

Ahmed Ndyamukama Mtajuka Operation Director -Qowisio MEA

Name: **MTAJUKA, Ahmed Ndyamukama**
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Education/Profession:

MSc Electrical Engineering (Telecommunication) -2000. Delft University of Technology, The Netherlands.

BSc Engineering (Electrical) -1996. University of Dar Es Salaam, Tanzania.

Personal Strengths

- Over 20 years of International experience (Europe and Africa) and great multicultural experience.
- More than 15 years of Technical Management and more than 10 years of Senior Management position
- Vast experience in Mobile communication industry and focus in Network Quality and OPEX optimization
- Great initiator, motivator, results driven and quality-conscious.
- Skilled in a broad range of Mobile network technical and managerial competencies,
- Action-oriented, Committed, Focused to meet business objectives
- Excellent negotiating skills, communicator and Good-humoured.

Work Experience:

01.2012- Now. Qowisio, Nairobi, Kenya:

Operations Director MEA.

- Development and design the product solution architecture that helps the customer saves upto 50% of Passive Network Operation costs.
- Providing a Remote monitoring solution for fuel and energy monitoring and or control at the Telecom sites.
- Delivers a control and optimize Network OPEX in terms of fuel and power source management.
- With the increasing cost of fuel and the unreliability of the grid power the task is to monitor the fuel and energy consumption and costs as this is almost 70% part of network operating costs.
- Delivers solution that is mostly wireless, which makes it easier to install and maintain and less prone to vandalism.
- Responsible for driving Qowisio operational activities in Africa and Middle East, including establishment of new markets, pre sales support, trials, rollout and deployment, after sales support and conducting product training.
- Responsible for defining roadmap for upgrades, new releases and new products based on market requirement.
- Introduction of Energy management solution to African and Middle East to monitor and optimize the energy consumption to optimize Operation costs, Including the Remote Fuel Monitoring, remote Generator Monitoring and control, remote Power Metering Hybrid Solution using batteries and generator, wind turbine and/or solar.
- Plan, Direct and Control the delivery of Qowisio product and support by ensuring customer requirements are translated into technical plans and forwarded to the production line.

06.2011- 12.2011. Airtel Kenya, Nairobi, Kenya:

Network Director.

- Heading the Network department, responsible of network of over 1,300 sites, 3.5M subscribers and budget of \$230M CAPEX, & \$36M OPEX.
- Plan, Direct and Control the delivery of Network Strategy by ensuring Technical plans are converted from Business Objectives to deliver best quality at lower cost and innovative CAPEX productivity. Ensures Airtel is the lowest cost producer and delivers superior network experience continually.
- Prepare the CAPEX budget and quarterly reviews in time and in support of the business requirements. Making sure the node utilization does not become over utilized (beyond 70-80%) and also not underutilized (below 40%)
- Work together with the MC Partners (NSN + Ericsson) to prepare network design and BOQ for new technologies, network expansions, network resilience and network modernization.

- Manage the MC Partners (NSN, Ericsson and Comviva) to ensure network operation activities are in accordance to the contractual obligations, track the Network KPIs to make sure that the quality of the network is improving and the network operating cost is reduced.
- Managing multivendor vendor environment on radio and transmission side of the network (Alcatel, NSN and Ericsson).
- Program manager for 3G first phase project, including planning of 865 sites for Kenya and rollout of initial 327 sites for Platinum and Golden cities of Kenya.
- Ensure efficient network operation to optimise and/or reduce the OPEX budget throughout the year. Including monitoring of the radio network capacity for optimum TRXs, replacing Microwave links with fibre connectivity and alternative sources of power.
- Leading a cost optimization program including Hybrid installation, grid connection, contract renegotiation,
- Monitor all elements to confirm planning assumptions and project future capacity requirements.
- Ensure all network projects are implemented on time, within a budget and at a high quality, while keeping the team engaged and motivated.

06.2010- 05.2011. Airtel Kenya, Nairobi, Kenya:

Head of Network Planning.

- Responsible for the strategic planning, architecture, capacity and quality for mobile network elements involved in the delivery of services to Airtel Kenya customers, including radio access, transmission and core network elements. Key Projects including: 2G swap from ALU to NSN -730 sites, 3G network rollout -400 sites, 2G network rollout -1000 sites, Optical fiber projects and Transmission Modernization, etc.
- Prepare the CAPEX budget and quarterly reviews in time and in support of the business requirements.
- Work together with the MC Partners to prepare network design and BOQ for new technologies, network expansions, network resilience and network modernization.
- Project manager for 3G first phase project, including planning of 865 sites for Kenya and rollout of initial 327 sites for Platinum and Golden cities of Kenya.
- Leading a core modernization and MPBN network upgrade to improve on resilience, redundancy, efficiency, scalability and capacity ,
- Ensure efficient network operation to optimise and/or reduce the OPEX budget throughout the year. Including monitoring of the radio network capacity for optimum TRXs, replacing Microwave links with fibre connectivity and alternative sources of power.
- Track the network KPIs and ensure they meet the set target, including quality and capacity margins.
- Monitor all elements to confirm planning assumptions and project future capacity requirements.
- Provide support to Implementation and O&M teams to ensure and validate equipment deployment and commissioning to the required specification.
- Prepare the requests for capital expenditure against budget on time and with the necessary level of detail. And track the CAPEX expenditure to ensure operating within the set budget.

01.2009- 05.2010 Zain, Nairobi, Kenya:

Head of Radio and Transmission Network.

- Heading the Radio and Transmission department, responsible for end to end planning and daily operation activities of the Radio and Transmission network of 1,000 sites, 2.8M subscribers and budget of \$47M CAPEX, & \$37M OPEX.
- Responsible for the strategic planning, architecture, capacity and quality for mobile network elements involved in the delivery of services to Zain Kenya customers, including radio access and transmission network elements.
- In charge of 2G Radio and transmission network planning, Optimization and Quality activities for the entire network, ensuring all KPIs including CDR, CSSR, congestion and RNA are meeting the targets set by the Organization in order to provide the support to the business and commercial team.
- Prepare the CAPEX budget and quarterly reviews in time and in support of the business requirements.
- Ensure efficient network operation to optimise and/or reduce the OPEX budget throughout the year.
- Provide support to Implementation teams to ensure and validate equipment commissioning to the required specification.
- Leading optimization campaign that ensures the network quality is the best in Kenya as measured by internal and external benchmarking.

- Leading the Network outsource program including transferring of 114 Network staffs and other resources and tolls from Zain to NSN at a very smooth transition, Introduces new roles, scope of works for the remaining nuclear staffs to practice contract governance role instead of operating role by tracking the SLA and KPIs.

10.2007- 12.2008 Celtel, Nairobi, Kenya:

Technical Director.

- Heading the Network planning and Operation department, responsible of network of 1,000 sites, 2.0M subscribers and budget of \$83M CAPEX, & \$42M OPEX.
- Responsible for the strategic planning, architecture, capacity and quality for mobile network elements involved in the delivery of services to Zain Kenya customers, including radio access, transmission and core network elements.
- Prepare the CAPEX budget and quarterly reviews in time and in support of the business requirements.
- Ensure efficient network operation to optimise and/or reduce the OPEX budget throughout the year.
- Track all network KPIs and ensure they meet the set targets, including FOM quality and capacity margins.
- Monitor all elements to confirm planning assumptions and project capacity requirements for the future.
- Ensure that support is provided to Implementation and O&M teams to ensure and validate equipment commissioning to the required specification.
- Ensure the requests for capital expenditure against budget are prepared on time and with the necessary level of detail.
- Responsible for planning and execution of Cost saving programs including Hybrid installation, Grid connection, Human to electro guard replacement, lobbying for frequency fee reduction and maintenance contract renegotiation.

06.2004- 09.2007 T-Mobile NL, The Hague, Netherlands:

Regional RF Manager.

- In charge of 2G+3G Radio network planning, Optimization and Quality activities for South region of Netherlands, responsible of 1,200 sites.
- Manage a team of engineers including RF planners, Optimizers and drive testers.
- Responsible for 3G planning, and Optimization for the **city of Amsterdam**.
- Responsible for the entire performance and quality of the network in south region and city of Amsterdam.
- Defining the goals and objectives for the whole team and working towards achieving them.
- Motivating and guiding the team to achieve the Key Performance Indicators (KPI) set by the EXCO, always exceeding expectations, maintaining the CDR of 0.67% and congestion of 0.15%.
- Manage all the HR (Human Resource) issues for the team members (recruitment, appraisal, promotion, training and motivation) towards improving the team satisfaction
- Interact with vendors (i.e. Nokia, Siemens, Kema, Lucent and Ericsson) regarding projects, operational and strategic issues.
- Deals with other T-Mobile departments (i.e. Sales & Marketing, O&M) focusing on developing the processes needed to achieving the expected results (i.e. rollout priorities, business customer care etc)
- Coordinate the capacity forecast process in TMNL, involved in strategic decisions regarding network evolution.
- Preparation of business case study e.g. E-GSM and AMR
- Responsible for healthy and safety issues for all the employees working in my region.

Functional task: TMO (T-Mobile International) Manager responsible for RF design and features.

- **At T-Mobile international Level, Lead a team of 2G + 3G experts** on a number of 2G and 3G Radio design projects and new technology trials including HR, AMR, HSDPA, Second carrier, indoor solutions testing.
- Setting guidelines for the Radio Network design and checking the design quality from RANN based on set of T-Mobile RF design KPIs,
- Performing capacity and coverage estimation study, and Network dimensioning studies for different rollout scenarios proposed by Marketing.
- Leading a 3G RAN features team at T-Mobile international level, responsible for 3G radio planning features and parameters.
- Coordinate or supervise various trials and studies meant to introduce new features, new hardware or new software in TMO network.
- Drive UNITE project (TMO network-wide quality improvement campaign) achieving very positive results

03.2002- 05.2004 T-Mobile NL, The Hague, Netherlands:

Team Leader Radio Network Design.

- Responsible of 600 sites. 2G Radio Network planning and optimization for South Region of Netherlands (Including Zeeland, Breda, Tilburg, Eindhoven, Den Bosch, Maastricht and surrounding small cities). Maintaining the CDR of 0.67% and congestion of 0.2%.
- Ensure the capacity and quality of the network and plan for necessary expansion.
- **Lead a team of consultants/contractors** in 2G radio planning activities in Region South.
- **Lead a team of 3G RF engineers** on number of UMTS projects including: Setting guidelines on the Radio Network design, setting and checking the design quality based on set of T-Mobile 3G RF design KPIs.
- Performing capacity and coverage projection, and Network dimensioning for different rollout scenarios proposed by Marketing. Working on International projects for 3G RAN design.

02.2001- 02. 2002 KPN Mobile, The Hague, Netherlands.

Senior Engineer, 3G Radio planning.

- UMTS Network planning, Initial Network dimensioning of 900 sites. Plan and validate the 3G trial network. Investigate and propose for a suitable UMTS Network architecture.
- Evaluating RF planning tools. Develop a new planning tool for UMTS radio.
- Prepare a 3G network plan for the city of Amsterdam, Rotterdam and The Hague.
- Propose the best use of Smart Antennas in UMTS Network for more capacity and coverage.

07.2000- 01.2001 Millicom International Cellular MIC (T) Ltd (Mobitel/TIGO), Tanzania.

Transmission & Digital cross connect Manager

- Manage a transmission network for 280 sites and ensure a robust plan in terms of capacity, protection and interference free network.
- Manage a team of engineers responsible for Planning, Installing, maintaining and managing the Transmission network and Digital cross connect equipments.
- Set acceptance procedures and plan acceptance tests on commissioned transmission and DXX systems.
- Train transmission engineer and DXX operators.

06.1996 - 06.1998 Millicom International Cellular MIC (T) Ltd (Mobitel), Tanzania.

Transmission Manager (11/1997-6/1998)

- Manage a transmission network for 80 sites and ensure a robust plan in terms of capacity, protection and interference free network.
- Manage the section of engineers and guarantee the best possible quality of technical performance in Microwave and Base station subsystems (BSS) network.
- Produce a plan and budget for new expansion in BSS and Microwave links network.
- Provide technical plans to transmission engineers for resolving system faults and/or implementing system enhancements, network integration, modification and upgrades.
- Provide technical assistance and training (coaching) to the transmission engineers in identifying and rectify reported system faults in the Base Station Subsystem (BSS), Microwave and Satellite links.

Radio & Transmission Engineer (6/1996 - 10/1997)

- Planning, installation, integration, optimization and maintaining of Base Stations, Microwave radios, Channel banks, Modems, Microwave radio and satellite link for the cellular network, Motorola and Ericsson Equipments.
- Ensure reliable system functionality and availability after system is commissioned into full commercial service.
- Identifying and rectify reported system faults in the Base Station Subsystem (BSS) and Microwave Radio/Transmission Network.
- Perform propagation analysis, drive tests and link budget analysis for the radio and transmission network.

Languages: Swahili (mother tongue), English (fluent) and Dutch (basic)

Hobbies: Travel, Real Estate, Music and Farming activities.

Referees: On request.