

**ANNE WACHEKE MAKORI (EBS)-ADVOCATE OF THE HIGH COURT
OF KENYA, LSK, CS (K), CHRP(K)**

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Summary of Personal Profile

A Diligent, Hardworking and committed, results oriented Professional, with strong, proven Leadership and managerial capabilities with experience spanning over 25 years. I am Multi skilled Public Officer, who currently is serving as a Council Member at MOI University and who upto September 2024 served as State Officer for six (6) years at the Independent Policing Oversight Authority, (IPOA) as the Chairperson, leading a Board comprising of Nine (9) full time Board members and a Secretariat with an approved establishment of 1337 staff led by a CEO reporting to the Board Chairperson. The institution had 7 Directorates as follows; Investigations, Legal, HR & Administration, ICT, Finance & Planning, Complaints & Inspections, Monitoring & preventive services. Other functions include Communications, Risk & Audit.

Other areas of exposure & expertise:

- Corporate Leadership at management level at both Head of Directorate and Head of Department in Business, Human Resource and Legal
- Legal Practice as an Advocate of the High Court mainly in Corporate, Commercial, civil litigation in land, employment, Probate & Administration matters.
- 8 years of Company/Corporation and Board Secretary.
- Human Resource Expert

Industries worked in:

- GOK- Currently Education sector, and previously Security sector, State law officer (Industrial Relations) Ministry of Labour, Commercial sector (ART) a subsidiary of ICDC
- Media Industry
- Banking & Finance

Academic & Professional Qualifications:

A leader with broad leadership exposure and experience, a Human Resource expert and an Advocate of the High Court with over 30 years' work experience in Legal work, coupled with a diversity of exposure both in Government and Commercial Corporate private sector, I hold a Bachelor's Degree in law (LLB. Hons. - U.O.N), Diploma in Law from the Kenya School of Law, a Master of Arts Degree in Leadership (Business & Entrepreneurship Major) From Pan African Christian University, a Certified Human Resource Professional (CHRP-K), Certified Professional Mediator (CPM), Certified Public Secretary (CPS(k) and a Certified Professional Trainer (CPT).

Currently; - (a) Full time legal Practice - A Practicing Advocate at MMA LLP as the Managing partner

(b) Council Member – Moi University

Previous Roles in Government:

The Chairperson - Independent Policing Oversight Authority (IPOA)- (1st September 2018- 31st August 2024)

Other Board and Strategic Leadership roles in Government entities:

- National Council on Administration of Justice - Council Member upto September 2024
- Ongoing - Member of the Board of Management & Chair Academic Affairs Committee – Kamiti Secondary School

Community Service:

Board Member:

- Christian Mission Aid International (CMA)- Christian Mission aid is a not for profit entity that runs a Girls Rescue Centre in Kajiado and offers medical services to the marginalized communities of the Southern Sudan amongst others community based initiatives

- Bible Translation & Literacy East Africa (BTL) – Bible Translation & Literacy is a Christian based entity that undertakes Education & literacy work among the small and marginalized community groups in Kenya and the East African Region. It also undertakes bible translation work and supports in the education sector (Schools construction) among these communities.

Key Skills and Achievements

Career Summary and Key Responsibilities:

Current: Managing partner at Magunga, Makori Advocates, a partnership of Legal Practitioners with over 30 years post admission experience in the field of Corporate, Commercial, Banking Conveyancing & Civil litigation.

Past Responsibilities: As The Chairperson of IPOA, I was the institutional leader where I offered leadership to a team of Eight (8) Commissioners together with a secretariat that comprised the Chief Executive Officer (CEO) and other staff Members.

IPOA's mandate is to among other things support Police Reforms through Monitoring police operations, Inspecting Police premises, conducting Investigations, & making various recommendations with a view to ensuring Policing services are offered to the public in an open, transparent and accountable manner.

This mandate is anchored on Article 244 of the constitution, and IPOA is Established through an Act of parliament, IPOA Cap. 86 Laws of Kenya.

IPOA is a Civilian Oversight Authority, over the work of the National Police Service. Final decision making and approval of all reports, review of all cases and approval of various policy recommendations & briefs, vests in the Board. Key stakeholders include NPS, ODPP, Judiciary, Ministry of Interior & NA and other state and non- state entities including the Civil Societies & Human Rights Organizations.

Summary Achievements:

- Budget enhancement
- Review of HR instruments
- Spearheaded development of IPOA Regulations
- Enhancement of ICT system to ERP
- Equipping of the Authority and leadership Development partner engagements
- Improved working relationships through corporation & Collaboration amongst others

Other Areas of Expertise:

Training & Business Consultancy:

Blue Strategy Africa: Part- time consulting & training, with a bias to HR component (Organizational Review), strategy development & Implementation. Assignments carried out both Locally and Regionally.

Previous Corporate experience & Institutions worked in:

- I. Faulu Microfinance Bank Limited – General Manager in charge of Legal, Business Development and Human Capital
- II. The Standard Group- Group Head of Legal, Human Resources and Administration
- III. GOK – Ministry of Labour and Employment – Industrial Relations Department

Versatility, Adaptability and change management:

As a seasoned Legal Practitioner who had the privilege of serving the GOK at a State officer level for at least 6 years, and a leader in my community, I have the benefit of having wide experience in different sectors and at different leadership levels touching on Strategy Development & Implementation, active involvement in Criminal justice system & Reforms, Civil & commercial (Business) litigation, Employee Relations & Human Capital Development, Organizational Review for efficiencies, that gives me the advantage and the ability to quickly and easily adopt. I continuously read & consult widely and I am open to continuous learning, in order to be able to deliver on the responsibilities bestowed upon me being aware of prevailing Macro & Micro factors. I also have the ability to effectively handle challenges in a wide range of areas in Public Service, Business or the Legal Field.

This is evidenced by various Roles handled presently and in the previous assignments which include:

Business & corporate/ Commercial sector experience:

- ◆ Between 2006 to November 2014, Served as The General Manager, giving oversight and leadership to three key functions within the organization, these being Legal, Human Resources & Business Development with

outstanding improvement in business results.

- ◆ Led the team handling a Business Acquisition/ Merger and divestiture of the Bank and compliance with the Regulator, the CBK.
- ◆ Served as the Company Secretary for Faulu Microfinance Bank from 2010 – 2014 alongside the Human Resource function as Company Secretary & Head of HR.
- ◆ Set up the Human Resources as well as the Legal functions at Faulu Microfinance Bank Limited
- ◆ Responsible for introducing & entrenching the Balanced score card as the tool for performance management with remarkable business performance
- ◆ Spearheaded organizational participation in the Deloitte Best Company to work for and Franklin Covey 360 degree leadership quotient surveys that informed strategy on performance improvement
- ◆ Gave leadership and participated in the development and roll out of a selling skills curriculum that delivered double benefits to the organization. 1. Ownership of copyrighted training materials for organizational continuity and 2. Cultural change to selling and results orientation leading to increased productivity.
- ◆ Overseeing the introduction, recruitment, training and roll out of a direct sales team initiative, with over 1,000 direct (commission sales agents) sales team members having been recruited, trained and assigned within a period of 1& 1/2 years. This greatly enhanced the organization's performance in a cost effective manner

Other areas of expertise:

Practical skills in policing & Oversight

Trained in the area of UN conventions & investigations in Crimes against Humanity

Development partner and donor engagements

Employee and labour relations

Excellent negotiation skills and great experience in the area of Trade Union/ employer CBA negotiations

Dispute resolution including conciliation, mediation and other ADR mechanisms

Commercial law contracting and divestiture processes

Pensions schemes management

Technical expertise, Communication and interpersonal skills

- ◆ As the Institutional Leader at IPOA, I was responsible for Overall Corporate Strategy & communication in terms of the Institutions policy position.

Key Achievements at IPOA:

- ◆ Successfully spearheaded review and roll out of Human Resource instruments that included a new staff Establishment, new Organizational Structure and development of Career progression guidelines.
- ◆ Oversaw the development of IPOA Regulations to completion and now these Regulations form part of Kenya's subsidiary legislation.
- ◆ Enhancement of ICT system from case management ECM to ERP. Development and operationalization of the offsite (Disaster Recovery) DR site
- ◆ Solid experience in Donor & Development partner engagements for Technical support in capacity Building, as well as in other areas leading to support for IPOA in equipping and tooling of the Authority including support in 8 brand new Toyota double Cabin Vehicles for field work

People leadership and managerial capabilities:

- ◆ I was responsible for the development and roll out of an internal communications unit in the Bank that succeeded in ensuring centralized internal communication system which led to effective and efficient management of the number of communications released, synchronization, ensuring quality and alignment to the organizational intent and purpose.
- ◆ A Certified Trainer and facilitator responsible for establishing the talent pool approach in Leadership development.
- ◆ Roll out of employee, branch and department of the month recognition awards leading to improved customer service and retention with resulting business growth and staff motivation
- ◆ Introduction of self- funding incentive scheme that resulted to greater staff motivation and retention, with staff retention improving by 5% as compared to the previous year.
- ◆ Introduction of a business partnership approach as a way of supporting Business relations within Departments

Self- motivated and a "can do attitude"

- ◆ Currently and continuously working towards strengthening business networks, at IPOA entrenched the whole of Government approach (WOGA) through Corporation and collaborative approaches to service delivery between IPOA and her critical stakeholders, both State and Non state that drastically reduced the

turnaround times on investigations thus enhancing access to justice.

- ◆ Reaching out and negotiating persuasively with Development partners

Results oriented:

- ◆ I am a results oriented, ready to learn professional who will not shy away from taking leadership in new and unfamiliar areas.
- ◆ Previous experience involved taking a key business function (GM- Business Dev.) which was outside of my experience and professional comfort levels and successfully running it with immense success in terms of business growth
- ◆ Introduction and roll out of an online training platform & working with ICT, managed to negotiate for acquisition, set up and roll out of a HR management system all within less than a year in 2014 (hSenid system) with interface and scalability capability resulting in enhanced service delivery within the HR Department and the whole organization
- ◆ Innovative - By challenging support functions to learn the business of the organization, introduced business targets (Deposits) for support functions that led to greater departmental cohesion and support to the Organizational Strategic aim
- ◆ Consistently deputized the MD during his absences even for periods spanning over a month
- ◆ A top performer who also challenges creativity within the team and allows opportunity for achievement of individual dreams and career aspirations.

Cross- functional working & community focus

- ◆ A seasoned and persuasive fund raiser, with very good experience in negotiating with Development Partners and running the funded projects successfully and in an accountable and transparent manner
- ◆ Serves in Community based organizations with frequent need for probono legal, financial and fund raising support ie BTL & CMA.
- ◆ By obtaining funding from DFID & FEF (Financial Education Fund), I Spearheaded the roll out of financial literacy programmes christened 'mawaidha', the first of its kind in the country. The focus was both my employer, Faulu customers and non Faulu customers with a bias to community or opinion leaders on the basis of public good. 20,000 community leaders were trained on basic savings skills for wealth creation. This has since been adopted by other financial institutions including mainstream banks and has had a major impact on the society particularly bottom of pyramid customer leading to increase in financial inclusion and access.
- ◆ Introduced an interdepartmental exchange program offering opportunities to staff to sit in other departments and work there for a designated period to enhance cross departmental cohesiveness, appreciation and skills enhancement for efficiency and teamwork.

Other Organizations worked in:

December 2006 to November 2014, Faulu Microfinance Bank Limited, General Manager, Legal, Human Resource & Business Dev

Direct reports included 3 Senior HR managers, 1 Legal Manager and 3 Heads of Business, with an overall organization workforce of 1820 with 758 permanent & over a 1000 commission agents. Key responsibility included ensuring legal compliance, talent acquisition, development and retention and Business growth.

Achievement

- ◆ Overall Organizational productivity at an average 80% from a low of 58% 4 years earlier while maintaining the head count costs and return to profitability.
- ◆ Legal compliance maintained at 100% without any penalty being charged by the regulator due to breach
- ◆ Business growth with most key parameters being above or on target month on month to November 2014

Group Legal, Human Resource and Services Manager: The Standard Group 2001 - 2006

Overseeing the human resource and administration functions. Direct oversight of 68 employees comprising of Human resource professionals and administrative staff including receptionists, security and drivers.

Achievement:

- ◆ A high performing organization supported through sourcing for best talent, people development programs and maintenance of high performance standards. The Standard's KTN television station was able to achieve and retain the lead as the most preferred T.V station with the Daily print stood at a strong number 2 position in the ranking of local Media houses
- ◆ High productivity returned the Company to profitability

African Banking Corporation Limited (ABC Bank Limited): Senior Officer – Human Resource

Served for a short stint within which time I managed to transition the Bank from employing cleaners to out sourced service provision which was more efficient and cost effective and at the same time introduced a grievance handling process.

Government of Kenya:

Public service Commission - graduate entry level as an Officer

Served for 6 years at the Ministry of Labour & Employment

African Retail Traders (ART Ltd.)- A subsidiary of ICDC – 3 years

Qualifications and Professional Development		
Area of Learning	Provider	Year
Training on Crimes against Humanity	OHCHR	2024
Certified Human Resource Professional (CHRP- K)	HRMPEB	2020 - 2021
Certified professional Mediator	MTI - USA	2015
Certified Professional Trainer	College of Human Resources IHRM)	2012
Masters in Leadership (Business & Entrepreneurship Major)	Pan African Christian University	January 2009 to June 2011
Human Resource Management	Institute of Human Resource Management (Now College of Human Resources)	January 1999 to December 1999
Certified Public Secretary	KASNEB	1993-1994
Dip. Legal Education	Kenya school of Law	1989 1990
Bachelor of Law (LLB Hons.)	University of Nairobi	1986 to 1989
Several Short courses in various business areas including:	Legal & Policy drafting, Legal auditing, Corporate Governance, Strategic planning, Leadership, Management & supervisory skills and ADR. Continuous professional development courses with IHRM, LSK & ICPS(K)	On an ongoing basis

Hobbies and Interests

- ◆ Community outreach – both projects and religious based either at work or with like- minded partners
- ◆ Business undertakings such as investment groups & SACCOs
- ◆ Leisurely travel

Referees Professions:

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