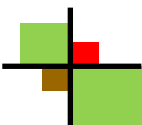


## *YOUNG PROFESSIONALS EXIT INTERVIEW*

In this fifth issue of the Knowledge Hub, we get to learn from two Young Professionals; Ms. Nadezhda Wanjiru Githu and Ms. Resian Tolu. They share on their experiences at the Authority; in the different technical departments they served, how they carried out research and used information and knowledge resources, and, finally challenges and lessons learnt during their period at the Authority as a Young Professionals in the year 2022.

Ms. Nadezhda Wanjiru Githu served for a period of 9 months from January to September 2022. Her educational background is in Law. She holds an LLM from the University College London (UCL) and an LLB from the University of Kent.

Ms. Resian Tolu served for 10 months from January to October 2022. She has a background in Law. She holds a Bachelor of Law Degree from Jomo-Kenyatta University of Agriculture and Technology, a Diploma in Law from the Kenya School of Law and a Master of Law in economic law and policy from the University of Barcelona focusing on trade law.



# Nadezhda Wanjiru Githu

**W**hat roles did you undertake at the Authority?

The roles of the first two departments that I was attached to; Mergers & Acquisitions and Enforcement & Compliance were somehow similar in the sense of the need of reviewing a case matter, investigations and undertaking market research. In Consumer Protection, it was more of assessing a particular case and how you could relate the alleged conduct to the Act. It was more connected to the practical application of the Act and there was less research compared to the other two departments.

Which resources (hard copy and/or web based) did you first turn to when looking for information to enable you perform your tasks?

Basically, my first source of resources in all the departments was what the individual departments had previously done and after that scan the world wide web like when am doing market research

How often did you use each of the following as you carried out your assignments?

**Information Resources at the Resource center**

I have never used it

**Document Management System**

I used to access it daily.

**Department operated database such as the network folder or files**

I used to access it daily.

**Organization policy/ procedures manual or guidelines**

Weekly

**Department- specific procedures manual or guidelines**

Just once during the induction

**Tell me, how did you source for information to assist you complete a task where you did not have critical knowledge or information?**

My first source of information were my co-workers. They were kind and gracious as they taught and am very appreciative. That is one thing I really liked about the Authority, everyone was approachable. If I have a question, I dint hesitate even if it is to the Principal, it was fine. I felt very free and comfortable, to make an enquiry as I would be answered.

**Which additional knowledge or skills did you gain during your period at the Authority?**

I gained several skills, particularly with my legal background, I didn't appreciate the economic aspect of it.

Economic analysis was something I really learnt and it challenged my mind to view aspects from an economic angle instead of a legal perspective. I gathered a wider array of knowledge and inputs on different sectors and markets. I also sharpened my skills on matters of commercial awareness because some of the complaints we would handle were things presented in the media spaces.

**Did you face any constraints in accessing or sharing knowledge?**

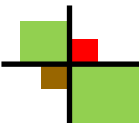
One of the challenges I would mention is limitation to statistical data. When you are doing some screening reports or a market research you need to have a subscription to access the data that you need.

**What recommendations do you have to improve knowledge sharing and access at the Authority?**

There is need to subscribe in order to get access to data from statistic providing sites.

**How did you find your way around the CMS and DMS?**

They were ok but I would suggest if we could have a session during induction where the new members are taken through on how to efficiently use them



**In your opinion, which critical knowledge is at risk** dawn raids which was also nice and engaging.

**of being lost in the departments you worked in and**  
**what should be done to ensure that this knowledge**  
**is accessed and shared?** Which training and development would you have liked or needed that you didn't receive?

I didn't notice any knowledge that was at risk of being lost

I would say the training on CMS and DMS. I think it would have been very beneficial if the IT team really walk us through during the induction to get the practical experience on how to navigate around it.

**What gaps/areas of improvement have you identified in yourself and how do you plan to fill this gap?**

Having a legal background, I would say the economic aspect of the work we were doing is something I needed to appreciate and improve on it.

If you are not able to tap in to all the resources provided to you, you can't be as efficient as you want to be. When I joined the first department, I felt like I was slowing the officers down.

**What do you think the Authority would have done differently to fill this gap?**

I remember when I joined the Enforcement department, the Manager gave me two dissertations on competition with the economics element to read and I found it very useful and wished if I had been given when I was joining the authority so I would suggest if those with the legal background are given such papers just appreciate the economics aspect of the work they are going to do.

**Do you have additional comments?**

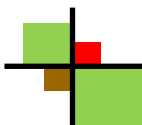
It was a lovely working experience, a very dynamic team, very knowledgeable, very kind and am very appreciative of everyone.

**Which suggestions would you give to encourage the flow of knowledge within the departments you were assigned to?**

I think there is sufficient flow of knowledge in the Authority

**Which training and development of knowledge exchange session did you find helpful?**

I think they were all helpful to me but the most exciting one I would mention is an FPI training on how to detect deception. There was also another enforcement training with FPI and COMESA on interview techniques and



# Resian Tolu

## What roles did you undertake at the Authority?

I was assigned in three departments, namely Buyer Power, Consumer Protection and Enforcement and Compliance Departments. In all these departments I was involved in legal analysis and research on issues touching on competition and buyer power law. I also contributed during the review of policies and guidelines relevant to the Authority's work such as the buyer power guidelines of 2022. I was also involved in analyzing facts of cases, evidences, drafting preliminary analysis/reports, and providing recommendations on various cases. I also took part in drafting legal opinions and memos on areas given to research on, this was mainly in the Buyer Power department. I also participated in negotiation of settlements or claims. In various areas of Law, for example in Consumer protection I participated in meetings on how to settle disputes between accused parties and complainants

## Did you encounter assignments that were not legal in nature but were more inclined to economics?

In buyer power and Enforcement I encountered such assignments for example where I would be required to do a market analysis. I was required to look at economic principles and come up with a preliminary reports.

## Which resources (hard copy and/or web based) did you first turn to when looking for information to enable you perform your tasks?

There are some online sites which have relevant statistics but the Authority has not subscribed to any of them, hence I would end up relying on information from the same complainant. I mainly made reference to web-based resources. I would find many cases on CMS which I would make reference to because they were similar, these were mainly reports or analyses of certain cases. At Enforcement the Manager would frequently send articles by different scholars from research journals for our reading. We would thereafter have a discussion with the manager on the articles shared with us. I would also visit websites of other competition agencies. In Enforcement and Buyer Power, I also reached out to my colleagues for information and guidance but for Consumer I would simply make reference to the Act as it was basically interpretation of the Act.

## How often did you use each of the following as you carried out your assignments?

### Information Resources at the Resource center

I haven't used the resource center materials because of the convenience of having resources already available in soft copy.

### Document Management System

I used the DMS daily

### Department operated database such as the network folder or files

I used to access it daily.

### Organization policy/ procedures manual or guidelines

I interacted with them during orientation

## Department- specific procedures manual or guidelines ?

I interacted with them during induction into the specific departments and also in preparation for departmental audits at the Buyer Power department. And also during departmental meetings.

## Which additional knowledge or skills did you gain during your period at the Authority?

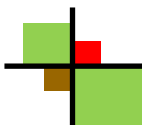
One of the new areas to me was the economic aspect of competition law, a huge plus for me was I was able to understand market definition and analysis specific to the cases I was handling. My report writing skills were sharpened, I also became better with research work.

## Did you face any constraints in accessing or sharing knowledge?

One constraint was difficulty in finding data especially when doing a market analysis, this would present a challenge in proper analysis of markets.

## What recommendations do you have to improve knowledge sharing and access at the Authority?

In all the departments I was assigned to, I was adequately assisted. There is no gap I saw in sharing information and knowledge.



***In your opinion, which critical knowledge is at risk of being lost in the departments you worked in and what should be done to ensure that this knowledge is accessed and shared?***

In the departments I have worked there was no critical knowledge at risk of being lost. There is a good flow of information and colleagues easily shared knowledge even along the corridors.

***What gaps/areas of improvement have you identified in yourself and how do you plan to fill this gap?***

Having no practice in Competition Law, I will need to familiarize myself with the wider economic principles in Competition Law and to understand what is handled in Kenya and other jurisdictions such as Europe, EAC, COMESA and others.

***Which training and development or knowledge exchange session did you find helpful?***

The plenary session on competition and regulation of online markets and the plenary session to review cases from different jurisdictions.

***Which training and development would you have liked or needed that you didn't receive?***

I received adequate training and development while I was with the various departments and through plenary sessions and discussions with colleagues.

***Do you have additional comments?***

That there should be more resources to assist in market analysis. This will assist during investigations and report drafting.

