

Kenyan CIOs and ICT Directors: Roles, Beliefs and Profiles

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8th September 2007
Strathmore University Annual ICT Conference

Objectives of this paper

- Provide a profile of the Kenyan CIOs or ICT Directors
- Present their beliefs and view about IT and the CIO function.
- Present their roles in the organization and the role of the IT department.
- Present some of their problems or challenges
- Reasons for success and failure in the organization

Introduction

- **CIO** is a job title for the head of the information technology group within an organization.
- The CIO typically reports to the Chief Executive Officer.
- The prominence of this position has risen greatly as information technology has become a more important part of business. The CIO may be a member of the "executive board" of the organization.

Introduction

- No specific qualification is typical of CIOs in general; every CIO position has its own specific job description.
- In the past, many had degrees in computer science, software engineering, or information systems, but this is by no means universal.

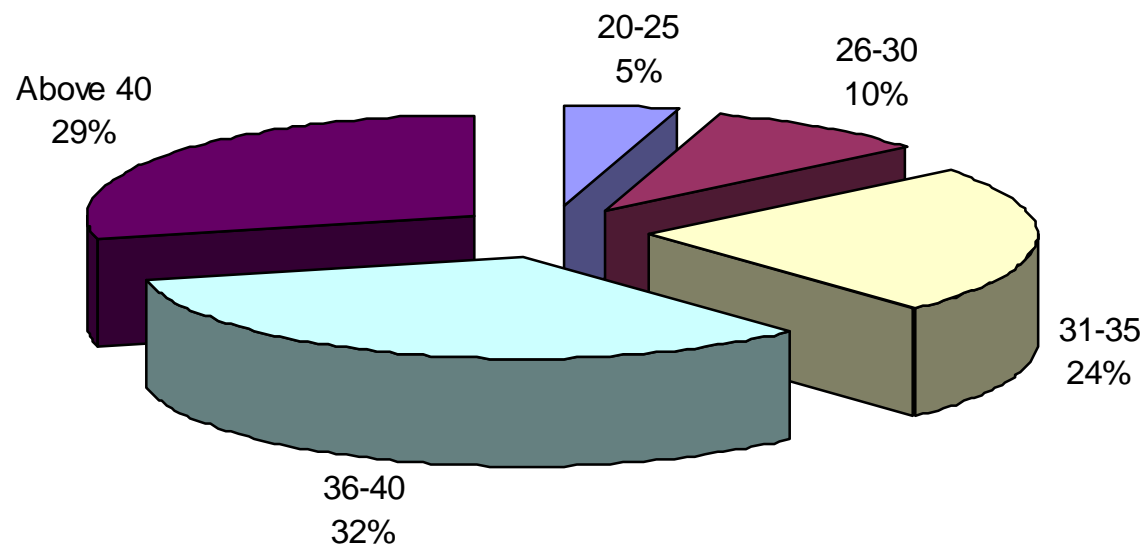
The Study.... (Partial Findings)

- 21 CIOs/ICT Directors
- 21 Large Companies/organizations
 - 100 Employees and above

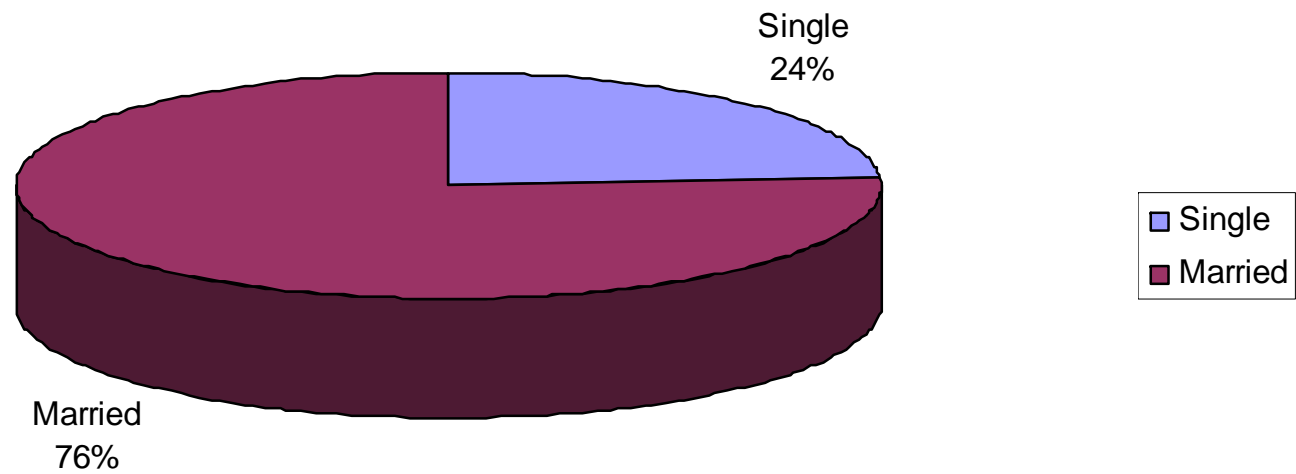
Companies/Organizations

Industry	Frequency
Banking/Finance	7
Government/Parastatals	6
Manufacturing	3
Media	2
Telecommunication	2
Retail	1

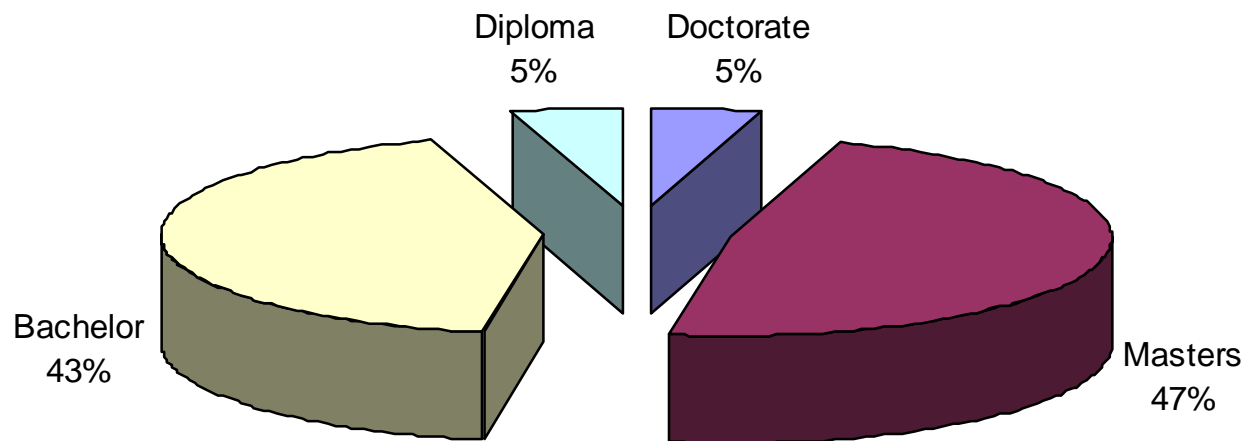
Age Bracket



Civil Status

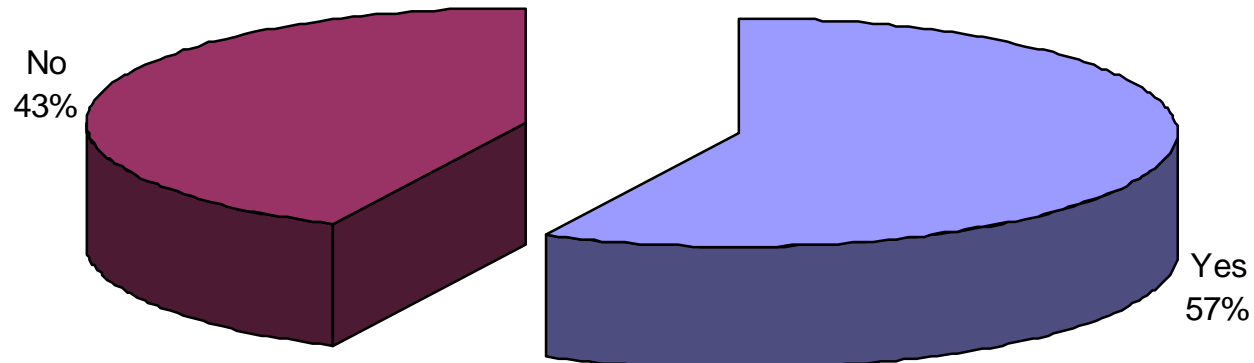


Educational Attainment



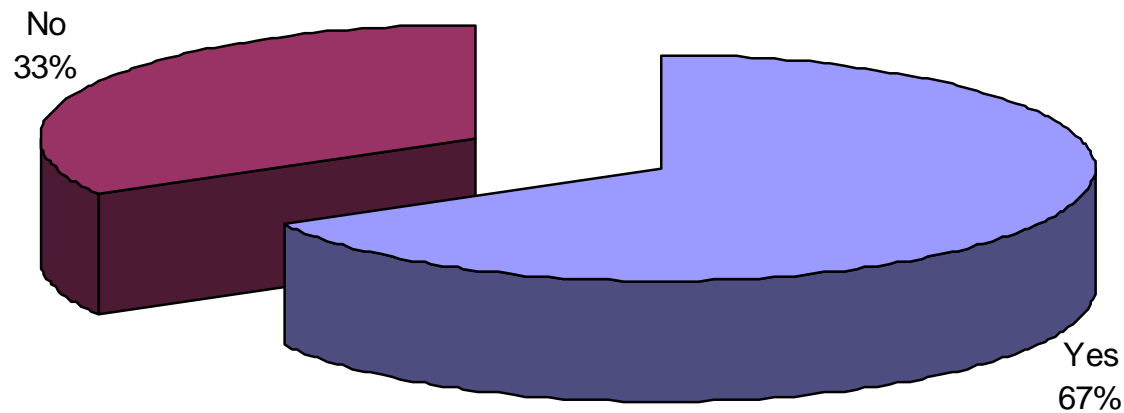
- PhD in Computer Science,
- PGD-CS, MBA, MSIT, MSIS, MSBIS, MSMIS
- First Degree in BSCS, BSIM, BSEEE, BSIS, BSIT, BBIT

Professional Certification



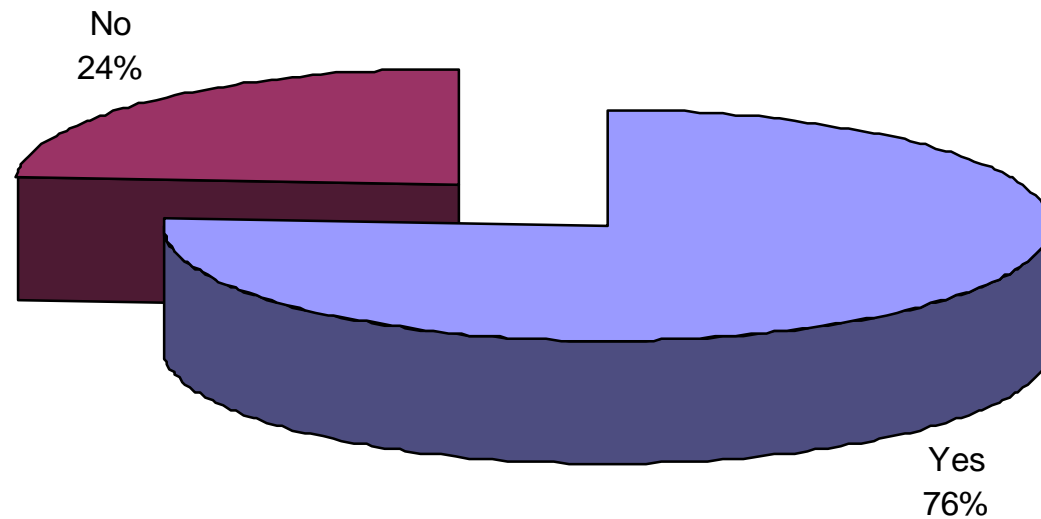
Certifications : MS Professional, CCNA, Netware, 3COM, CISA, Java, MCSD, etc

Previous Experience???



Average of 3 years experience as NetAd, IT Services Mngr, IS Mngr, SysAd, Head of IT, Systems Analyst, IS Auditor, Project Supervisor, Asst IT Manager

Recruited Internally???



Level of Knowledge and Skills as Perceived by the Respondents (5.0)

Indicator	Mean	Rank
Understanding of the mission, purpose, vision, and strategic plan of your organisation, and considerable knowledge of general policies, procedures, rules, and regulations	4.43	1
Oral and written communications skills	4.29	2.5
Human relations, critical thinking and problem solving skills	4.29	2.5
Organizational skills	4.05	4
Knowledge and understanding of multiple technologies, including computer technology	4.00	5
Knowledge the principles/practices of planning and project management	3.95	6
The ability to conceptualize large complex multi-technology	3.86	7
Knowledge on technological solutions for various goals	3.81	8.5
Budget management and planning.	3.81	8.5
Employee supervision	3.76	10

Percent of Time Spent on an Activity

Indicator	Mean	Rank
Supervise the planning, implementation, daily operations, and continuous improvement, of organization-wide technology systems, services, networks, and facilities.	17.90	1
Manage and supervise assigned operations to achieve goals within available resources. Assigned operations will be adjusted as technologies are adopted and decommissioned	17.43	2
Develop and make continuous quality improvements to the organisation technology strategy.	16.00	3
Administers and is directly responsible for supervising staff so that they effectively perform assigned job duties to achieve the delivery of assigned duties.	13.14	4
Provide professional advice to the Cabinet, senior staff and their delegates.	12.43	5
(a) Assure compliance with all policies, plans and procedures. (b) Identify solutions to improve the company's pursuit of its goals and objectives.	12.19	6
Supervise technology projects	11.48	7

Role of CIO and ICT in the Organization

(5.0 – Strongly Agree)

Indicator	Mean	Rank
ICT strategies support our business strategies.	4.86	1
ICT is enabling our organization to be competitive.	4.71	2
Information is regarded as a strategic tool.	4.57	3
I have the cooperation, support and respect of my team members.	4.33	4
The CIO/ICT function is a reputable and well-established function in my company.	4.00	5
The CIO/ICT Director role and position has an executive or top managerial grade/level.	3.95	6.5
The CIO/ICT function is somehow driving the change and development within my organisation.	3.95	6.5

Role of CIO and ICT in the Organization (1.0 – Strongly Disagree)

The CIO/ICT Director position is justly, fairly compensated and the salary is competitive with that of industry rate	2.89
ICT is integrated or under another department (e.g. operations, finance, etc)	2.44

Perceived Skills needed to be successful in the Role as CIO/ICT Director

Indicator	F (%)	Rank
Understanding of the mission, purpose, vision, and strategic plan of your organisation, and considerable knowledge of general policies, procedures, rules, and regulations	18 (86)	1
Human relations, critical thinking and problem solving skills	17 (81)	2.5
Knowledge and understanding of multiple technologies, including computer technology	17 (81)	2.5
Knowledge on technological solutions for various goals	14 (67)	4
Knowledge the principles/practices of planning and project management	12 (57)	5.5
Oral and written communications skills	12 (57)	5.5
Budget management and planning.	7 (33)	7.5
The ability to conceptualize large complex multi-technology	7 (33)	7.5
Organizational skills	4 (19)	9.5
Employee Supervision	4 (19)	9.5

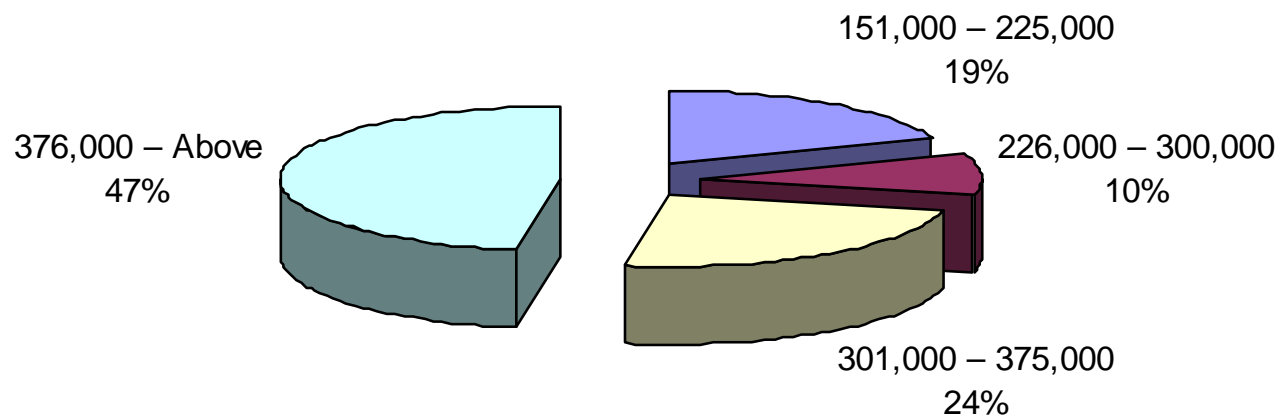
Kenyan CIO/ICT Director Philosophy

Indicator	Mean	Rank
Technology is essentially good.	4.38	1
It is human beings, after all, who are controlling even the most complex and powerful technologies.	4.05	2
All structures and machines, primitive or sophisticated, exist in a social context and serve a social function.	3.57	3
Change is following directly from a technological revolution.	3.52	4
Technology is the most powerful force for change, and social conditions and human aspiration are the primary causes of change.	3.38	5

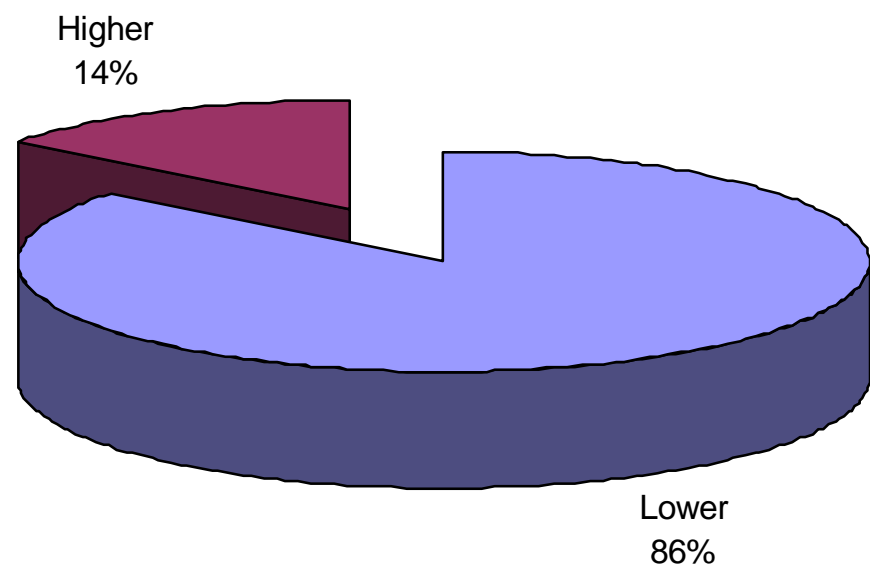
Perceived Problems by Kenyan CIOs and ICT Directors (5.0- Strongly Agree)

Indicator	Mean	Rank
Organisational Politics	3.10	1
User resistance to change	3.05	2
Lack of Manpower in ICT Department	2.90	3
Poor salary package	2.71	4
Users are overwhelmed by technology	2.62	5

CIOs/ICT Directors' Expected Monthly Salary

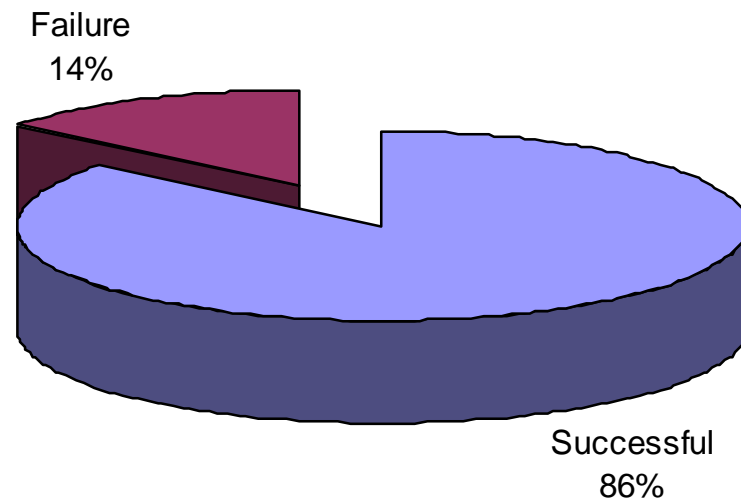


The Real Score???



Those who said higher belong to Banks and Manufacturing, Media Companies (Salary Above 300k)

If they are successful in incorporating
/implementing ICT into their organization???



Reasons for Success

- CEO and Top management commitment and support
- Business needs drive IT and ICT is recognized as an enabler to the achievement of business objectives.
- Excellent Project Management (Team members, Goals, Tools, Procedure, Change Management)
- Integration of Systems

Reasons for Failure

- Integration was limited and was not planned.
- No Senior Manager on Board.
- Poor Project Management (Resistance to Change, No Feasibility Study)

Conclusions

- CIO/ICT Director function is still male dominated
- Employers generally prefer those who have post-graduate education
- Employers generally prefer those CIOs and ICT Directors who knew the organization and has grown through the ranks rather than poach somebody from the outside.
- Understanding of the mission, purpose, vision, and strategic plan of their organization and human relation skills are more important than technical skills in order to be successful as CIO/ICT Director.
- Many were technical staff. More recently CIOs' leadership capabilities, business acumen and strategic perspectives have taken precedence over technical skills.
- It is now quite common for CIOs to be appointed from the business side of the organization.

Conclusions

- Although the CIO/ICT Director role and position has an executive or top managerial grade/level and is driving the change and development of their organization, most CIOs and ICT Directors believe that they are not justly or fairly compensated.
- Organizational politics, user resistance to change and lack of manpower for the department are the main challenges faced by CIOs and ICT Directors.
- For any project to succeed, top management support and business needs should drive IT are essential, otherwise **C**areer **I**s **O**ver for the CIO.