterprise (FOE) acquired the Mitsubishi franchise in 1968. The firm briefly joined the CMC Motors Group, but exited in 1981, rebranding as Simba Colt Motors (SCM).

Currently, Simba Corp. distributes for established global brands such as Mitsubishi, Mahindra, Fuso Trucks and Buses, SAME Tractors and the newly launched, fully assembled in Kenya, Proton from Malaysia.

Simba Corp. under Mr Adil Popat, has established itself as a FOE with a difference: An independent Board of Directors that include independent non-executive directors, with a diversified skill sets and experience, as per the tenets of good corporate governance practice. In 2016, Simba Corp. become one of first firms to sign the code of ethics for business in Kenya under the United Nations Global Compact Network - Kenya.

Adil Popat, son of founder - the late Abdul Karim Chaturbhai Popat popularly known amongst close friends as AKC, has amassed quite a wealth of business and hospitality knowledge with over 30 years' experience. Before joining Simba Colt in in 1994 as Finance Director, Adil had worked for Deloitte, Haskins & Sells Management Consultants, Hilton International Hotels in the USA and Hotel Lisboa in Portugal after completing his MBA.

> Simba Corp. under Mr Adil Popat, has established itself as a FOE with a difference: An independent Board of Directors that include independent non-executive directors, with a diversified skill sets and experience, as per the tenets of good corporate governance practice.

Adil attended the University of Washington, Seattle, USA - where he obtained a Bachelor of Arts degree in Business Administration with a major in Finance and Marketing. He proceeded to obtain an MBA with a specialisation in Finance at The Wharton Business School, University of Pennsylvania, USA, incidentally arming himself with the necessary qualifications that has enabled him transform Simba Colt Motors as CEO since 2007 to Simba Corporation, that he now oversees from his seat as Executive Chairman since 2017.

Adil has served as a board member for the Wharton EMEA (Europe, the Middle East and Africa) Board for 9 years and continues to advise the school on African affairs. He served as Chairman for Young Presidents Organisation (YPO)–Gold for two years, Chairman of Kenya Motor Industry Association (KMI) from 2012-2015 and a member of the Aga Khan Economic Planning Board from Dec 2012 - Dec 2015. Adil is presently the Chairman of Kenya Vehicle Manufacturers Association (KVMA), from where he has made >>

>> significant contribution to the future of the motor industry through his contribution to the cabinet approval of the first National Automotive Policy for Kenya, along with other industry leaders. KVMA works closely with the government to drive more local production in line with National Policy. Simba Corporation operates through four divisions:

Simba Motors

It is under this division that Adil oversees the service and product offerings that cater for the motoring needs of clients, including commercial vehicles and cars, agricultural tractors, vehicle leasing through the AVIS franchise, distribution of Colt Power Solutions and AKSA power generators.

One of Adil's major successes was to "acquire full control" of Associated Vehicle Assemblers (AVA) in Mombasa. AVA is one of two firms that offer motor vehicle assembly services on a contract basis. Since his 100% acquisition of AVA, local vehicle assembly has become increasingly vibrant as more international firms seek to take advantage of government incentives - including tax exemptions, to encourage local assembly, under the new Automotive Policy. AVA presently builds vehicles for 14 separate manufacturers including Toyota, Hino, Volvo, Scania, Fuso, Mitsubishi, Mahindra, Proton and others.

In 2020, AVA commenced local assembly of Mahindra pick-ups and Adil together with H.E. President Uhuru Kenyatta presided over the launch at State House. Later in the same year, Simba launched local assembly and distribution of Proton, this time at the AVA plant in Mombasa, again launched by H.E. The President. The Proton Saga saloon car went on sale from March 2021 and comes with a 5 year, 150,000Km warranty. It's the first Completely Knocked Down (CKD) passenger vehicle assembled in Kenya in 25 years and offers Kenyans a locally built affordable vehicle.

Established in 1975 and started production in 1977, AVA has grown into the largest vehicle assembly in East Africa, with a capacity of building 30,000 vehicles annually and has produced over 150,000 vehicles to date. AVA has received endorsement from over 20 different source manufacturers around the world for its quality, which matches international standards. AVA is IATF 16949:2016 certified, and therefore is accredited in one of the automotive industry's most widely used international standards for quality management.

Simba Foundation's mission is to provide a platform for underprivileged youth by equipping them with technical and business skills, building on Simba Corp's established heritage and in providing healthcare interventions through partnerships.

Simba Hospitality

In 2012, Adil, armed with his hospitality experience, steered Simba Corp. into venturing into the hospitality industry with its first location - the Olare Mara Kempinski, a 12 tented luxury camp in the Mara. Thereafter in 2013, the first purpose-built 5-Star Villa Rosa Kempinski Hotel was opened in Nairobi. The Acacia Premier Hotel in Kisumu was also opened in 2015. In 2017 and aiming to increase its hospitality portfolio, Simba Corp. acquired a 35% stake in the Hemingways Group of Hotels. Simply known as the Hemingways Collection, it operates Hemingways Watamu, Ol Seki Hemingways Mara and Hemingways Nairobi.

Another brilliant idea under the Simba Corp. umbrella and managed by Adil's daughters—Alyana and Alyssa, plus a first in Kenya, is the Nairobi Street Kitchen (NSK). This is Nairobi's most unique dining experience inspired by innovative dining concepts from around the world. NSK is an eclectic collection of 11 restaurants, bars, and entertainment spaces that promise an exciting street food experience located in the heart of Westlands. It offers patrons a fun and funky backdrop to eat, unwind and shop, with some describing it as the most 'instagrammable' project in the entire East Africa region.

Fika Bistro is yet another cog in the engine that Adil controls from his steering wheel. This is a gourmet coffee house and restaurant located at the Aspire Centre in Westlands.

Uva Wines, is another addition, and is a vibrant young brand that sells a wide array of Portuguese and Italian wines in Kenya, run by his daughter Alyana.

Simba Hospitality prides itself as a market leader and innovator in the hospitality sector of Kenya.

Simba Financial Services

With its roots in the motor industry, it has pioneered vehicle leasing in Kenya offering tailor made and innovative leasing and financial solutions for both passenger and commercial vehicles. Their customers include the Government of Kenya and multinationals such as Diageo, Vivo, Eaton, L'Oréal and Coca-Cola to name but a few. Simba was the first company to introduce formal leasing solutions in the Kenyan market with their deal with East African Breweries.

Simba Realty

Along the years, Simba Corp. has an impressive portfolio of both developed and undeveloped properties around the country. Through this portfolio, Adil intends to continue growing their footprint and drive their impact as a successful Kenyan owned company.

Along the years, Simba Corp. has an impressive portfolio of both developed and undeveloped properties around the country. Through this portfolio, Adil intends to continue growing their footprint and drive their impact as a successful Kenyan owned company.

Simba Foundation

This is the CSR arm of the Simba Corporation. Its focus areas include addressing urgent community needs under three pillars; Education and Entrepreneurship, Health and Disaster Management in regions where Simba Corp. is present with a vision to drive sustainable opportunities for the empowerment of targeted local communities. Its UNDA program is partnered with UAP Foundation and GTZ.

Simba Foundation aims to create sustainable value in Kenya's developmental goals by aligning their CSR strategies with Simba's broad organisational objectives and capabilities. Its mission is to provide a platform for underprivileged youth by equipping them with technical and business skills, building on Simba Corp's established heritage and in providing healthcare interventions through partnerships. Simba Foundation will build a first of its kind medical clinic in Kibera in partnership with SHOFCO, a community NGO active in the area.

Adil is an avid golfer, in fact, last we checked, he's a 21-handicap golfer who values relationships, enjoys reading, loves travelling, single malts and the occasional cigar plus watching his favourite English side team, Manchester United play.

From the aforementioned humble beginnings, Simba Corporation employs over 1,300 people. Adil reinforces that the ethos and spirit of Simba Corp. is underpinned by its core values: I Aspire. These values resonate with all those that lead, work for, partner with, and do business with the group. He encourages the team to articulate their personal aspirations and to provide input into the group's aspirations as well.

He believes that alignment of the company values with people values is fundamental for greater success and make Simba Corp. a role model for Kenyan companies contributing to the country. ■

#25

Nizar Juma

CHAIRMAN

JUBILEE HOLDINGS

To colleagues active in the international dialogues organised by the 'the future of power: the future of leadership' Nizar Juma is a man of great integrity and passion. Through these conversations, Nizar has been a leading advocate in the quest and pursuit for understanding how to be 'an enlightened leader'.

Nizar is the Initiator, Co-host and Mentor of The Future of Power Dialogues, in partnership with the Brahma Kumaris, a series of exclusive conversations exploring shifts in power and their impact on responsible leadership.

Those who have participated in these conversations rank Nizar's great conversations as insightful, brilliant and incisive. According to a post on LinkedIn, Nizar's work life combines an inspiring mission to remove corruption from business life in East Africa alongside disciple-ship on a more sustainable, reflective and meditative leadership, riding on the back of Conscious Leadership.

Nizar Juma is a business and industry leader who is extremely gifted in bringing people of similar passion and interest together, as he has been doing over the last four years since founding The Blue Company project in September 2017.

An embodiment of empathy, kindness and courage, Nizar has since 2000 to date been actively involved in a voluntary capacity as Chairman of numerous Boards of The Aga Khan Development Network (AKDN), in their social welfare activities, including not-for-profit hospitals; and in their development activities in power generation, fibre optics cabling systems, agriculture, banking, pharmaceuticals, insurance, food processing and property development. This involvement has seen Nizar Juma chair the boards of numerous organisations, currently including IPS Group, SEACOM, Bujagali Holdings, Farmer's Choice, Industrial Promotion Services. Nizar also seats on the Board of Diamond Trust Bank (DTB) and in Adidas Teamsports as Managing Director. >>

An embodiment of empathy, kindness and courage, Nizar has since 2000 to date been actively involved in a voluntary capacity as Chairman of numerous Boards of The Aga Khan Development Network (AKDN), in their social welfare activities.

Top 25 Most Influential Chair of Board Impacting Business

>> In a nutshell, Nizar Juma is to those who know him, an accomplished entrepreneur, seasoned industrialist and mentor to many, with the belief that soft power should be part of one's everyday life. This befitting description is confirmed in the introductory lead of his LinkedIn profile. According to Bankim Mandal, a director and founder at Newzealandwine.in, Nizar is more of a mentor than a boss, to those with the privilege to work under him.

Nizar Juma has received awards and honours for a wide spectrum of services. In 1982, H.E The President of Kenya Daniel Arap Moi bestowed on him The Silver Star of Kenya Award, for outstanding service to the nation of Kenya.

Nizar Juma holds a BSc (Econ) Joint Hons in Economics, Law & Accountancy, Business Administration, from the University of Wales-Cardiff, United Kingdom (UK).

Nizar Juma has received awards and honours for a wide spectrum of services. In 1982, H.E The President of Kenya Daniel Arap Moi bestowed on him The Silver Star of Kenya Award, for outstanding service to the nation of Kenya. H.E Mwai Kibaki recognised him in 2013 for selfless service through the Asian Foundation, for service to the people of Kenya.

In 2014, Nizar was bestowed with the Bharat Gauray Lifetime Achievement Award by the British Minister for Energy and Environment, Baroness Varma at The House of Commons, Westminster, London.

In 2015, Nizar was acknowledged as one of the 100 Leading Global Gujarati leaders in the publication, 'Jewels of Gujarat'.

Nizar N. Juma is the Group Chairman of Jubilee Holdings, a financial service holding company, with its headquarters in Nairobi, Kenya. The company maintains subsidiaries and associated companies in Kenya, Uganda, Tanzania, Burundi, and Mauritius.

While its main activities are in the insurance sector, Jubilee Holdings PLC is a large financial services conglomerate in East Africa, the Indian Ocean Islands, and parts of south-western Asia.

As of December 2013, the company controlled assets valued at over $678 million (Ksh61.16 billion), with shareholder's equity of approximately $119 million (Ksh10.7 billion).

The company's subsidiary in Kenya, Jubilee Insurance Company Limited, was the largest insurance company in that country, the largest economy in the East African Community, according to a report by the Insurance Regulatory Authority, released in December 2014. ■

News Feature

African countries are stuck on the free movement of people. How to break the logjam

Senegal and Rwanda have a combination of visa-free access and visa on arrival policies for all Africans. Comoros, Madagascar and Somalia offer visa on arrival policies for all Africans.

ALAN HIRSCH

Professor and Director of The Nelson Mandela School of Public Governance, University of Cape Town

Most African countries signed onto the Free Movement of Persons protocol in Addis Ababa in January 2018. Its rationale was set out clearly: the free movement of people – as well as capital goods and services – would promote integration and herald in a host of other benefits. These included improving science, technology, education, research and fostering tourism.

In addition, it would facilitate inter-African trade and investment, increase remittances within the continent, promote the mobility of labour, create employment and improve the standards of living.

The protocol was the codification of the commitment to free movement made by African countries in declaring the establishment of the African Economic Community in Abuja in 1991. Free movement is also one of the key goals for Africa's Agenda 2063.

And yet, four years after its ratification, only a handful of relatively small African states have fully ratified the Free Persons protocol. Over 30 countries signed the protocol in January 2018. But only Rwanda, Niger, São Tomé and Principe, and Mali have fully ratified it.

In 2018 I noted, that driving the protocol forward would not be straightforward. Unfortunately, progress has been slower than most observers expected at the time. It has become a real concern for African policymakers.

After recent research, including fieldwork in Africa and Europe on the slow progress of the protocol, I identified some revealing patterns in policymaking and implementation. After reflection it is possible to make some suggestions about how to move the process forward.

Slow progress

It is striking that there have been significant advances towards free movement by many African countries on a unilateral basis. This has been as a result of a range of innovative visa-openness and travel document solutions being adopted. But most of the countries at the vanguard of this movement are relatively poor, or small island states.

For example, Benin and Seychelles offer visa-free access to all African visitors with appropriate travel documents. The two are listed as the most liberal African countries according to the 2019 Visa Openness Index of the African Development Bank.

Senegal and Rwanda have a combination of visa-free access and visa on arrival policies for all Africans. Comoros, Madagascar and Somalia offer visa on arrival policies for all Africans.

Richer and larger African countries are the laggards in opening their borders.

Some regional economic communities, such as the East African Community and Economic Community of West African States (ECOWAS), have strong multilateral border opening agreements. But these are unevenly implemented.

In other regions, notably the Southern African Development Community (SADC), there's been a heavier reliance on bilateral agreements within multilateral frameworks.

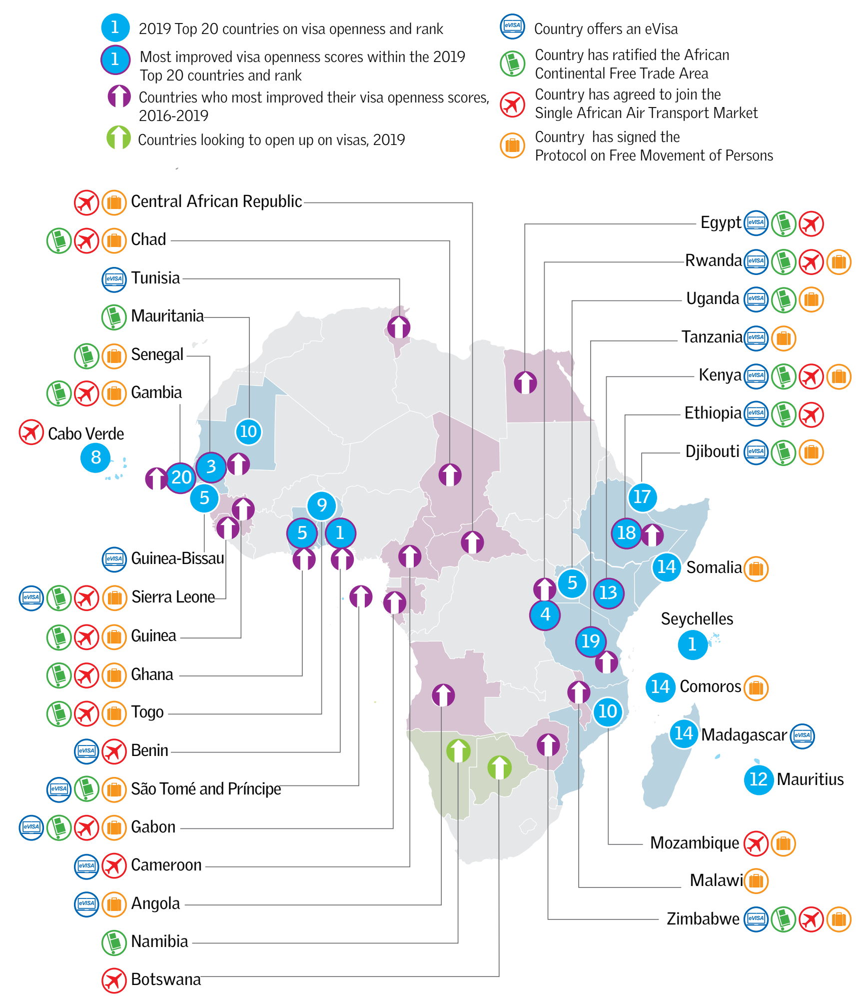
The reluctance of many African countries, especially the larger, richer countries, derives from several concerns.

The first is that they are sensitive to citizens who fear that foreigners might take their economic opportunities. This issue is especially present in highly unequal countries where populist politicians can stir up emotions.

What needs to be done

In my view, the threat of xenophobic mobilisation can be reduced if legitimate concerns are addressed.

Visa openness in Africa: top performers and reformers, 2016-2019



For example, many countries in Africa have inadequate systems of civil registration. Many also have inadequate identity documentation systems. This makes it difficult for home countries of migrants to vouch for their citizens to the satisfaction of host countries.

When it comes to data on criminal and security issues, it's important that information is well-managed and shared with partner countries when necessary. There should also be agreement on repatriation processes.

All these concerns are opportunities for cooperation. Systems can be developed in collaboration between countries, and officials trained in poorer countries. This should ideally be as part of regional or continental processes.

At present it seems easier to move forward on a regional basis than at a continental level. Smaller groupings seem to be able to move forward more easily. Where there is regional leadership and consistent internal or external support, progress can be made even in fragile states.

Slow progress in the adoption of the continental free movement protocol may be due to misunderstandings or concerns about the implementation process. Some key stakeholders believe that the protocol is not sufficiently understood and that publicising and championing it will lead to more ratifications.

My view, however, is that the implementation process set out in the implementation roadmap which accompanied the protocol isn't clear. Clarification and practical commitment to address some of the underlying concerns is more likely to take the process forward.

In addition, free movement across the continent could be promoted by encouraging regional groupings – and even ad hoc groupings – to move forward, even if they are moving ahead of other countries.

When groups of countries agree to move forward together within the framework of the protocol, they should be expected to mutually open their borders when the preconditions are met. Reasonable preconditions could be specified in a revised roadmap or implementation guide.

Another strategy for driving the process forward, as suggested recently, is that the free movement process could be more explicitly and organisationally linked to the free trade process.

In addition, the initiative needs a proactive process to enable poorer countries on the continent to progressively meet the preconditions for higher levels of integration at appropriate standards. This would entail the establishment of technical committees of senior officials of the member states and experts from the region at both the regional and continental levels to address issues holding the free movement project back.

It would also require setting out a process to support poorer countries in achieving agreed preconditions for integration.

There are already several initiatives around foundational prerequisites – such as civil registration and identity documents – that could be harnessed. An example is the World Bank's 'Identification for Development'.

Another is the EU's work on migration management in Africa. This could be extended beyond its preoccupation with emigration to Europe.

But to be a part of a credible continental strategy, the initiatives should be led and owned by African countries and regional organisations. ■

Environmental disasters are fuelling migration—here's why international law must recognize climate refugees

According to the Office of the United Nations High Commissioner for Human Rights, climate change impacts the human rights to life, self-determination, development, health, food, water and sanitation, adequate housing and cultural rights.

DANIEL L. HUIZENGA
Postdoctoral Fellow, Human Geography, University of Toronto

When hurricanes Eta and Iota barrelled into Central America in November 2020, they flooded towns and cities, caused catastrophic losses in the agricultural sector and contributed to food insecurity. In all, 4.7 million Hondurans were affected, and tens of thousands decided to leave, forming migrant caravans in a desperate attempt to rebuild their lives in the United States.

Scientists ultimately linked that record-breaking Atlantic hurricane season to climate change, making it clear that climate change is already influencing migration.

My research studies the relationships between law, people and the environment. In refugee law, people become refugees when they have a well-founded fear of persecution in their country of origin. Persecution is currently limited to grounds of race, religion, nationality, membership of a particular social group or political opinion. That means when people move due to environmental degradation or disaster, they are not, in the legal sense of the word, "refugees."

But international refugee and human rights law can no longer place the focus solely on social and political persecution. It must be overhauled to consider climate change and include "deadly environments" as a form of persecution.

The concept of deadly environments accounts for the social, political and ecological conditions that force someone to move. Including it in legal definitions would establish the environment as contributing to conditions of human rights deprivation and persecution.

Deadly environments absent in refugee law

The World Bank estimates that without radical and concerted efforts to slow climate change, 216 million people will be displaced within their own countries by 2050. With the scale of climate-induced migration, it's inevitable that millions will seek refuge across borders, even if they are invisible to refugee law.

Migration researchers agree that it is often inaccurate to link migration choices to a single event. It has become common to examine climate change as one in a nexus of factors, including violence, conflict and disaster.

The uncertain speed of climate disruptions complicates matters further. Their onset can be slow, like ongoing droughts that cause food insecurity, or fast, like hurricanes and floods that destroy homes and crops.

A woman sits outside a small brick house in a chair with a toddler on her lap, while a man walks towards her carrying a bowl of corn, and other walks past her carrying tall stalks of corn.

Given this, how can we define people who have been displaced by climate? There is no internationally accepted definition of climate-impacted migrants.

The Canadian Association of Refugee Lawyers uses the term "climate migrant," whereas a report by the White House uses "climate change related-migration" as an umbrella term. Some use the term environmental migrants; others use environmentally displaced peoples. Like some other adamant outliers, I use the phrase climate refugees to underscore the agency of those seeking refuge.

The debate over definitions misses the point. As British geographer Calum T. M. Nicholson explains, "the key issue is not the cause of movement, but the rights violations suffered by migrants."

According to the Office of the United Nations High Commissioner for Human Rights, climate change impacts the human rights to life, self-determination, development, health, food, water and sanitation, adequate housing and cultural rights. One only need to think about the 400,000 livestock herders in Southern Ethiopia who were displaced by climate-related drought between 2015 and 2019.

They continue to require assistance for food, water and shelter.

Deadly environments and border practices

Shifting the focus to deadly environments makes it clear that they are produced not only by climate change, but also by the practices upheld along borders.

The Transnational Institute, an international research and advocacy institute, reports that the world's wealthiest countries spend more on militarizing their borders than they do on responding to the climate crisis. This often includes building walls, developing surveillance technologies and hiring armed border guards. According to the institute, rich countries are building a "global climate wall" to keep out people forced to migrate due to climate change with deadly consequences.

> Shifting the focus to deadly environments makes it clear that they are produced not only by climate change, but also by the practices upheld along borders.

Wajir residents walks past carcasses of livestock, close to 1.4 million people in the region are in dire need of relief food, as a result of the prolonged drought.

In her book, The Death of Asylum: Hidden Geographies of the Enforcement Archipelago, Alison Mountz, a geographer at Wilfrid Laurier University, describes the steady development of asylum processing in places far away from physical borders, such as Australia's offshore processing camps in Papua New Guinea and Nauru. Mountz argues that the growth of offshore detention centres contributes to the physical deaths of asylum-seekers, as well as their political deaths, as news of drowned migrants becomes mundane and normalized.

The UN International Organization for Migration (IOM) has documented the deaths of nearly 46,000 migrants en route to safety since 2014. An estimated 23,000 have drowned in the Mediterranean Sea.

The border-crossing between the United States and Mexico is particularly deadly, with 2,980 deaths recorded since 2014. According to the IOM, the "main direct causes of death identified in this area are drowning … and deaths caused by harsh environmental conditions and lack of shelter, food and water."

International refugee and human rights law must be urgently overhauled to recognize deadly environments as sites of persecution.

Towards a new protection regime

The United Nations Refugee Agency has already established links between climate change and persecution. It finds that when a state is unwilling to respond to humanitarian needs that are the result of climate change, there is a "risk of human rights violations amounting to persecution."

Deadly environments, including those transformed by climate change whether suddenly or over long periods of time, need to be considered sites of persecution. Their presence should trigger state obligations to provide protection for peoples forcibly displaced by climate change.

Central to this effort is establishing relationships among law, humans and the environment.

This is one step towards recognizing that people displaced by climate change are, in fact, refugees. ■

Africans and African-Americans would honour Martin Luther King by rekindling their bonds

Martin Luther King Jr and many in his generation rejected the negative proscriptions of Africa, and called for Africans and African Americans to join forces in the anti-racism crusade.

JULIUS A. AMIN

Professor, Department of History, University of Dayton

During an official visit to Washington DC in 1962, Cameroon's founding President Ahmadou Ahidjo informed President John F. Kennedy of his displeasure over anti-black racism in the US. Ahidjo met and praised the leadership of the National Association for the Advancement of Colored People (NAACP), the oldest African American civil rights organisation, for its willingness to unite with Africa "in a world-wide movement to fight against the evils of racial discrimination, injustice, racial prejudices, and hatred".

He later wrote that: Each time a black man [and woman] is humiliated anywhere in the world, all Negroes the world over are hurt.

President Ahidjo called for a united front between Africans and African-Americans to confront anti-black racism.

He was not the first postcolonial African leader to make such a request. Ghana's founding President Kwame Nkrumah's Pan-Africanism was a message about black upliftment and unity, and his close ally, Sekou Touré of Guinea, advocated similar objectives.

Those calls for a crusade against anti-black racism were deeply rooted in the best of African nationalism.

On the other side of the Atlantic, calls for collaboration to end racism were also taking place. A leading proponent of that message was the Rev. Martin Luther King Jr. He and many in his generation rejected the negative proscriptions of Africa, and called for Africans and African Americans to join forces in the anti-racism crusade.

They spoke fondly of their roots in Africa: we are descendants of the Africans…"our heritage is Africa. We should never seek to break the ties, nor should the Africans.

Africans and African-Americans must rekindle the spirit of collaboration and cooperation which existed among black nationalists over half a century ago to counter the rising tide of anti-black racism in the US. It was a relationship which came with mutual political, economic, and cultural benefits.

I am a scholar of modern African history with particular emphasis on Africa-US relations and have published extensively in the field.

> "We have learned to fly the air like birds and swim the sea like fish, but we have not learned the simple art of living together as brothers. Our abundance has brought us neither peace of mind nor serenity of spirit.
>
> -Martin Luther King, Jr., American Baptist minister and activist who became the most visible spokesman and leader in the civil rights movement from 1955 until his assassination in 1968.

Africans and African-Americans must rekindle the spirit of collaboration and cooperation which existed among black nationalists over half a century ago to counter the rising tide of anti-black racism in the US.

My latest publication, on Cameroon-US relations, among other things, addresses the importance of the collaboration between Africans and African Americans to uplift Black people.

King's eye-opening visit to Ghana

King's knowledge of Africa evolved slowly, and was initially peppered with the usual beliefs of African backwardness. But a trip to Ghana was transformative. In 1957, President Kwame Nkrumah invited him to his country's independence ceremony.

King honoured the invitation. During the ceremony, King 'started weeping… crying for joy' when the British flag was replaced with the Ghanaian flag. He spoke endlessly about the endurance, determination, and courage of the African people. The anti-colonial struggle in Ghana mirrored what was taking place all over Africa.

Later, King noted that Ghana's independence will have worldwide implication and repercussions — not only for Asia and Africa, but also for America.

This gave African Americans new insights about the anti-colonial struggle.

Increasingly, King saw parallels between the anti-colonial movement in Africa and the civil rights struggle in the US. In his sermon, 'The Birth of a new nation', he stated that the Ghana example reinforced his belief that an oppressor never voluntarily gives freedom to the oppressed.

He added that nonviolence was an effective tactic against oppression. European colonialism of Africa and segregation in America were both "systems of evil", he wrote, and summoned all to work to defeat them.

African nationalism meets US civil rights movement

While racial segregation remained entrenched in America, the tide of independence was changing quickly in Africa. In 1960, 17 African nations gained >>

Martin Luther King, Jr. leading march from Selma to Montgomery of voting rights for African Americans. Beside King is John Lewis, Reverend Jesse Douglas, James Forman and Ralph Abernathy. Steve Schapiro/Corbis via Getty Images

>> independence. They took their anti-racism message to the United Nations, where they chastised the US for its failure to stop anti-black racism.

African representatives in the US were often victims of American racism. Given the Cold War, US Secretary of State Dean Rusk stated that one of America's major Cold War problems was the continuous anti-black racism in the country.

After Nigeria, King increasingly spoke of a sense of urgency. In his article, "The Time for Freedom has Come", he praised the independence movement in Africa while blasting the slow pace of change in the US. He referred to the independence movement in Africa as the greatest single international influence on American Negro students.

African nationalists such as Nnamdi Azikiwe, Tom Mboya, Hastings Banda were "popular heroes on most Negro college campuses", King stated. He urged African governments to do more to support the civil rights struggle of "their brothers [and sisters] in the US".

In addition, newspapers in several African nations used the treatment of African Americans to question the role of America as the leader of the "free world".

Ebb and flow

King and his contemporaries took seriously the partnership with Africa. African American leaders, activists, and scholars alike turned to Africa for inspiration.

> African representatives in the US were often victims of American racism. Given the Cold War, US Secretary of State Dean Rusk stated that one of America's major Cold War problems was the continuous anti-black racism in the country.

For example, WEB Du Bois, whose credentials included being co-founder of the National Association for the Advancement of Colored People and the Pan-African movement, relocated to Ghana. Stokely Carmichael (Kwame Ture), who introduced the Black Power concept in the civil rights movement settled in Guinea. Many others immigrated to Africa.

Poet and civil rights activist Maya Angelou was transformed by the African experience. She wrote: For it is Africa that struts around in our rounded calves, wiggles around in our protruding butts, and crackles in our wide and frank laugh.

The 1960s and 1970s were decades of remarkable collaboration and cooperation between Africans and African-Americans.

American political leaders took note of the collaboration between Africans and African-Americans. President John F. Kennedy, the first American president to treat Africa with respect, created a more informed US foreign policy towards African nations—in part to woo the support of African-Americans in elections.

> "When life gets really tough it's tempting to fall into negative thought patterns about situations, people and worst of all, yourself. This verse reminds me that whatever the situation is, search for and think on the good – this is how you protect your mind from all the ups and downs of life."

Kennedy's policy was later abandoned by his successors—some of whom reverted to referring to Africans as "cannibals" and "genetically inferior".

Those new policies coincided with a deep level of ignorance about Africans by African-Americans and vice-versa. And little effort was made by each side to bridge the gap.

African Americans increasingly saw Africans through a stereotypical lens invented by the western society to justify colonialism and slavery.

In turn, Africans accepted uncritically America's mainstream society's labels of African Americans. The type of relations and advocacy forged by King's generation had evaporated.

Looking ahead

But the tide may be changing. There was renewed interest following the release of the movie Black Panther which showed blacks as capable, determined, and possessed civilisation. Following the murder of George Floyd in Minneapolis, Minnesota, the African Union publicly condemned America for its continuous racism against blacks.

The spokesperson Ebba Kalondo issued a strong condemnation of the continuing discriminatory practices against Black citizens of the United States of America.

Kalondo demanded a full investigation of the killing.

This new position may rekindle the spirit of cooperation and collaboration which characterised the King era.

A major part of ending anti-black racism in the US is to learn about the role Africa played in shaping the idea of the west and Africa's contributions to global civilizations.

That knowledge will implode centuries-old myths of Africa's backwardness and incapability. It is up to African Americans to champion that conversation in university classrooms and many other public spaces.

Finally, what King said about Africa as full of "rich opportunities", inviting African Americans to "lend their technical assistance" to a rising continent remains as true today as it was when he said it nearly 60 years ago.

The failure to do so has increasingly ceded the ground to other actors who continue to exploit the continent. ■

Africa can use great power rivalry to its benefit: Here is how

African governments should avoid restricting their strategies to those of a mutually exclusive zero-sum game.

FOLASHADE SOULE
Senior Research Associate, University of Oxford

Geopolitical competition between the United States and China is taking central stage in global affairs. Growing tensions and rivalry between the two are worsening in South East Asia, the Indo-Pacific, the Gulf and Latin America.

US President Biden has identified countering China as one of the main strategic priorities of his foreign policy. This rivalry is also playing out in Africa.

Former US secretaries of state Mike Pompeo and Hillary Clinton have often warned African leaders of the pitfalls of engaging with Russia and China. US officials are also dissuading African governments from relying on Chinese telecommunications leader Huawei for security reasons.

Great power rivalry in Africa has been well documented. But there's another angle to consider – how can African countries use the rivalry to their advantage?

I explore this question in a recent article.

I argue that African governments should avoid the zero-sum game, especially when dealing with US-China rivalry. They should adopt measures that strategically play rivals against each other. They should also implement long-term strategies and domestic policies for dealing with strategic partners like China.

Avoid the zero-sum game

China's engagement with Africa is often presented as a spectre by US officials during meetings with African leaders. In the past, both Republican and Democrat secretaries of state have warned of the dangers presented by China. The recent trip by Anthony Blinken, US Secretary of State, suggested a rhetorical shift. Nevertheless, indirect criticism of China was still present.

Some argue that the US is attempting to put on a zero-sum game, disrupt China-Africa cooperation, and exclusively advance American interests in Africa.

In response, African leaders have stipulated that they don't want to be used as pawns in a proxy rivalry. Their main strategic priority is partnership diversification.

This makes sense. African governments should avoid restricting their strategies to those of a mutually exclusive zero-sum game. African economies are facing a crisis induced by the Covid-19 pandemic. They need several partnerships and should exploit the silver linings presented by great power rivalry. As Branko Milanovic, an economist at City University of New York, says, those who once played the US and Soviet Union against each other during the Cold War could do the same now with the US and China.

Play one rival against the other

African countries should be seeking to exploit rivalries to their advantage.

Here are some examples.

Indian and Turkish contractors compete with China for contracts in Africa. In Guinea, rivalry largely takes place between China and Russia in the mining sector. Negotiators there found a silver lining in pitting both parties against each other.

Chinese negotiators were keener to re-evaluate the clauses of their contracts, and to comply with requests when the Guinean government played the "Russia card".

The strategy of playing one rival against the other also proved advantageous to Ethiopian negotiators in the allotment of the first telecom licenses in 2021.

By requiring new operators to build their own infrastructure or lease it from the state company (Ethio telecom) instead of third-party tower operators, the Ethiopian government selectively limited the number of contenders by prioritising its national interests. This enabled them to circumvent final bids between the MTN/China-backed consortium and the US backed Safaricom-Vodafone company.

Implement long-term strategies

African governments should determine how offers from rival partners can best align with their national development priorities. Kandeh Yumkellah, a Sierra Leonian development economist and former Director of United Nations Industrial Development Organisation, put it this way: Africa needs all partners. We need to be smart and eclectic, picking what works for us depending on time and context.

To achieve this, I argue that five key measures are required:

■ Firstly, the "take-it-all" mentality of accepting short term, opportunistic offers should be avoided. Loans, grants and donations should fit African countries' national development plans. They must also translate into projects that will directly affect people's living standards.

■ Secondly, African governments should adopt more integrated and comprehensive policies. Senegal adopted a strategic plan that included sector-specific priorities via a special unit attached to the Presidency. Members of the unit selectively choose which foreign partners have the best potential to carry out these priorities. Diversifying partners via a selective and strategic approach also allowed Senegal to be less dependent on old partnerships with France or their newer partnerships with China.

African governments should determine how offers from rival partners can best align with their national development priorities.

■ Thirdly, geopolitical rivalry is also taking place in other regions such as Latin America and Southeast Asia. Learning how some of them deal with this may present an opportunity to enhance the strategies of African governments.

■ Fourth, a coherent strategy requires enhancing the capacity of African bureaucracies to deal with China, Russia, Turkey and India. This, by building an internal pool of experts with knowledge of their modus operandi, cultures and languages. In the short term, African leaders can rely on the expertise of former African students who were trained in the universities of these countries to provide expertise and language skills.

■ Fifth, African governments should take the best of both worlds by promoting more trilateral or quadrilateral cooperation between new and traditional partners. Examples are the joint infrastructure projects carried out by Chinese and French enterprises.

Bridging rivalry through various forms of collaboration mobilises additional pools of finance and avoids project duplication. Furthermore, African governments should take their own citizens' opinions on this topic into account.

A recent survey by Afrobarometer, the pan-African surveys institution, across 34 countries showed that 63 per cent see China's influence in Africa as positive. This is similar to the 60% who said so in the case of the US.

This suggests that US-China rivalry may not constitute an either-or dilemma for ordinary African citizens, but rather a win-win situation. It is up to African governments to use the benefits these rivalries present. ■

This is an edited version of an article that was initially published by the Africa Policy Research Institute.

Special Feature

Has the pandemic fundamentally changed our ethics?

Over time, evidence may confirm or refute the hypothesis that, say, the government is trustworthy about vaccine health advice but untrustworthy about cyber privacy protections in contract tracing apps.

HUGH BREAKEY

Deputy Director, Institute for Ethics, Governance & Law. President, Australian Association for Professional & Applied Ethics., Griffith University

Over the past two years, our lives have changed in unprecedented ways. In the face of the pandemic, we have been required to obey demanding new rules and accept new risks, making enormous changes to our daily lives.

These disruptions can challenge us to think differently about ethics—about what we owe each other.

As we head into the third year of the pandemic, debates continue to rage over the ethics of vaccine mandates, restrictions on civil liberties, the limits of government power and the inequitable distribution of vaccines globally.

With so much disagreement over questions like these, has the pandemic fundamentally changed the way we think about ethics?

Ethics became more visible

In daily life, ethical decision-making often isn't front of mind. We can often just coast along. But the pandemic changed all that. It highlighted our human inter-connectedness and the effects of our actions on others. It made us re-litigate the basic rules of life: whether we could work or study, where we could go, who we could visit.

Because the rules were being rewritten, we had to work out where we stood on all manner of questions:

- is it OK – or even obligatory – to "dob" on rule-breakers?
- is it morally wrong to ignore social distancing rules or refuse a newly developed vaccine?
- how far can our freedoms be rightly restricted in the name of the public interest and the greater good?

At times, politicians tried to downplay these ethically-loaded questions by insisting they were "just following the science". But there is no such thing. Even where the science is incontrovertible, political decision-making is unavoidably informed by value judgements about fairness, life, rights, safety and freedom.

Ultimately, the pandemic made ethical thinking and discussion more common than ever—a change that might well outlast the virus itself. This might itself be a benefit, encouraging us to think more critically about our moral assumptions.

Who to trust?

Trust has always been morally important. However, the pandemic moved questions of trust to the very centre of everyday decision-making.

We all had to make judgments about government, scientists, news and journalists, "big pharma", and social media. The stance we take on the trustworthiness of people we've never met turns out to be pivotal to the rules we will accept.

One good thing about trustworthiness is that it's testable. Over time, evidence may confirm or refute the hypothesis that, say, the government is trustworthy about vaccine health advice but untrustworthy about cyber privacy protections in contract tracing apps.

Perhaps more importantly, one common concern throughout the pandemic was the unprecedented speed with which the vaccines were developed and approved. As the evidence for their safety and effectiveness continues to mount, quickly developed vaccines may be more readily trusted when the next health emergency strikes.

> The development of inclusive, informed, nuanced and fair rules is hard when swift responses are needed. It's even more challenging when our understanding of the situation—and the situation itself—changes rapidly.

Legitimacy, time and executive power

When we're thinking about the ethics of a law or rule, there are lots of questions we can ask.

Is it fair? Does it work? Were we consulted about it? Can we understand it? Does it treat us like adults? Is it enforced appropriately?

In the context of a pandemic, it turns out that delivering good answers to these questions requires a crucial resource: time.

The development of inclusive, informed, nuanced and fair rules is hard when swift responses are needed. It's even more challenging when our understanding of the situation—and the situation itself—changes rapidly.

This doesn't excuse shoddy political decision-making. But it does mean leaders can be forced to make hard decisions where there are no ethically sound alternatives on offer. When they do, the rest of us must cope with living in a deeply imperfect moral world. All of this raises important questions for the future. Will we have become so inured to executive rule that governments feel confident in restricting our liberties and resist relinquishing their power?

On a different front, given the enormous costs and disruptions governments have imposed on the public to combat the pandemic, is there now a clearer moral obligation to marshal similar resources to combat slow-motion catastrophes like climate change?

Ethics and expectations

Expectations, in the form of predictions about the future, are rarely at the forefront of our ethical thinking.

Yet as the 18th century philosopher Jeremy Bentham argued, disruption is inherently ethically challenging because people build their lives around their expectations.

We make decisions, investments and plans based on our expectations, and adapt our preferences around them.

When those expectations are violated, we can experience not only material losses, but losses to our autonomy and "self-efficacy" — or our perceived ability to navigate the world.

This plays out in several ways in the context of vaccine mandates.

For example, it's not a crime to have strange beliefs and odd values, so long as you still follow the relevant rules. But this creates problems when a new type of regulation is imposed on an occupation.

A person with strong anti-vaccination beliefs (or even just vaccine hesitancy) arguably should never become a nurse or doctor. But they may well expect their views to be a non-issue if they are a footballer or a construction worker.

While there are powerful ethical reasons supporting vaccine mandates, the shattering of people's life expectations nevertheless carries profound costs. Some people may be removed from careers they built their lives around. Others may have lost the sense their future is able to be predicted, and their lives are in their control.

What does the future hold?

It is possible current social shifts will "snap back" once the threat recedes. Emergency situations, like pandemics and war, can have their own logic, driven by high stakes and the sacrifices necessary to confront them.

Equally though, learned lessons and ingrained habits of thought can persist beyond the crucibles that forged them. Only time will tell which changes will endure — and whether those changes make our society better or worse. ■

How Covid affected markets and livelihoods in Kenya's fisheries sector

The Kenyan government introduced over 120 policies to contain Covid-19. These included curfews and bans on travel and public gatherings. Restrictions were imposed between March 2020 and November 2021.

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Fisheries support the livelihoods and well-being of millions of people around the world. Before the Covid pandemic, global fisheries production had reached a record high. Fast forward to 2021, and the pandemic has greatly altered the fisheries sector—increasing vulnerability and exposing weaknesses in fisheries food systems at both local and international levels.

The Kenyan coastal fishery supports more than 23,000 fishers catching over 16,000 tonnes of fish annually. The fishery is considered a key sector, providing monetary income and animal protein to about 70 per cent of the coastal communities.

In our recent study, we set out to assess the impact of Covid-19 on Kenyan fisheries, and hear what fishers and traders did to cope. We interviewed people in five coastal communities to find out about Covid-19 impacts on markets, livelihoods, food security and well-being, and what they did in response.

We found fishers, fish traders and coastal communities faced severe livelihood and food security challenges as a result of the pandemic. The biggest impact came from the restrictions on movement mandated by the Kenyan government. Our findings highlight the severe effects pandemic measures had on households and communities, and offer lessons as the pandemic continues to unfold.

Restrictions imposed

The Kenyan government introduced over 120 policies to contain Covid-19. These included curfews and bans on travel and public gatherings. Restrictions were imposed between March 2020 and November 2021.

In all five study sites, communities were subject to various social distancing rules, movement restrictions and curfews. Limited numbers of people were allowed in boats and vehicles and people were told to minimise non-essential interactions. There were social distancing requirements in markets and stores, and reduced market and shop opening hours. Community gatherings were banned. Traders and transporters, especially, faced challenges such as accessing markets and long waits for East African cross-border trade.

We found that Covid-19 severely affected food security in all communities, though some people fared worse than others. All households told us they ate less (reducing meal sizes or skipping meals altogether), and ate less well (consuming less meat and vegetables and primarily consuming staple carbohydrates such as ugali (cornmeal).

Although foods were available in shops, their loss of income meant they couldn't afford to buy. Before the pandemic, fishers' average income per day was about $9. This decreased substantially to about $4 during the pandemic because fishers spent less time fishing. Several people had lost jobs, or knew people who had.

The overall demand for fish sharply reduced by more than 50 per cent and prices fell for many species, particularly those that are important for the hotel, restaurant and catering industries. The drop in demand, and in some cases big price drops of fish and fish products, put a halt to or reduced the activity for many fishing fleets; their work became unprofitable.

Fishers were also constrained when suppliers of industry inputs like ice, gear and bait closed, or stopped providing credit.

Covid also disrupted communication and connections with other fishers, traders, and customers. It greatly disrupted local market dynamics at landing sites, within the communities, and connections to more distant markets.

In some communities, people who had lost informal work—for instance in the tourism sector hit by Covid—turned to fishing. With changing numbers and abnormal markets, fishing and fish trade became very uncertain.

There is still uncertainty about the duration and severity of the pandemic, but a prolonged market downturn can be expected even after current restrictions are lifted or relaxed.

"To cushion vulnerable communities, such as those involved in fishing and fish processing, the government of Kenya provided direct financial assistance including cash stipends via mobile funds transfer, relief food, and tax relief.

Government interventions and coping strategies

To cushion vulnerable communities, such as those involved in fishing and fish processing, the government of Kenya provided direct financial assistance including cash stipends via mobile funds transfer, relief food, and tax relief.

However, many people we talked to in the five communities had very different experiences in receiving aid and support.

Some traders received a small portion of aid in the form of food. Some community leaders were involved in organising donations from other community organisations to deliver a one-off food aid package to fishers that included maize flour, beans, sugar, and soap. For others, there were delays, confusion or absence of support. Several people said that that while they had heard talk of government or other support, they had not received aid, even after registering.

Most households coped with the shocks of Covid-19 by decreasing the variety and quality of food they ate to conserve money. People stopped buying in bulk, used up existing savings, borrowed money (when there was still enough money in the community for people to lend), or swapped fish for goods directly. None of the strategies could be sustained in the long term.

Next steps for policymakers

Before the Covid-19 pandemic, the fisheries sector was considered one of the fastest-growing sectors. During Covid-19, the Kenyan economy shed an estimated $1.6 million in GDP contribution (down by 28.6 per cent), and lost up to seven thousand industry jobs compared to 2019 levels. The Covid-19 pandemic, and efforts to curtail it, has been devastating to the fishing industry.

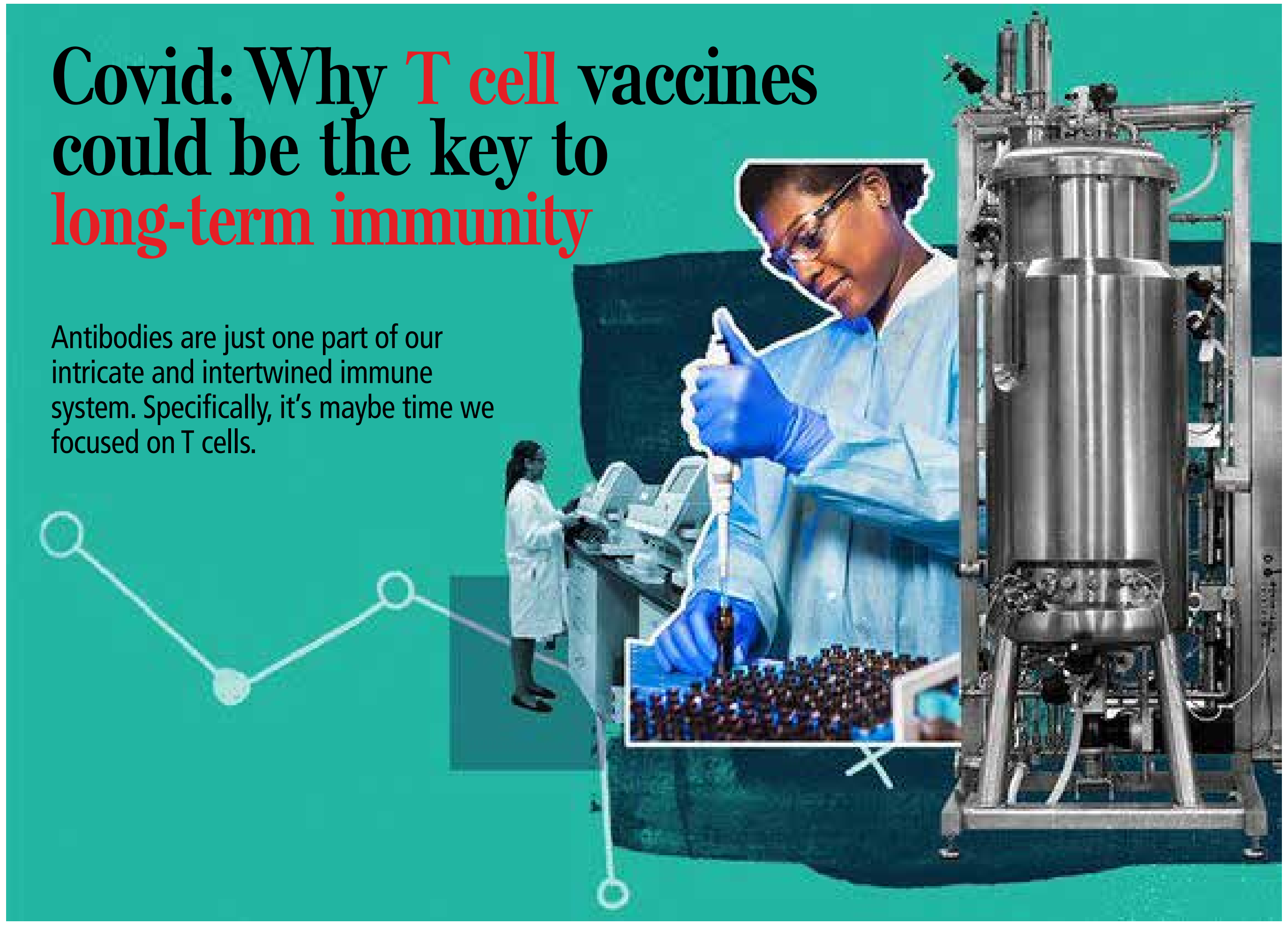
Our study highlights how each stage of the fisheries supply chain—from catch, to trade, to consumption—is susceptible to disruptions from Covid-19. Only by protecting each stage of the supply chain can human consumption of fish and fish products be achieved. Rules that disrupt fisheries livelihoods ought to be coupled with measures to support communities (such as food support). And they should reach people in a timely manner and be easy to access.

Treating small-scale fisheries as essential services (like exempting them from curfew), and facilitating ways of communicating and trading that do not involve large gatherings, will help support fisheries livelihoods.

Kenya's domestic fisheries sector, much like the global fisheries industry, faces a multifaceted challenge. Multiple stakeholders need to be involved in the fisheries recovery process, including national governments. There is a need to harness financial, human and technical resources to support fisheries recovery, and at the same time to efficiently roll out vaccination programmes and responsibly reopen the economy to domestic and international markets. ■

Covid: Why T cell vaccines could be the key to long-term immunity

Antibodies are just one part of our intricate and intertwined immune system. Specifically, it's maybe time we focused on T cells.



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With omicron having rapidly driven up Covid infections, attention is once again focusing on antibodies, and reasonably so. They play a critical role in fighting off viruses and are important for preventing the coronavirus infecting our cells. This is why some countries have mounted booster campaigns in response to recent Covid surges—to top antibody levels up.

But there's a problem. Covid antibodies don't persist that well—hence the desire for boosters. Indeed, while these extra jabs maintain good protection against severe Covid, it's estimated that people receiving a third dose of the Pfizer vaccine will see their protection against developing Covid symptoms (of any degree) drop from 75 per cent to 45 per cent over the ten weeks following their booster. Scientists have questioned whether topping up antibodies, only to see them soon fade away, is sustainable.

If we want to develop lasting immunity to Covid, it's perhaps time to look again at our wider immune response. Antibodies are just one part of our intricate and intertwined immune system. Specifically, it's maybe time we focused on T cells.

How different immune cells work

When the body is infected, say with a virus, it responds by producing white blood cells called lymphocytes. The main types are B cells, which make antibodies, and T cells, which either support B cell antibody production or act as killer cells to destroy the virus. Some T cells and B cells also become long-lasting memory cells that know what to do if they meet the same infection again.

B cells and T cells "see" the virus in different ways. Generally speaking, B cells recognise shapes on the outside of the virus, creating antibodies that will lock on to those (a bit like two jigsaw pieces that match). T cells instead recognise bits of the amino acids that build the virus, including bits that might normally be found inside it.

Every virus has lots of unique features, both inside and out. A person's immune response can end up making a variety of T cells and B cells that between them target a whole range of these features. This is sometimes called "breadth of response". A good breadth of response has lots of different lymphocytes that see different parts of the virus, making it very tricky for the virus to completely hide from them.

Omicron worried many researchers because a key part of its external structure that's targeted by antibodies—the spike protein (in red in the picture above)—is heavily mutated, lessening the ability of antibodies to bind to the virus and neutralise it. However, because T cells focus on other parts of the virus, such mutations might not stop them from identifying it.

Indeed, early data, which is still awaiting review, suggests this is the case. This is reassuring, because the virus's spike protein has changed a lot during the pandemic, suggesting that it could always be mutating away from the reach of antibodies. T cells, though, should be less susceptible to viral mutation. T cells designed to fight Covid also appear to be much longer lasting in the human body than antibodies.

But do T cells have a strong effect?

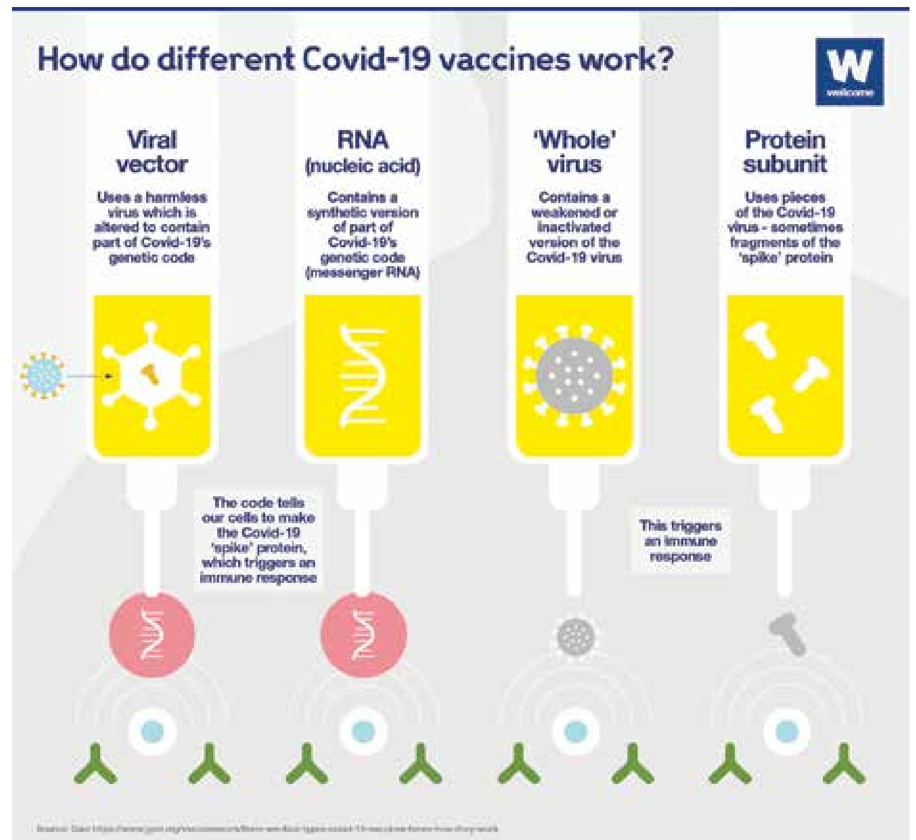
We already know a lot about the critical role of T cells in other viral infections. This knowledge suggests that, against Covid, a good T cell response is not only needed to help B cells produce antibodies but should

> Research has shown that generating broadly reactive T cells that recognise a range of viral features is associated with a strong response against the disease.

also create killer T cells that can broadly recognise the coronavirus, protecting against multiple variants.

Evidence directly on Covid and T cells is still being gathered. However, it's gradually becoming clearer that T cells do seem to play a big role in Covid.

Research has shown that generating broadly reactive T cells that recognise a range of viral features is associated with a strong response against the disease. Generating good amounts of broadly reactive killer T cells in particular seems to make Covid less severe.



Conversely, a poor T cell response is associated with worse outcomes for patients. Indeed, some people who have had severe Covid have been found to have persistent defects in their T cell response.

A common feature of many of the studies demonstrating the effectiveness of T cells in Covid is the need for a wide breadth of response—having T cells (and B cells) that recognise multiple features of the virus. It's thought that this could be the key to experiencing milder disease.

This breadth might even extend beyond this coronavirus specifically. The Covid virus is a betacoronavirus, and there are several betacoronaviruses that already infect us, including ones that cause the common cold.

Shared features between these cold-causing viruses and Covid may mean that T cells we already had against the cold are protecting us against Covid now. Evidence for this in both adults and children is being uncovered.

What does this mean for vaccines?

Many of the vaccines designed to date—including Moderna's, Pfizer's and AstraZeneca's—have focused on just one major target on the coronavirus: its spike protein. These vaccines have been tremendously effective at generating antibodies. They also stimulate a T cell response to the spike.

But now that we understand more about the role of T cells, the importance of having a broad T cell response, and the issue of antibodies waning, perhaps we should consider refocusing our vaccine strategies on generating T cells and on targeting more than just one protein.

Work is moving in this direction. Early trials of vaccines that can trigger much more broadly reactive helper and killer T cell responses have been completed, and several other T cell vaccines are also entering trials.

These T cell vaccines may be the key to boosting existing immunity and generating long-lived protection against severe disease from a whole range of Covid variants. If so, they would be a huge part of the world living more safely with Covid. ■

Here's where and how you are most likely to catch Covid – new study

All variants of SARS-CoV-2 are equally airborne, but the chance of catching Covid depends on the transmissibility or contagiousness of the variant.

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Two years into the pandemic, most of us are fed up. Covid case rates are higher than they've ever been and hospitalisation rates are once again rising rapidly in many countries.

Against this bleak picture, we yearn to get back to normal. We'd like to meet friends in a pub or have them over for dinner. We'd like our struggling business to thrive like it did before the pandemic. We'd like our children to return to their once-familiar routine of in-person schooling and after-school activities. We'd like to ride on a bus, sing in a choir, get back to the gym, or dance in a nightclub without fear of catching Covid.

Which of these activities is safe? And how safe exactly? These were the questions we sought to answer in our latest research.

SARS-CoV-2, the virus that causes Covid, spreads mainly by airborne transmission. So, the key to preventing transmission is to understand how airborne particles behave, which requires knowledge from physics and chemistry.

Air is a fluid made up of invisible, rapidly and randomly moving molecules, so airborne particles disperse over time indoors, such as in a room or on a bus. An infected person may exhale particles containing the virus, and the closer you are to them, the more likely you are to inhale some virus-containing particles. But the longer the period you both spend in the room, the more spread out the virus will become. If you are outdoors, the space is almost infinite, so the virus doesn't build up in the same way. However, someone can still transmit the virus if you're close to them.

Viral particles can be emitted every time an infected person breathes, but especially if their breathing is deep such as when exercising or involves vocalisation such as speaking or singing. While wearing a well-fitting mask reduces transmission because the mask blocks the release of virus, the unmasked infected person who sits quietly in a corner is much less likely to infect you than one who approaches you and starts a heated argument.

All variants of SARS-CoV-2 are equally airborne, but the chance of catching Covid depends on the transmissibility or contagiousness of the variant (delta was more contagious than previous variants, but omicron is more contagious still) and on how many people are currently infected (the prevalence of the disease). At the time of writing, more than 97% of Covid infections in the UK are omicron and one person in 15 is currently infected (prevalence 6.7%). While omicron appears more transmissible, it also seems to produce less severe illness, especially in vaccinated people.

Likelihood of becoming infected

In our study, we have quantified how the different influences on transmission change your risk of getting sick: viral factors (transmissibility/prevalence), people factors (masked/unmasked, exercising/sitting, vocalising/quiet) and air-quality factors (indoors/outdoors, big room/small room, crowded/uncrowded, ventilated/unventilated).

We did this by carefully studying empirical data on how many people became infected in super spreader events where key parameters, such as the room size, room occupancy and ventilation levels, were well-documented and by representing how transmission happens with a mathematical model.

A sure-fire way to catch Covid is to be present in the red spaces. For example:

- Gather together with lots of people in an enclosed space with poor air quality, such as an under-ventilated gym, nightclub or school classroom

Viral particles can be emitted every time an infected person breathes, but especially if their breathing is deep such as when exercising or involves vocalisation such as speaking or singing.

- Do something strenuous or rowdy such as exercising, singing or shouting
- Leave off your masks
- Stay there for a long time

To avoid catching Covid, try keeping in the green or amber spaces:

- If you must meet other people, do so outdoors or in a space that's well-ventilated or meet in a space where the ventilation is good and air quality is known
- Keep the number of people to a minimum
- Spend the minimum possible amount of time together
- Don't shout, sing or do heavy exercise
- Wear high-quality, well-fitting masks from the time you enter the building to the time you leave.

The actual risk will depend on the specific parameters, such as exactly how many people are in a room of what size. If you fancy putting in your own data for a particular setting and activity, you can try our Covid-19 Aerosol Transmission Estimator. ■

Airline tie-up for Kenya and South Africa: possible rewards, and risks

Two of the continent's biggest carriers—South African Airways and Kenya Airways—are under financial stress. Both have made significant losses over the past few years and lost market share and destinations to competition.

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Africa has 357 airlines, the top 10 of which carried more than 60% of traffic. This reflects the fact that many airlines on the continent are very small: some have as few as two aircraft. Between them the airlines carried 95 million passengers in 2019, according to Routes, an online source of information on route announcements.

Airlines operating on the continent face particular challenges.

Firstly, the industry has to contend with huge disparities in economic and air transport development. There is also an uneven distribution of international air passenger traffic across regions and within countries. The traffic is predominantly centered in a few hubs in North, East and South Africa; and in the large and medium-size cities.

Other challenges include high costs of operation, market protectionism as well as safety and security concerns.

There are very few profitable African airlines. In 2020, only the Ethiopian Airlines made a profit in the continent. And with financial woes compounded by Covid-19, it is likely many more airlines will go under.

Two of the continent's biggest carriers—South African Airways and Kenya Airways—are under financial stress. Both have made significant losses over the past few years and lost market share and destinations to competition. South African Airways came close to being wound up, but for its part Kenyan Airways reported losses of $333 million for the 2020 financial year.

In November, the two national airlines signed a Strategic Partnership Framework, formalising their plan to set up a pan-African airline in 2023.

In my view the partnership will only succeed if certain conditions are met. The two most important ones are that, firstly, there must be strong national and political agreement and will. But secondly that the tie-up must be driven by the private sector.

My recent research on Air Afrique's failure found that the airline was doomed by conflicting national objectives and some of the 11 participating countries were unhappy with what they called a subordinate role.

The case for a partnership

A range of academic studies show that alliances affect the production costs of participating airlines through economies of scale by means of joint operations of air and ground services, increased traffic density through network expansion and additional traffic feed and scope through increased reach and efficient connections.

Joint ventures, have been, and will continue to be, the key in the future development of airline business. Air France and KLM are good examples that airlines are better off working together. Both have experienced significant growth since getting together in 2004.

Some of alliance arrangements may lead to a reduction in costs and increased efficiency. But they do not necessarily lead to a reduction in competition in the market.

Apart from these benefits, an alliance between South African Airways and Kenya Airways would be good for a number of reasons specific to Africa.

Firstly, it would help them overcome some of the existing market challenges, such as market access restrictions, increased competitions from major non-African airlines such as Turkish Airlines, Emirates and Europeans carriers.

Secondly, the alliance could take advantage of a return to pre-Covid travel levels. The International Air Transport Association anticipates a full return to 2019 air traffic levels in late 2023.

And it's estimated that air transport will grow on average by 3.2 per cent over the next decades in Africa and by 4.8 per cent if African States implement the Single African Air Transport Market.

Thirdly, it would enable them to create and encourage a market services specialisation among airline operators. Airlines may specialise on feeder services and fly destinations with smaller demand and catchment areas. An example of this type of specialisation includes the interlining agreement between Ethiopian and Airlink.

In my view, the cooperation deal would also improve the financial viability of the two national airlines. They could pool maintenance services and reduce costs by pooling purchases, sales and financial transactions. It would boost customer volumes if cost savings were passed on to customers by means of lower fares.

Introducing services in the South African market would be a great addition for Kenya Airways and vice versa. With their hub-based model, (a hub is a central airport that flights are routed >>

>> through), cooperation will help to boost the route networks of both airlines across Africa.

Alliances fail for various reasons. Studies show that ineffective governance, insufficient quality of alliance members and internal competition in the alliances are the most common reasons.

Why alliances fail

Many alliances don't achieve the desired outcome. Examples include KLM - Alitalia, and the European Quality Alliance which brought together Air France, SAS and Swissair.

Alliances fail for various reasons. Studies show that ineffective governance, insufficient quality of alliance members and internal competition in the alliances are the most common reasons.

Other studies show that more than 50 per cent of strategic alliance fail due to cultural differences, mistrust or poor operational integration.

In the case of Africa, the two airlines have to contend with the fact that there isn't a single African air transport market. Most of the continent's 54 countries have their own national arrangements or have under-performing state-owned airlines, resulting in protectionist policies.

There is hope that this will change. The Single African Air Transport Market, which by November last year had been signed by 35 countries, envisages a share aviation space. This would enable eligible airlines from one African state to fly into another using only a prior notification procedure.

But there's a great deal of work that still needs to be done for this to become a reality.

A number of other factors could stymie the proposed alliance.

A big one is the governance structure, which is the oversight required to make and implement decisions essential to the success of an alliance. Elements of governance include legal form, communication structures, cultural differences, trust and commitment.

Yet another factor will be the extent to which the two governments allow efficient decision making to happen. Airline managers should be left to select a course of action—and then to get on with it. This could be difficult given that the state owns substantial stakes in South African Airways; same case with Kenya Airways where the Kenyan government's shareholding is 48.9 per cent.

Other factors include trust, transparency and communication about what both airlines do together and what they don't do together. Establishing trust and ensuring that both airlines understand each other's goals and objectives and that they are the same is key.

Recipe for success

A strategic alliance is similar to a marriage. In most cases there is no perfect match. To be successful partnerships must be nurtured and well managed.Mapping out all the stakeholders that are relevant to the story and are going to help the partners achieve the key performance indicators set out in the alliance is paramount.

In my opinion, setting clear performance measures is important, as they will set the partners on a path that is measurable. ■

Why merging Uganda's electricity sector agencies is a bad idea

Uganda's Public Service Ministry recommends merging three separate companies charged with electricity generation, transmission and distribution into one state owned company.

PETER TWESIGYE

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Early in 2021, the government of Uganda approved a two-year plan to streamline state-run agencies for greater efficiency. The first phase of the merger targeted 77 agencies under 18 ministries. By the time parliament put the programme on hold months later, 69 of these agencies had been merged.

Parliament stepped in because the government sidestepped the law and could face court challenges. But the programme is still on the cards once key issues are resolved. These include amendments to laws governing energy agencies and provision of financial compensation to affected parties and staff.

The push to reorganise state-owned enterprises can be traced back to a 2017 review. A resulting government report recommended "blanket" mergers across all ministries, departments and agencies. The aim was to save costs and deal with jurisdictional ambiguities, inefficiencies, obscurity in accountability, performance gaps, inadequate manpower and wastage of resources.

The report gave three reasons for merging entities in the energy sector. One was to align policy and laws. Another was to focus on solar energy rather than costly hydro-power projects. The third was to look at using geothermal energy.

Uganda's Public Service Ministry recommends merging three separate companies charged with electricity generation, transmission and distribution into one state owned company. A fourth, the Rural Electrification Agency, would be placed directly under the Ministry of Energy.

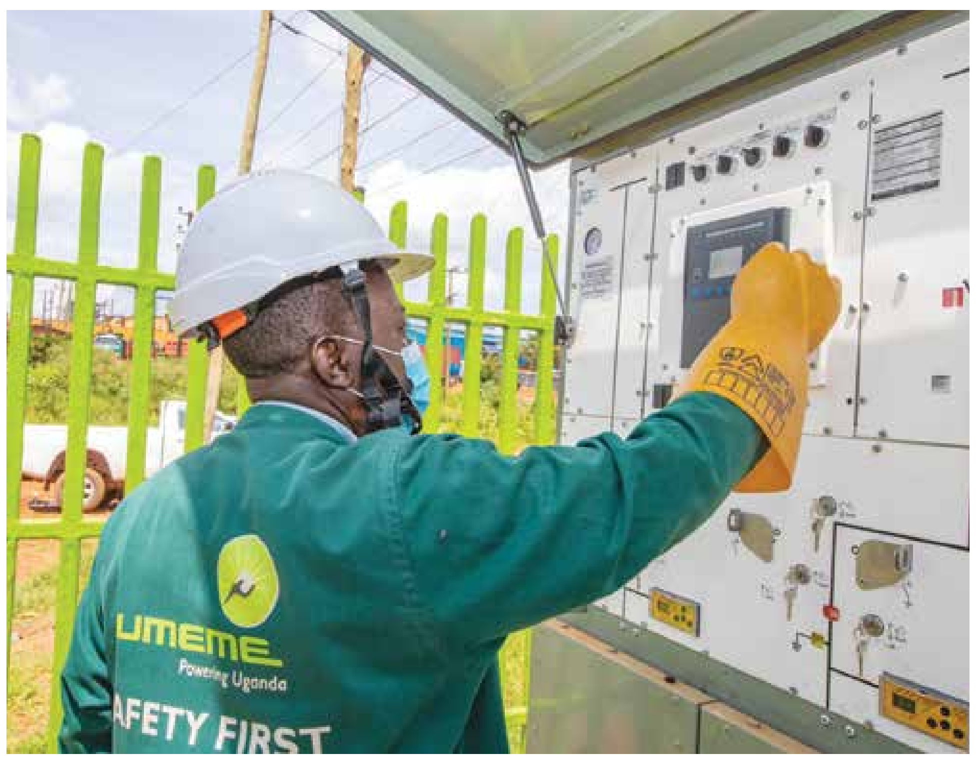
This would set the country back 20 years to the days of a single entity, the Uganda Electricity Board. Back then, the energy sector was marred by political interference in tariff-setting, investment decisions and personnel. The sector was also dogged by huge unpaid bills. Put simply, the sole utility was dysfunctional, ailing, and insolvent.

The board was broken up in 2001. The new structure sought to remove state subsidies and attract private investment. This objective has largely been achieved.

Merging electricity agencies again now will likely resurrect past inefficiencies. It will also undo gains realised since 2001. The gains include reduced risk for prospective investors in generation, transmission and distribution.

I have studied Uganda's energy sector for the past 10 years. This included research for my recently completed PhD research under the Power Futures Lab. My research sought to understand structural, governance and regulatory incentives for improved electricity utilities in East Africa.

My view is that the merger of electricity sector agencies in Uganda should be stopped. This is because it could increase regulatory and investment risks. Instead, Uganda should focus on improving the management of state enterprises and incentives for greater efficiencies.



The case for unbundling

The rationale for separating market segments—or unbundling—is that some parts of the electricity value chain are open to competition. This is true of electricity generation. However, transmission and distribution tend to be a natural monopoly.

The retail aspect of distribution is also potentially competitive. That is, traders or sellers of electricity may compete for customers.

Separating the market segments guards against cross-subsidisation between competing and regulated businesses. It also avoids conflicts of interest, which can arise when a single utility has more than one function. For example, a transmission company that also generates power could give itself access to the grid ahead of competing producers.

Unbundling also allows for greater competition as new players are allowed into the market. It can improve efficiency, innovation and management of risks. When companies compete for consumers, there is pressure to keep costs low and improve service quality.

Evidence also shows that managers in integrated state-owned enterprises might focus on what politicians want, rather than on company efficiency. Unbundling therefore helps to limit political influence.

New opportunities in the energy sector are underpinned by low-cost renewables and rapid technological innovation. To develop the sector, Uganda needs both public and private sector capital. Combining agencies could put investors off from financing infrastructure expansion.

Improvements after unbundling

An analysis of current data from Uganda's electricity distribution company—against general reports from the previous era—reveals that Uganda's power sector is in much better shape than before. There is a significant increase in generation capacity, the number of power producers, financial viability, consumer connections and relative reliability.

> Evidence also shows that managers in integrated state-owned enterprises might focus on what politicians want, rather than on company efficiency.

Structural and governance reforms provided space for market-oriented ownership, management, regulation and incentives. This helped to improve the adequacy, efficiency and financial sustainability of supply. A recent World Bank study identified Uganda's electricity sector as one of only two in Africa—along with Seychelles—with financially viable distribution utilities. This is key in attracting investors.

Progress in electricity access, reliability and affordability is disappointing, though. This can be explained by the poor state of infrastructure of the 1980s and 1990s due to civil wars. Added to this are policy trade-offs made in the 2000s to attract investment in generation expansion and achieve financial viability.

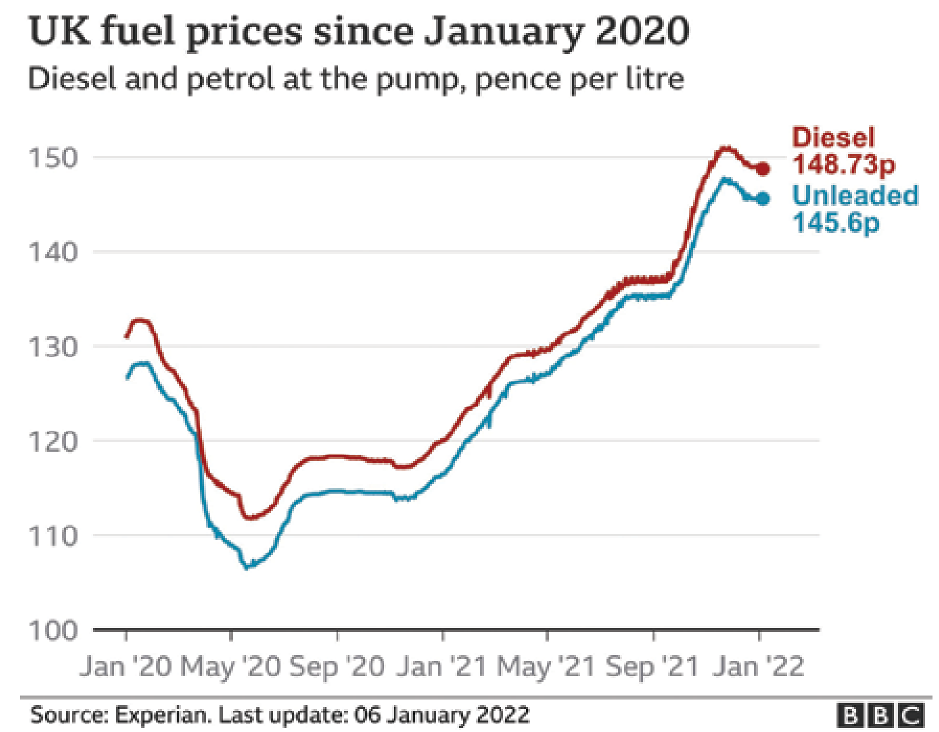
Uganda has subsequently been able to attract the second highest number of independent power producers (38) in sub-Saharan Africa. It is also on a stable path to ensuring energy security, with current installed capacity of 1,237MW and peak demand of 724MW.

This is partly because of increased transparency, competition and financial viability—which encouraged independent power producers such as the 250MW Bujjagali and over 16 renewable power projects.

Gaps remain in electrification rates and supply reliability. But these are issues that require targeted policy solutions and incentives rather than structural rebuilding. Access to electricity is a social objective that requires a social policy. It can only be funded using a blend of public subsidies and innovative private funding.

The global power sector is experiencing a new wave of reforms. Innovations in disruptive technology and business models are making it possible to offer clean, low-cost energy.

At such a time, merging or re-bundling energy agencies would be disastrous. It would dissuade private investment in the sector, the backbone of an economy aspiring to reach lower middle-income status. ■



Energy prices: Here's what UK government can do to cut household bills

Despite the outsized role of militaries, we know surprisingly little about their emissions. This is remarkable given their reach and fossil fuel dependency.

LAWRENCE HAAR
Senior Lecturer in Finance, University of Brighton

According to the boss of the UK's biggest energy supplier, Centrica, high gas and electricity prices could last for two years. With many already unnerved by the fact that the average UK energy bill is set to rise in April by about 50% to nearly £2,000, this has further fuelled fears of a cost-of-living catastrophe in 2022 for millions of poorer households.

It is hard to find a definitive explanation for this situation from government ministers or industry leaders which goes beyond "global conditions". But the truth is that recent domestic energy policies, and how the UK responded to international conditions, have also played their part.

For example, while it was still a member of the EU, the UK should have strongly opposed increasing dependence upon gas from Russia. Currently, the energy giant Gazprom provides around 40 per cent of Europe's requirements, a proportion likely to increase if the new Nord Stream 2 pipeline to Germany is given the go-ahead to be used. Apart from the geopolitical concerns of giving so much leverage to Vladimir Putin, it surely makes economic common sense not to be over reliant on just one supplier.

After the closure of its biggest gas storage facility, the UK was at least wise enough to have increased the volume of imports of liquefied natural gas (mostly from Qatar) as well as pipeline deliveries from Norwegian gas fields. But there are local measures to be considered too.

For example, the government should be taking a stronger position on developing the Cambo oil field off the Shetland Islands. Facing political pressure, Shell pulled out of the project at the end of 2021, while the largest investor is reportedly getting cold feet. This could mean leaving the production of an estimated 53.5 billion cubic feet of gas undeveloped, not to mention 180 million barrels of oil.

This is a missed opportunity to source oil and gas where it is needed rather than using energy to transport it across the globe. It also represents a significant loss to the broader UK economy, where tax revenues from the offshore oil sector have fallen in the last year to £250 million. In 2015 the figure was £500 million.

There are also 150,000 people working in the UK offshore sector, for which Cambo might have secured jobs. And while we would all like to reduce our carbon emissions, the reality is that the world will continue to consume around 100 million barrels of oil every day for a long time to come.

Why is it preferable to encourage international companies to source oil off Angola or Malaysia? If it is going to be used in the UK, it is better to produce it in the UK, creating jobs and boosting tax revenues.

The same applies to the UK's large shale gas reserve potential, which is being foreclosed over concerns about earthquakes.

And while the UK cannot set the international wholesale price of natural gas, there are domestic policy changes which could significantly mitigate the current situation.

Misplaced subsidies

To address higher retail prices for gas and electricity, numerous commentators have been making the point that Ofgem, the energy regulator, could reduce or eliminate the green levies and network charges being used in support of renewable generation. According to Ofgem, nearly half the consumer energy bill comprises network costs and environmental costs, while less than 30% is the wholesale price of energy.

As my recent research shows, the burden of supporting renewable energy falls disproportionately on lower income households. (This is not just a problem in the UK, but in every country encouraging renewable energy with various subsidies.)

In effect, wealthy people living in a large detached home with a heat pump and solar panels are being subsidised in consuming renewable energy by low-income families living in rented accommodation.

Support for investment in renewable energy needs to be changed, moving the burden from consumers to investors.

> Why is it preferable to encourage international companies to source oil off Angola or Malaysia? If it is going to be used in the UK, it is better to produce it in the UK, creating jobs and boosting tax revenues.

Currently, with the network providing connection to the grid plus energy sources to back up intermittent output, renewable investors have a free ride. Levies which fund this should not be included in household energy bills when investors could easily absorb the cost without it acting as a deterrent.

On the subject of bills, cutting VAT on fuel would be useful, but the benefits would not be large. As for the recently floated idea of a windfall tax on offshore oil, this is not a solution. Taking away profits whenever prices happen to increase is a guaranteed way of discouraging price-reducing production. For the time being, the UK now has the worst of both worlds: a misguided attempt to combine competition between energy retailers with price caps on what consumers pay for their bills. Instead, it should either let prices be determined by markets and provide help to those in fuel poverty, or regulate the price, guaranteeing a return to energy retailers. Not a mix of the two. So, although the UK cannot determine the global price for energy, the government still has plenty of options which it could use to improve the situation for millions of struggling bill payers. ■

Commentary

Why haven't petrol prices gone back down yet? A new business model might explain why

Traditionally UK petrol prices have a strong relationship to the price of oil, but there has always been an asymmetry in how price changes are applied.

ANDREW BARRON
Sêr Cymru Chair of Low Carbon Energy and Environment, Swansea University

Across the UK the cost of filling up cars shot up in November when wholesale oil prices rose. But when crude oil prices went down again, costs at the pump did not drop back to previous levels. This has prompted UK motoring organisation, the RAC, to complain that drivers are being overcharged. So, what is going on?

Traditionally UK petrol prices have a strong relationship to the price of oil, but there has always been an asymmetry in how price changes are applied. While a rise in crude prices is passed on to the consumer within a month, cost reductions usually take somewhat longer to feed through to pump prices.

Although the average pump price has slowly inched down since late November, the decrease has not been as large as expected based upon the wholesale price. So, on this basis, it would appear that petrol station owners are taking advantage of the consumer. But is that the whole story?

How is the petrol price calculated?

The price that is paid for petrol at the pump is made of a number of factors. The largest portion is fuel duty (which is set at 57.95 pence a litre), this is followed by the cost of petrol itself, which includes the cost of the raw element (crude oil) and its refinement. Tax in the form of VAT (20 per cent) is applied to petrol purchases. These are all built in to the cost of petrol by the retailer. Profit has been traditionally about 5 per cent of the total price. Finally, the cost of delivery and distribution accounts for just under 2 per cent of the total cost.

If the cost of the petrol was the only factor in determining its price, then pump prices would track the wholesale price, but there is more to the business than that.

What is not included in the cost breakdown for petrol is the cost of running a petrol station, including wages for staff, electricity costs, rates and property costs. All of these have risen recently. The increase in the cost of operating a petrol station has also been exacerbated by a decrease in consumption.

Estimates show motor vehicles travelled about 16 er cent less than pre-pandemic levels. Miles driven went from around 9,200 miles in 2002 to 6,800 miles in 2020.

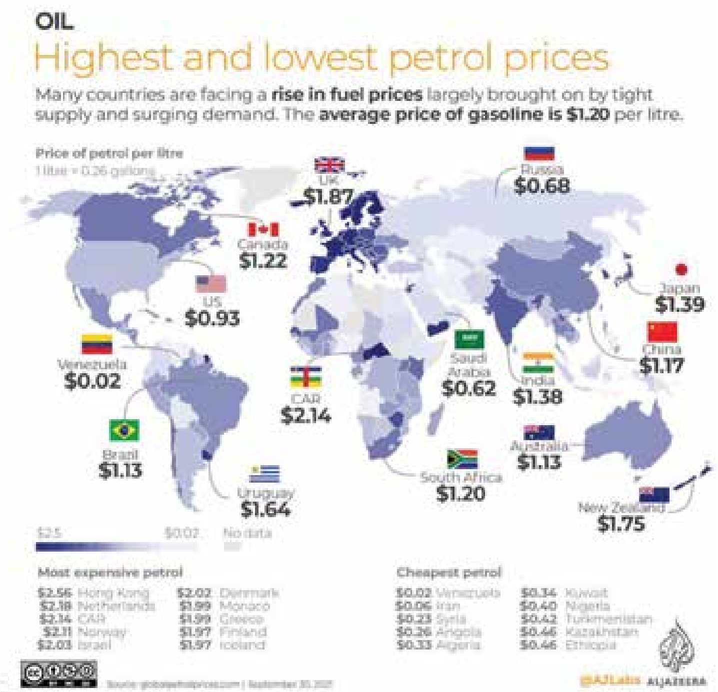
This is supported by data from the government's business energy and industrial strategy, which reported that for most of December petrol sales volumes were running at 90 per cent of pre-pandemic levels and—for the week ending January 6—were at 60 per cent. Irrespective of the exact numbers, it is clear that less miles and therefore less fuel is being consumed.

There are other factors. Supplying just petrol to a motorist paying by credit card for example, can mean that the petrol station can also lose money on the transaction due to card charges. As a consequence, the majority of profit at a petrol station is not from the fuel but from the attached shop where the retail operation can generate a decent profit. The overall profitability of a retail petrol station is dependant more on the shop than petrol. So, pump prices could stay higher to make up for decreasing income from the shop.

As a consequence, with less foot traffic to the stores connected to petrol stations, but with certain fixed (and possibly increasing) costs such as electricity and wages, petrol retailers may have been forced to adjust pricing to ensure an overall profit.

A future for petrol stations?

So, the apparent decoupling of the wholesale and pump prices may signal an end to the pricing peculiarities that evolved in the UK due to price competition—going forward price changes may be more affected by profit margins. Whether this is just a kneejerk reaction or whether it's going to be the new norm, only time will tell.



Tax in the form of VAT (20 per cent) is applied to petrol purchases. These are all built in to the cost of petrol by the retailer. Profit has been traditionally about 5 per cent of the total price.

Nevertheless, these issues around profitability for petrol stations will be further tested with the ever-increasing percentage of electric vehicles (EVs) on UK roads. After all, if you "fill up" with electricity at home or work why do you need to stop at a small speciality store for supplies. You may just as well stop at a traditional grocery store or a smaller supermarket that will have a wider range of produce.

Those drivers not using EVs over the next few years are going to find changes in the cost of petrol since they will have to shoulder an increasing burden of the current business model for old-style petrol stations. ■

Explainer: How South Africa's petrol price is set

Petrol price regulation dates back to the second world war. The reasons for continuing with it from then on are not recorded but appear to have been to protect the profits of the investors in the value chain.

ROD CROMPTON

Adjunct professor African Energy Leadership Centre Wits Business School, University of the Witwatersrand

South Africa's latest fuel price increase, which came into effect on 1 December, put the cost of petrol over the R20 per litre mark (about US$1.25) in parts of the country for the first time. The increase sparked public outcry. The Conversation Africa's Nontobeko Mtshali asked energy sector expert Rod Crompton to share his insights into what influences the price—which is adjusted monthly—and to explain how it's calculated.

What are the three broad components of the pump price of fuel in South Africa?

The first is the price of importing petrol, an import parity price called the Basic Fuel Price. The second component consists of regulated margins. These are the regulated costs and profits for wholesale, retail and pipeline transport services. The third component is made up of taxes and levies such as the Road Accident Fund levy, which pays for insurance for traffic accident victims. Added together, they result in the regulated petrol price seen at service stations.

How do changes in these broad components affect the pump price of fuel, more specifically the monthly adjustments?

The monthly adjustments are driven by the import parity price (Basic Fuel Price). It responds to changes in the Rand/US dollar exchange rate and international prices of petrol. Taxes and levies are changed in the annual national budget and regulated margins usually once a year.

South Africa has been importing an increasing amount of refined fuel rather than crude oil. Is this having an impact on monthly changes to fuel pump prices?

No, the import parity price (Basic Fuel Price) is not affected by the volume of imports. The volume of petrol imported does not affect the price. The price is determined using a formula, which on any given day yields a certain price, regardless of how much is imported on that day. It is changes in the value of inputs in the Basic Fuel Price formula that cause the monthly price changes.

Is South Africa's approach to the pricing of fuel unique? If so, why was this approach chosen and is it still the most efficient way of determining fuel pump prices?

Petrol price regulation dates back to the second world war. The reasons for continuing with it from then on are not recorded but appear to have been to protect the profits of the investors in the value chain (refiners, wholesalers and retailers).

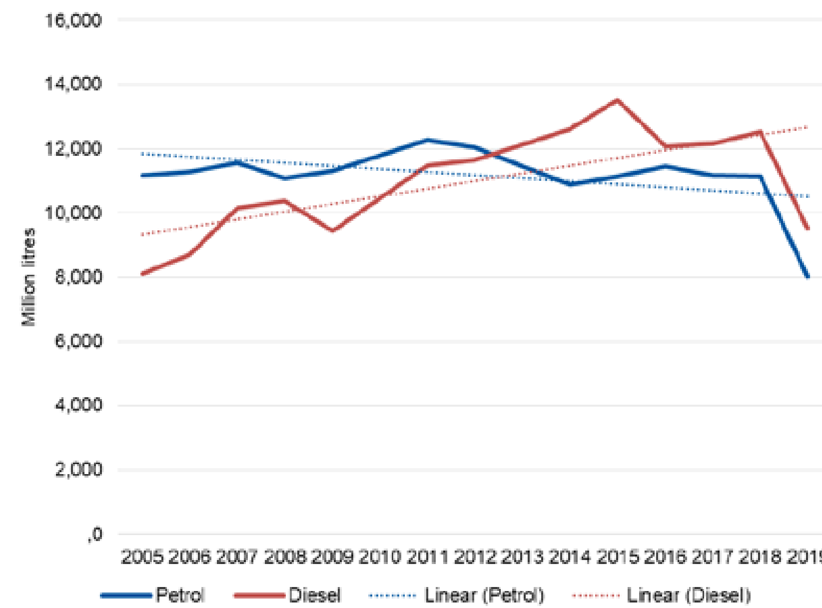
In 1998 the White Paper on Energy Policy set the policy objective as price deregulation, in line with many other countries. This policy objective has not been achieved because vested interests have opposed it and government has lacked the political will to implement its policy.

Efficient pricing is associated with market prices. Our research showed that there are errors and secrecy in some of the methodologies used and that market prices would be 70 to 90 cents per litre lower than regulated prices. Further research showed that these inflated prices are costing the country 0.67% of the gross domestic product or R30 billion (just over US$1.8 billion) a year. Think of what this could mean for the workforce that relies upon minibus taxis. According to the Council for Scientific and Industrial Research almost 60 per cent of households in Johannesburg and Pretoria spent more than 10% of their income on public transport in 2019/20.

During the apartheid era the petrol pricing methodology was tangled up in the pursuit of several industrial and social policies. After democracy in 1994, the new democratic government's White Paper set out to untangle these petrol pricing issues.

Instead, it has added new ones and allowed vested interests to increasingly paint it into a corner, to the point that it appeared to have given up on reform. However, on 10 December 2021, the new Minister of Finance, Enoch Godongwana, called for fuel price reforms in parliament. Perhaps he will add new impetus to the stalled reform.

Consumption of petroleum products in South Africa (million litres)



Source: authors' calculations based on data from http://www.energy.gov.za/files/media/media_SAVolumes.html (accessed 25 February 2020).

Are changes to the pricing of fuel overdue? If so, what would be the best alternative for pricing fuel?

Yes, they are long overdue.

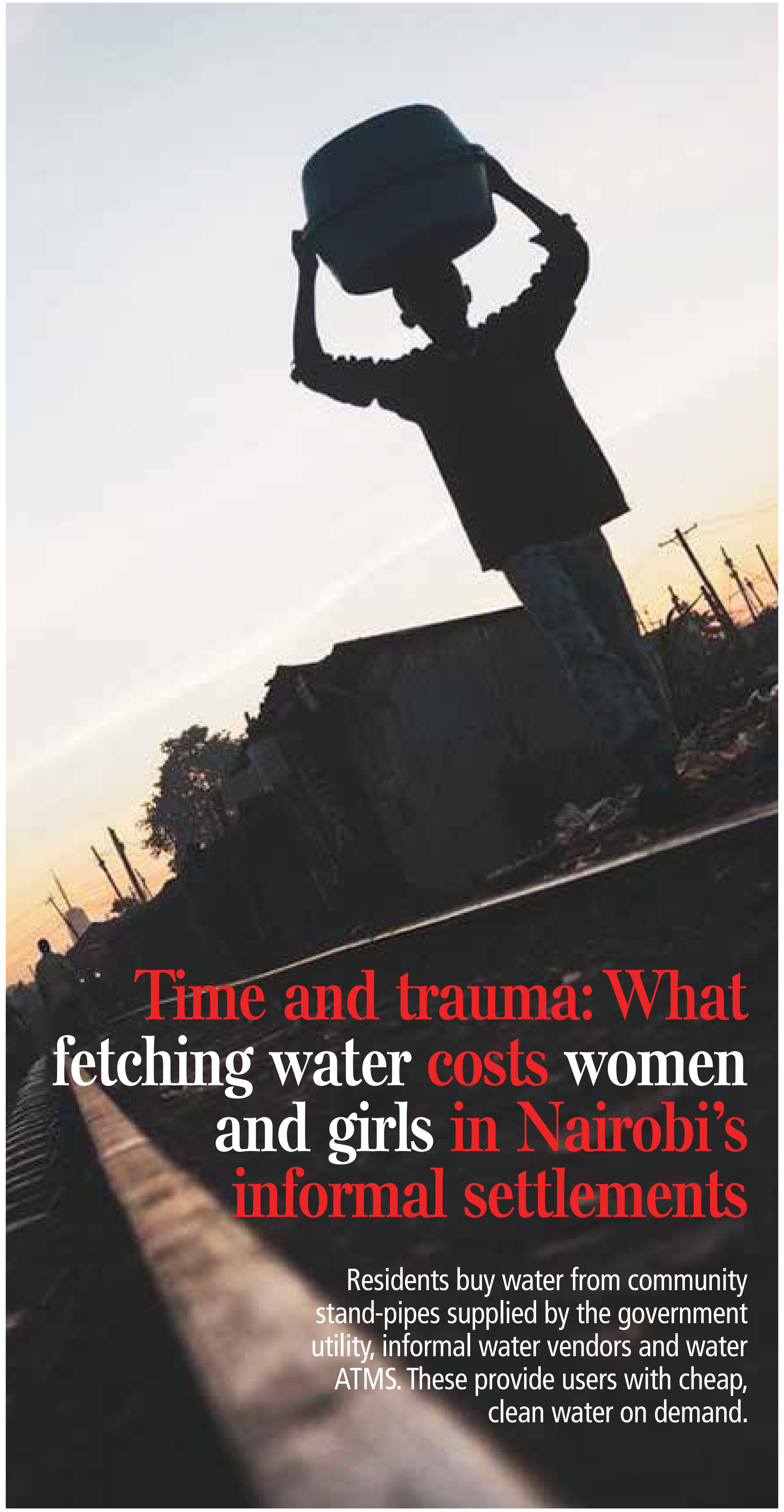
Petrol prices are regulated but diesel prices are not. Lots of vehicles use diesel these days. So, what is the market failure warranting regulation of petrol prices that is not applicable to diesel? Government should tell the public, because there is no evidence to suggest that the petrol market is more prone to market failure than the diesel market.

Efficient pricing is associated with market prices. Our research showed that there are errors and secrecy in some of the methodologies used and that market prices would be 70 to 90 cents per litre lower than regulated prices.

The best alternative would be to implement government's policy of deregulation and at the same time promote the use of electric vehicles, which are currently disincentivised. Electric vehicles would mean huge savings – petroleum is South Africa's largest single import. And it would allow beneficiation of local resources – wind and solar to make electricity and raw materials for batteries.

It would also add new manufacturing sectors for power generating equipment and batteries.

South Africa already has an auto manufacturing sector which is transitioning to manufacture electric vehicles because its main market (Europe) is switching to electric vehicles. In addition, all of these changes would result in lower energy emissions and better prospects for South Africa to meet its international climate change commitments. ■



Time and trauma: What fetching water costs women and girls in Nairobi's informal settlements

Residents buy water from community stand-pipes supplied by the government utility, informal water vendors and water ATMS. These provide users with cheap, clean water on demand.

ANINDITA SARKAR
Associate professor, University of Delhi

Fetching water is usually a "women's affair", as has been documented all over the world. The consequences of spending time and energy to get safe water are felt in women's health and emotional wellbeing, as well as incomes.

Existing research on water access by women in informal settlements tends to focus on their gender role, how they collect water and the consequences of this. They don't adequately document the everyday practices in which women manoeuvre to acquire water.

In a recent study in Kenya, I looked at how women struggle to fetch, store and save water in informal settlements. My research focused on Mathare, a large informal settlement in Nairobi. About 206,000 people live there, but around 90 per cent of the households don't have piped water.

Residents buy water from community stand-pipes supplied by the government utility, informal water vendors and water ATMS. These provide users with cheap, clean water on demand. In dire circumstances, residents use water from the Mathare and Gitathuru rivers.

Through interviews, surveys and focus group discussions with 258 households in Mathare during 2016 and 2017, I found that women faced huge challenges and trauma in collecting water. Besides the woes of finding a running tap and wasting valuable time waiting in queues, procuring water entails physical hardship that often leads to mental agony that sometimes even threatens the women's safety.

Needless to say, women in other Nairobi informal settlements, with similar socio-economic settings, will have similar stories to tell.

It's mainly women who collect water

In 45 per cent of the households, women fetched water alone and women and girls fetched water together 25.6 per cent of the time. Boys did so in only 2.3 per cent of households. Men collected water in 7 per cent.

Even if men were free or better equipped (physically), they would only fetch water when there were no women in their families, women were sick, or they were not at home. Fetching water is widely considered a socially unacceptable behaviour for men. Women I spoke to said that fetching water is one of their basic tasks, and that "good women" are those who perform it well.

In households headed by women (where men were unemployed or were dead or absent), and in families where parents couldn't afford to lose paid labour, girls were sent to collect water. Sometimes even at night.

These children were often bullied by adults while waiting in the queue. If they're collecting water in the morning, they might be late for school, or not go in at all. The girls were socialised to fetch water for their families.

Time, effort and danger

Water collection can take anywhere from 30 minutes to two hours. Though the water standpipes are fairly well distributed across Mathare (on average 53 metres from each household), Mathare is built on steep slopes and has precarious paths. Even a small distance can be a danger for women and girls to navigate carrying water.

The standpipes are also few in number—one standpipe serves about 315 people. The universal international guideline is 250 people. This means long queues. When water is supplied (twice to three times a week) there are on average 80 people waiting in the queue that day.

Mathare often suffers from water scarcity. This can be due to poor or old water infrastructure and the illegal cutting of water pipes by cartels and water vendors to create an artificial demand to sell water at high price. Water supply can therefore be unpredictable or happen at inconvenient hours. This means that women spend extra time on water-related tasks—waiting in the queue, walking long distances to wash in the river or searching for a water vendor. Sometimes they are forced to collect water at the cost of missing work (forgoing daily wages), skipping meals, not tending to children, and even losing sleep and leisure.

Women wash clothes in a street at Kibera, slum of Nairobi,

Women in my study reported instances of violence, theft and assault when they fetched water at night. Inebriated standpipe managers were unable to keep proper account of the water sold, and disagreements led to tension. Many women also lamented that even though water supply at inconvenient hours was not under their control, their men did not approve of them spending much time in the queue at night. My research found that wife beating is common at the standpipes at night.

Health and mental wellbeing

Often poverty compels women to push hard to carry water, even at the cost of their health, to save on paid water labour (water vendors that carry water), while also working to contribute to family income.

Water prices varied according to the source. For 20 litres of water, water ATMs charge 50 cents (US$.005), standpipes charge between 2KSH and 10KSH (US$0.02 to US$0.10) and water vendors charge between 2KSH to 50KSH (US$0.02 to US$0.50). This may not seem like much, but the average household income in Mathare is about 8500Ksh (USD$85) a month. These costs add up. Some residents said the cost of buying water was sometimes more than buying food.

General fatigue is common. Many women in my study complained of headaches, breathlessness, and pains in the chest, neck, back and waist. Some said they got so tired carrying water that they fell sick and missed work.

The daily engagement in negotiations and arguments—with other customers in the queue and water sellers—to procure water adds to the distress.

What can be done

There are steps being taken which could improve the situation for women.

The Nairobi City Water and Sewage Company has initiated several projects in partnership with various NGOs and other development partners to provide safe water to urban poor. It has recently constructed 24 water kiosks and extended 18km water pipeline in Mathare valley to serve a population of 200,000.

The World Bank has also given a grant of US$3,000,000 under the water and sanitation improvement programme to improve water services. This involves construction of 18.5 km of water pipeline extension to serve the residents of low-income settlements.

To address the water deficit, private vendors are gradually being regulated in Mathare. Kenyan municipalities have asked authorised private water providers to make supply arrangements in informal settlements a compulsory prerequisite for licence renewals.

These are positive steps, but more must be done to increase the number of shared taps (particularly as the urban population grows) and prevent corruption from driving up water prices. ■

A deep data dive reveals extent of unequal water provision in Nairobi

The data showed that water sufficiency in Nairobi differs according to several factors. These include the age of a neighbourhood, income level, type of water access and the size of the population per itinerary.

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Many African cities struggle to supply safe, potable water to their residents. One of the main reasons for this is urbanisation; cities' populations grow rapidly as more people move to them from rural areas.

Another reason, in some regions, is water scarcity.

Researchers have long suspected that informal urban neighbourhoods are lagging behind their formal counterparts when it comes to accessing safe drinking water. But this reality can be obscured when data is aggregated to city scale rather than being examined at a granular, localised level.

Numerous studies have been conducted to examine inequalities in safe water access. Most measure this access through source type, such as access to tap water. Some have incorporated other dimensions of water service delivery, notably water quality. However, relatively few studies have examined intra-urban differences in the volumes of water consumed.

In our study in the Kenyan capital, Nairobi, we examined patterns of domestic piped water distribution between 1985 and 2018. We used data from Nairobi's water and sewerage utility using small areas they call "itineraries". These have an average population of 700.

We also examined granular population data from the WorldPop mapping initiative and we drew on spatial data about the age of different neighbourhoods for the years between 1975 and 2014 from the Global Human Settlement project.

This data allowed us to examine differences between neighbourhoods in sufficient domestic water consumption, cost, and water access. Crucially, we could examine changes over time. The data revealed that newly developed low-income urban neighbourhoods—home to up to a third of Nairobi's population – are not as well serviced as older, wealthier and less densely populated areas.

Our hope is that these findings may influence governance and policy in the water sector. Water supply must be reliable, safe and affordable to everyone who lives in Nairobi.

Key findings

The data showed that water sufficiency in Nairobi differs according to several factors. These include the age of a neighbourhood, income level, type of water access and the size of the population per itinerary.

The World Health Organisation recommends at least 1500 litres of water per individual per month for domestic use. We found that residents in high- and middle- income areas were six and four times more likely to receive 1500 litres. Less densely populated areas were more likely to receive higher volumes of water.

The manner in which people access water differs according to income, too. People in high- and middle- income areas tend to have piped connections in their homes. Those in middle to low and low-income areas were more often getting water from communal taps or water kiosks (water vendors who sell water purchased from the utility company).

We also found that a great deal of water—an average of 3.5 billion litres per month—is being wasted either through burst pipes, theft or irregular meters. This is more than twice the amount of water needed for every one of the city's residents, across all areas, to access the recommended 1500 litres a month.

Tackling the problem

There are three ways to address the spatial inequality of water access in Nairobi: good data to plan water services and tariffs, investing in infrastructure, and governance.

Data on water supply and consumption is key in assessing the gaps in the water distribution process. It can also help to ensure better management of sometimes scarce or limited water supplies. Historically, government data has been poorly stored.

> The manner in which people access water differs according to income, too. People in high- and middle- income areas tend to have piped connections in their homes.

However, there have been positive improvements in this regard as governments increasingly ensure that their data is accessible, electronically stored, complete and consistent.

This enables research and future planning. Kenya has digitised the water consumption data and made the water tariff structure publicly available.

Improving water sufficiency will also require the right investments from the government.

Growth in city population should be accompanied by investments in infrastructure to support provision of safe water to the population—including proper funding of water utility companies to enhance their performance. Investments should be organised based on residential category and neighbourhood age, with a focus on the groups the data shows are not being well serviced.

Finally, good governance is required to minimise both water losses and social inequalities. There should be a deliberate prioritisation of water supply and infrastructure development in low-income areas, both in newer and older neighbourhoods, and in densely populated areas.

This is critical if Kenya is to achieve the water access targets outlined in the African Union's Agenda 2063 and the 2030 United Nations' Sustainable Development Goals. ■

HELEN FENWICK
Professor of Law, Durham University

Five takeaways from the UK government's proposal to replace the Human Rights Act

Recent flagship reports and accompanying commentary by both the IMF and the World Bank demonstrate a somewhat flippant approach to causality.

After years of discussing its intention to replace the Human Rights Act, the UK government has opened a consultation on a new bill of rights to replace it.

The Conservative party has had an uneasy relationship with the Human Rights Act over the years. A promise to repeal and replace it with a British bill of rights has appeared in election manifestos more than once. After Brexit, it was almost inevitable that a Conservative government would move to repeal the Human Rights Act—the act imported the European Convention on Human Rights (ECHR) into domestic law, giving it a particularly strong influence.

The proposed overhaul is intended in general to distance the UK from European ideas of human rights, allowing common law ideas and parliamentary determinations far greater leeway. Here are five elements to pay attention to:

Deportation and rights claims

The government says that "foreign criminals" are exploiting human rights claims, such as the right to respect for family life (Article 8 in the ECHR), to resist deportation. It suggests that the new bill of rights could include provisions limiting "a certain category of individuals" from avoiding deportation on human rights grounds.

it could be clarified that certain rights, such as the right to family life, cannot prevent the deportation of a certain category of individuals, for example, offenders sentenced to a term of imprisonment, or persons involved in terrorist-related activity.

In practice, this would likely mean that non-citizen offenders convicted of more serious offences, such as rape, could be more easily deported, regardless of their family life as established in the UK. But it would be a dramatic and discriminatory move since such people would be debarred from raising Article 8 arguments. Some individuals could still potentially bring claims at the Strasbourg court. Meanwhile, citizens convicted of the same offences not only could not be deported, but could also presumably rely on family life arguments.

> The World Bank's odd approach to causality allows it to frame any policy that cracks down on informality as also addressing inequality, while largely ignoring a wider set of targeted interventions that aim to improve livelihoods.

A 'permission stage' in rights claims

Another proposal is to introduce a "permission" stage, which would require claimants to demonstrate that they had suffered "a significant disadvantage" before a claim could be heard in court. This is intended to filter out "frivolous or spurious" cases, which the government says "devalue" the concept of human rights. It considers allowing exceptional cases to proceed even though they fail to meet the threshold, where there is a highly compelling reason to do so.

If included and applied literally, this provision would mean that a number of claims failing to meet that threshold (including from people trying to escape deportation or extradition) would never be heard.

This proposal is clearly modelled on a similar "admissibility" provision in Article 35 of the ECHR. But Article 35(3) states that even if a significant disadvantage is not shown, the case could still be examined on its merits if it raises important human rights issues.

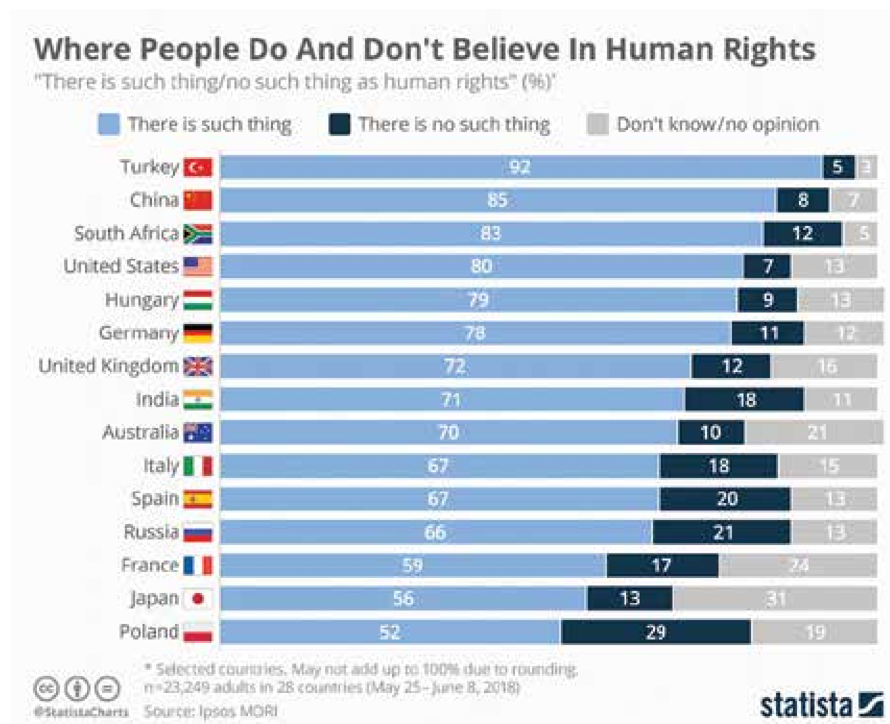
If the new bill of rights does not include the "highly compelling reason" provision suggested, Strasbourg's permission stage would become less stringent than the domestic one. This means that some cases denied a full hearing domestically could still be heard at Strasbourg—the exact opposite of what the government is hoping to achieve.

Strengthening press freedom

Another proposal aims to enhance press freedom of expression and limit "interference" with the press over privacy claims. This proposal was clearly prompted partly by the court of appeal's recent judgment favouring privacy in Meghan Markle's case against the Mail on Sunday.

The consultation document suggests that Strasbourg has tended to give priority to the right to privacy (Article 8) over free speech. In contrast, the Human Rights Act directs courts to have "particular regard to the importance" of the right to freedom of expression (Article 10), but that it does not give primacy to press freedom.

The government's proposal is to include a provision in the bill of rights directing courts to give Article 10 priority when in conflict with Article 8 or with wider public interests. Again, privacy claimants who lose a domestic case could still bring their case to Strasbourg.



Right to trial by jury

The ECHR does not provide a specific right to a jury trial. The government suggests that there may be scope to include one in the bill of rights, given its "significant historical place" in UK legal tradition.

The new right would apply differently in the devolved administrations since its application would depend on the relevant law in each jurisdiction. This inclusion would be relatively uncontroversial, although it would not be likely to be of great significance in practice. It could also accord the bill of rights a British, rather than a European, feel.

Protecting public authorities

The government wants to give greater protection to public authorities (such as police forces or government departments) that it says need to be freer to "perform their functions". This would make it more difficult for people to bring human rights cases against these bodies.

Instead, the issue of possible incompatibility of the legislative provision in question (under which the authority was acting) with the ECHR could be considered at a later point by Parliament.

This would be intended to create an environment whereby such authorities would have more power to carry out their functions as Parliament intended. To do this it has suggested changing the wording of the Human Rights Act to prevent human rights claims against public authorities. ■

When industrial policy meets African political realities: lessons from Uganda

Four industrial policy regimes have been applied across most African countries at different points since independence.

PRITISH BEHURIA

Lecturer in Politics, Governance and Development, Global Development Institute, University of Manchester

Since the 2008/2009 global financial crisis, industrial policy has been widely celebrated as having become fashionable again. Joseph Stiglitz, Justin Yifu Lin and Célestin Monga argued in 2013 that governments around the world were increasingly protecting industries to diversify their economies, heralding the rise of industrial policy globally.

There has also been a proliferation of research on industrial policy in Africa over the past decade. This ranges from comparative to single-country case studies.

One focus of the research has been on political constraints to industrial policy, placing the blame on a singular villain: government corruption. This frames politics as 'evil', with the policies rarely at fault. Yet, experiences of all successful late industrialisers tell us that experimentation with policies, rather than replication, resulted in better outcomes.

There remains debate whether the 'new' industrial policy should be market-conforming or market-defying. Market-conforming proponents argue that countries should not experiment with investing in sectors too far from their comparative advantage. Market-defying optimists argue that the historical record shows that countries like South Korea had some success in picking winners in sectors quite far from their comparative advantage.

Industrial policy regimes

Four industrial policy regimes have been applied across most African countries at different points since independence.

The first was the import substitution. This refers to trade and industrial policies that encourage domestic production to reduce dependence on foreign imports.

The second is a market-led regime. Here policies ranged from currency devaluations, privatisation, trade liberalisation to financial sector liberalisation. This regime brought about a decisive shift of power from 'spending ministries' to 'budgetary ministries'.

The third regime was the export-first industrial policy. This has been dominant over the past two to three decades. It has been most visible through special economic zones and the encouragement of firms in Africa to link up to high-end global markets. This linkage was most pronounced in the apparels sector.

The fourth regime was the domestically-oriented industrial policy. It has become increasingly visible over the past decade. It involves protection of domestic producers and the use of public procurement. Public procurement is used to encourage domestic consumption of locally procured goods (through Made in Campaigns).

Uganda, Rwanda and Kenya recently increased import duties on used clothes and then banned their imports. Other African countries have been using public procurement to secure domestic markets. They include South Africa, Rwanda, Uganda, Kenya, and Ghana.

Outward-oriented and domestically-oriented industrial policies have been replicated in several African countries. Examples include Uganda and Rwanda. This has sometimes been done without adapting these policies to the local political constraints.

Four industrial policy regimes have been applied across most African countries at different points since independence.

In a new paper I examine how this replication took place in Uganda. I also look at the challenges associated with failing to adapt policies to local political realities.

Rwanda implemented similar policies to which President Paul Kagame's government has remained committed. Ugandan President Yoweri Museveni's government, on the other hand, has wavered.

I was keen to understand why.

The paper argues for a more historically-informed understanding of industrial policy. The aim is to get a better understanding of contemporary constraints in specific sectors.

Uganda apparels sector

Uganda's case shows how domestic coalitions, for example, with technical support from international finance institutions, can obstruct implementation of policies. These coalitions have obstructed both the Buy Uganda, Build Uganda strategy and the attempt to raise tariffs on used clothing.

When Uganda, Kenya and Rwanda proposed a ban (or a raise of tariffs) on imports of used clothing, the US threatened to withdraw its preferential market through the African Growth and Opportunity Act.

This shows the first of two problems that bilateral trade treaties present. The first is that they constrain the ability of a country to enact domestically-oriented and export-first policies. In addition, export first industrial policy has empowered foreign companies, which depend on preferential market access through bilateral treaties.

This has certainly been the case in Uganda.

The Ministry of Finance and the Central Bank have led the charge against domestically-oriented industrial policy. They have consistently dissented publicly against domestically-oriented industrial policies. And the comparatively weaker Ministry of Industry, Trade and Cooperatives has struggled to enact industrial policies.

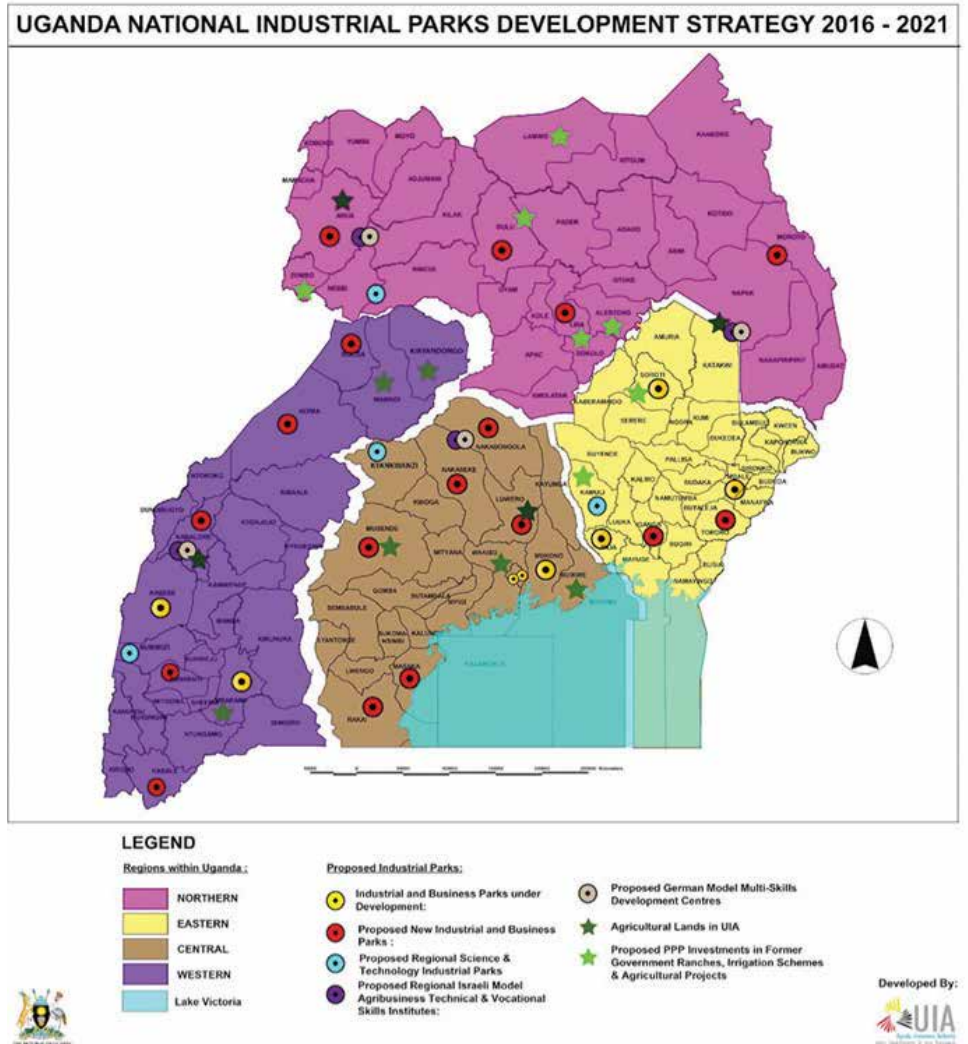
It has become commonplace to analyse industrial policy constraints by looking at either the technical (industrial policy instruments) or transitional (how the powerful oppose) costs. Yet historical analysis highlights two other essential constraints. The first is whether the balance of power within ministries has shifted to budgetary ministries, prioritising limited wastage.

Yet, if experimentation is central to successful industrial policy, wastage >>

>> would be inevitable.

The second constraint relates to whether there is intellectual space to think about how politics may shape possibilities rather than just be an impediment. The pursuit of pluralist policies in Africa is being hamstrung by the dominance of neoclassical economics at universities and budgetary ministries. This means that there is little space to push against the market-led assumptions associated with the policies of multilateral financial institutions.

That's why there has been little uptake of domestically-oriented industrial policies in Uganda. The Uganda government continues to prioritise supporting export-oriented firms. And the current domestic policy environment doesn't allow for support for firms that produce for the domestic market.



Foreign exchange constraint

Most former colonies were dependent on primary commodity exports after independence, leaving them vulnerable to commodity price fluctuations. But trying to reverse this has proven difficult. This is because a reduction of commodity exports to boost domestic manufacturing may result in foreign exchange shortages. In turn, this makes it difficult to pay for imports.

Most African countries remain constrained by this challenge even today.

With many African countries facing a loss of exports and a foreign exchange crunch, they may become even more reliant on foreign finance. Within that policy space, it is still yet to be seen if there will be possibilities for industrial policy experimentation. ■

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