



NORMAN K. MUHWEZI

DIGITAL TRANSFORMATION & INNOVATION LEADER
PRINCE2® PRACTITIONER

✓ CORNELL-CERTIFIED · AI SOLUTIONS, 2025

CONTACT

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LANGUAGES

English · Fluent
French · Professional Working Proficiency

CORE COMPETENCIES

Digital Public Infrastructure (DPI) & Platform Delivery

Public-Private Partnerships & Resource Mobilisation

Digital Transformation Strategy & Delivery

Programme Effectiveness & Impact Measurement

AI Adoption Strategy & Responsible Deployment

Vendor Evaluation & Procurement (RFP)

Multi-Country / Cross-Organisation Coordination

PROFILE

*Fifteen years
turning digital
strategy into
delivery*

Senior digital transformation and innovation leader with 15+ years' experience setting up, launching, and scaling technology-enabled programmes across Africa, and structuring public-private partnerships that turn pilot ideas into infrastructure at scale. I have raised and managed multi-million-dollar portfolios, including a \$12.6M public-private partnership that converted recycled plastic waste into 300+ classrooms for 15,000+ children, and directed digital public infrastructure reaching 12M+ users, including identity, registration, and payment-linked platforms, building the monitoring systems, quality assurance processes, and government and private-sector partnerships needed to sustain impact once a programme goes live. I am now applying that same delivery discipline to AI adoption, holding a Cornell University certificate in AI solution design and currently advising organisations on AI adoption strategy and responsible deployment. A telecom engineering foundation keeps my approach grounded in operational rigour as much as strategic vision.

FLAGSHIP DELIVERY · PLASTIC BRICKS PPP

Structured and managed a \$12.6M public-private partnership with *Conceptos Plasticos*, converting 1,500+ tons of recycled plastic waste into 300+ classrooms serving 15,000+ children in Côte d'Ivoire. Built the real-time construction-monitoring dashboard, led toxicity/quality assurance with an independent testing lab, secured \$212,000 in government cost reimbursement, and shared the model across five UNICEF Country Offices.

EXPERIENCE

2026 –
present

Unified Technology Business Partners

Advisor, Growth & Digital Transformation · Kampala

- ▶ **Advise a Kampala-based IT and consulting firm** on AI adoption strategy and digital transformation roadmaps for enterprise clients, applying platform delivery discipline built over 15 years in Africa.

Apr 2025 –
Dec 2025

Professional Development: AI & Digital Transformation

Cornell University / AI Agent Bootcamp / DataCamp

- ▶ **Career transition:** completed Cornell University's Designing and Building AI Solutions certificate (2025) and an AI Agent Bootcamp (2026); currently completing an AI Product Management course (Coursera; expected August 2026).

2023 –
2025

UNICEF Democratic Republic of Congo

Innovation Manager & Acting SBC Section Chief · Kinshasa

Directed a \$20M+ portfolio and a 20-person team; served as Acting Section Chief (OIC) for extended periods.

- ▶ **Built and led an AI-enabled misinformation-detection programme** (Web Fact Checkers) to 700 trained youth volunteers, who documented 100,000+ counter-misinformation actions and grew the programme's reach to 3.4M+ people.
- ▶ **Scaled U-Report DRC** (UNICEF's SMS-based youth polling and civic-engagement platform) to 8.6M+ users across 150 clubs in every province, including 30+ girls-only clubs, and connected it to UNICEF's cash-transfer verification system (HOPE).
- ▶ **Led vendor selection and procurement** (Nyaruka/RapidPro, ONA, YUX) for the DRC digital platform portfolio, then directed end-to-end delivery of FunDoo, a youth livelihoods and social-impact platform: implementation planning, five-language localisation, youth user-testing, and a 10,000-user beta launch.
- ▶ **Built a RapidPro-based Ebola-preparedness chatbot** for DRC, adopted as a UNICEF global template and replicated across 5+ country offices.
- ▶ **Chaired the DRC Accountability to Affected Populations (AAP) Committee**, securing \$850,000 for community feedback systems, and secured zero-rated data agreements with Orange, Vodacom, Airtel, and Africell to sustain platform growth.



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EDUCATION & CERTIFICATIONS

Designing & Building AI Solutions 2025
Cornell University, USA

Master of Business Administration (MBA)
East & Southern Africa Management Institute, Tanzania (2015)

PRINCE2® Practitioner Certificate
APMG International, UK (2011)

BSc (Hons) Telecommunication Engineering
Makerere University, Uganda (2009)

PLATFORMS & TOOLS

- n8n (AI Agent Workflows)
- RapidPro
- Power BI
- U-Report
- Real-time Dashboards
- Sprint Planning & UAT

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2022

UNICEF Sierra Leone

Innovation Manager (Short-Term Mission) · Freetown · Jul–Oct 2022

- **Negotiated Project Giga's vendor contracts** for a 6% cost reduction and helped secure \$500K+ in funding to expand school internet connectivity across Sierra Leone.
- Led digital entrepreneurship interventions under UNICEF's Generation Unlimited (GenU) youth initiative and trained 87 Ministry of Education staff on the Learning Passport digital-learning platform.
- Restructured the Innovation Unit's project deployment process, improving fund-utilisation from 35% to 84%.

2016 –

2023

UNICEF Côte d'Ivoire

Innovation Specialist · Abidjan · Dec 2016–Mar 2023

- **Established and scaled U-Report Côte d'Ivoire** to 3.8M+ users, negotiating zero-rated SMS connectivity with MTN, Orange, and Moov to remove cost barriers to access.
- **Authored and launched the roadmap for YOMA** (Youth Agency Marketplace, a skills-to-opportunity platform), integrating it with U-Report and co-securing \$2.08M to scale it regionally with Nigeria and WCARO.
- **Developed Côte d'Ivoire's digital civil registration system** with the Ministry of Justice and Child Protection, using RapidPro (UNICEF's SMS/chatbot engagement platform) and a Power BI dashboard to complement the paper-based birth registration process; trained 50+ registration agents for government rollout.
- **Launched and ran the national CORONA chatbot** on RapidPro with the Ministry of Health, consulted 3M+ times and adopted by government for national radio and TV campaigns; later added a module for COVAX (the global COVID-19 vaccine-sharing initiative) and a separate Ebola information bot.

2009 –

2016

MTN Uganda

Project Manager & Senior Engineer, Radio Planning · Kampala · Sep 2009–Apr 2016

Started as a Radio Planning & Network Service Delivery Engineer before advancing to Project Manager & Senior Engineer.

- **Directed end-to-end RAN modernisation** across 1,000+ sites (300+ GSM, 200+ WCDMA, 80+ LTE), coordinating vendors (Huawei) and tower companies (ATC, Eaton) to deliver national coverage expansion with minimal service disruption.
- Negotiated vendor and subcontractor contracts for \$75,000+ in annual CAPEX savings, contributing to MTN Uganda's #1 national Quality-of-Service ranking.

2016

MTN Sudan

Wireless Project Manager · Khartoum · May–Dec 2016

- **Oversaw a RAN equipment swap** across 830+ 2G/3G sites (Ericsson/ZTE to Huawei) and commissioned 450+ new LTE sites, bringing total sites managed in-country to 1,000+.
- Led the transmission network's migration from TDM to IP RAN, managing Huawei's delivery and running risk-mitigation processes, including planned build pauses for subcontractor retraining, to protect network availability.

15+

Years across telecom infrastructure & digital transformation delivery

\$20M+

Portfolio directed as Acting Section Chief, UNICEF DRC

1,500+

Tons of plastic waste converted into 300+ classrooms via the \$12.6M PPP

12.4M+

Combined U-Report users: DRC (8.6M+, #1 globally) & Côte d'Ivoire (3.8M+, #2 globally)

5+

Countries where RapidPro workflows were replicated at scale