

COMPETITION AUTHORITY OF KENYA

KNOWLEDGE HUB

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ISSUE 9

EXIT INTERVIEW

In this ninth issue of the Knowledge Hub, we get to learn from the 2024 group of interns; Mr. Levy Ntabo, Ms. Stella Wambui, Mr. Kiplangat Nowoi and Mr. Seif Mwabege. They share their experiences at the Authority; how they carried out research and used information and knowledge resources, and, finally challenges and lessons learnt during their one year internship program.

- ♦ Mr. Levy Ntabo was attached to the Planning Policy and Research department his areas of expertise are in Economics, Financial modelling and Valuation Analysis.
- ♦ Ms. Stella Wambui was attached to the Enforcement and the Compliance Department, her area of expertise is in Economics and Statistics.
- ♦ Mr. Kiplangat Nowoi was attached to the Supply Chain Department, his area of expertise is in Purchasing and Supplies Management.
- ♦ Mr. Seif Mwabege was attached to the ICT Department, his area of expertise is in Information Communication Technology.



Levi Ntabo

On an atypical day, what activities did your role entail?

My role often entailed supporting the principal analyst and the senior researchers or the senior analysts in their day-to-day activities, an example of an exercise I participated in was during the animal feeds market inquiry. I took part in the initial preparations, data collection, and working with the consultant to prepare the final draft report. From time to time, I carried out short-term assignments, by assisting in research, and advocacy programs that the department was engaged in.

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

My first point, whenever I needed to get information has always been colleagues. Whenever I needed information from the other departments I would easily approach the staff member in that section and consult or request for information. My second point of contact was using online resources based on the nature of the assignment at hand.

How often (Daily, weekly, monthly, Quarterly, Never) on average did you use each of the following as you carried out your assignments?

Information resources available at the resource center: I would refer to materials available at the resource center weekly, this was also dependent on the workload I had in the week that would allow me to do a lot of reading.

Document Management System: I would equally make use of the DMS on average once a week or based on the assignment at hand but most of my research was online.

Department-operated database: During my initial period at the department, I was able to review materials available in the departmental database and familiarize myself with what was relevant. I would use the database daily, after which my interaction with the database became dependent on the assignment at hand.

Organization policy/ procedures manual or guidelines: During the induction program, I was taken through the standard organizational policy and procedure documents, hence I did not make a lot of reference to this after the induction period.

What did you do During a work process where you did not have critical knowledge or information for an assignment?

I would first approach the colleague who assigned the work and seek guidance. If this was not possible, I would engage other colleagues and try to seek guidance from those who may have engaged in a similar role to get further input. I would equally try and source information from online platforms.

What additional knowledge or skills did you gain at the Authority?

One of the skills that I have gained and has really been impactful is in research and analysis.

That involves the whole umbrella of research which includes research ethics. Another skill I've also developed through the period I've been here is collaboration. Most of the work in the department involves engaging with other team members and there is always the need to consult and work as a team. I have also gained communication skills especially gathered during the field assignment activities. My technical skills have also been sharpened especially on the use of the CMS and DMS which I had never interacted with before.

Which colleague (s) would you go to when seeking advice/information in the following areas:

Management and leadership knowledge/advice : I would easily reach out to the department manager, Ms. Mwarania and Mr. Odima for management and leadership advice.

Subject matter expertise/content knowledge Ms. Oiro was my first point of contact in terms of subject matter expertise.

Institutional/historical knowledge about the Authority: Mr. Ayieko provided a lot of knowledge about the institution.

Did you face any constraints in accessing or sharing knowledge? If so, kindly state them.

The aspect of competition law was new to me; hence it was more of an avenue for me to learn than to share. I however had difficulty in accessing information from the CMS as I wasn't inducted on how to use it. I however over time learned how to use the platform.



In your opinion, which critical knowledge is at risk of being lost in the department you worked in?

Do you have any suggestions or comments on how the KM unit can gather and use the knowledge of employees better?

All information and knowledge materials were adequately stored and shared hence there is no critical knowledge that is at risk of loss in the PPR department.

The unit can consider having sessions where people can discuss on opinions especially on trending topics that are of interest to the Authority.

Which information or knowledge that you don't currently have do you think you need to have to enable you to do your job better?

Have you published any report or article during your term here at the Authority? Where can we access it?

I was adequately equipped with skills and knowledge during my period. I however desired that the internship would allow for rotations to other departments to allow for all-round learning. I however took initiative and would interact with the other departments to understand their processes.

I have been working on an article which is currently with the Manager PPR for review.

Additional Comments

The Authority if possible, can consider having departmental rotation programs for interns as well. I have had a good time and a great learning experience at the Authority that will be impactful in my career progression.

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

This was adequately catered for hence no suggestion on the same.

Which training and development or plenary session did you find useful?

I have attended several plenaries but the JFTC session was the most impactful as I was able to pick several lessons from the same. I also attended some workshops where I equally picked a lot of lessons. The CAK annual workshop that was held in October 2023 gave me a clear understanding of the mandate of the Authority and this was very useful during my working period.



Stella Wambui

On atypical day, what activities did your role entail?

I took part in meetings where we would discuss our contribution as the enforcement and compliance team on behalf of the authority. I did a lot of report writing, receiving and analyzing complaints, and determining whether we had jurisdiction over the matters raised. I would also prepare reports to inform the authorities' decision and the investigation processes. When not writing reports, I would be engaging with my colleagues in case discussions and developing the way forward in the cases we were handling. On other occasions, we had engagements with external stakeholders including other government agencies where we met them externally. I also took part in carrying out compliance checks across different parts of the country. Apart from these, I was also involved in screening exercises where we had to look into sectors to determine possible contravention of the Act.

Which resources (did you first turn to when looking for information to enable you perform your tasks?

Depending on the matter at hand, I would look at what other jurisdictions had done. I mainly reviewed publications and websites of other agencies such as the OECD.

Secondly, on the CMS I was able to refer to what the authority had previously done and thereby review how similar cases were previously handled. I also made references to academic papers to see if there was research done and the findings provided.

How often (Daily, weekly, monthly, Quarterly, Never) on average did you use each of the following as you carried out your assignments?

Information resources available at the resource center:

I did not make use of the physical books but interacted with the Digital Repository materials twice. I did not have any difficulty navigating the platform. I was able to retrieve the materials I was seeking and in fact, I found other resources that were educative.

Document Management System: Daily, I mainly used the evidence folder where there was a summary of the cases that had been previously done by the department.

Department-operated database: I would refer to this weekly.

Organization policy/ procedures manual or guidelines:

I made reference to the HR and ICT policy about thrice in the year during my entire internship period.

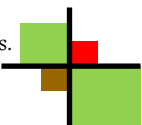
What did you do during a work process where you did not have critical knowledge or information for an assignment?

The first step I would take was to consult with my team members who would direct me to materials and websites to read and gather more insight into the task at hand. When dealing with external stakeholders,

I encountered respondents who were not willing to give information that was necessary for the authority's investigations and screenings. To handle that, whenever we went on some missions to carry out compliance checks or some screenings we did that covertly. Respondents would assume we were a consumer of the products they were dealing with and by that we could easily get information. In some instances, the respondents had been coached hence the information they provided was similar. This mainly happened in cases where we would be collecting information from different counties. In such instances, we restructured our questions so that they wouldn't look similar to what had been used on prior respondents. In other instances, where we needed critical information, we relied on players who were not directly affected by the case, so that they would not feel like the Authority was pursuing them. However, in other instances when we couldn't find the physical location of targeted respondents, we consulted the local residents in the vicinity of interest to direct us to the respondents.

What additional knowledge or skills did you gain at the Authority?

These would be report writing, data collection, and interviews skills, and professional engagement and communication with stakeholders. I have gained negotiation skills having participated in the settlement negotiations.



Which colleague (s) would you go to when seeking advice/information in the following areas:

Management and leadership knowledge/advice : My supervisor Mr. Benson Nyagol. He kept the team together and ensured that everybody's needs were met. He ensured we were all focused and objective on the department's objectives. He would make calls to check on us and ensure that we had a work-life balance.

Subject matter expertise/content knowledge Ms. Tabitha Gacembui stood out for me because of her attention to detail, ability to think through the cases beyond what meets the eye, and ability to see gaps and help identify areas we overlooked. She also has a good mastery of caseloads and what happenings in other jurisdictions.

Institutional/historical knowledge about the Authority: Mr Nyagol and Mr. Hesbon During my interactions with them in the past year, they displayed great institutional memory and were able to describe how the Act evolved from a department in the ministry up to the forming of the semi-autonomous body and the amendments that have been made in the Act and what may need to be considered for amendment going forward. They indeed have a rich and vast knowledge of the institution over the years.

Did you face any constraints in accessing or sharing knowledge? If so, kindly state them.

One specific instance comes to mind where we were dealing with a matter that was in an informal sector, specifically the retail second-hand clothing sector. We tried to do desktop research to gather information on what had been done by other competition agencies and we had difficulty getting information. In the end we were forced to rely on data we could find on the ground, which was not fully reliable. Apart from the downtimes encountered

with CMS/DMS, I didn't face any challenge retrieving information from these platforms. I freely interacted with colleagues from the other departments and information and knowledge flow was seamless. I was equally given opportunities to share my thoughts whenever we had meetings or were discussing cases hence I didn't face any constraints in sharing my knowledge.

In your opinion, which critical knowledge is at risk of being lost in the department you worked in?

Most of the discussions we had were verbal and involved a lot of exchange of ideas. We would identify gaps in the Act, or some issues would arise as we discussed on cases. It is easy to forget critical discussions arising from such interactions hence a recommendation to the department would be to ensure that such discussions are recorded or documented for further action.

Which information or knowledge that you don't currently have do you think you need to have to enable you to do your job better?

I think one of the areas I was not fully exposed to was how to do submissions to the National Assembly and the Senate, or the Parent Ministry. Exposure to how to do these kinds of reports would have improved my knowledge and my capacity

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

There is need to have a central database storing all the information on cases and matters handled by the department. It is currently difficult to locate a

file if you do not know the exact file name or just because no one has a link to it. It is therefore important to have a centralized database where all the abuse of dominance cases, exemptions granted or denied, and the rationale followed are at a central place and easily accessed.

Which training and development or plenary session did you find useful?

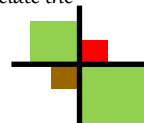
I attended the ACER week/annual competition law training program and I had a chance to network with colleagues from other jurisdictions. I also had the opportunity to engage with people who have been in the professional space of competition law and regulation for years. This training stood out for me and I found it most helpful amongst the other training and plenaries attended.

Do you have any suggestions or comments on how the KM unit can gather and use the knowledge of employees better?

The unit can work towards encouraging more staff members to just write and publish write-ups and research papers if it's even possible to have a competition authority or a competition magazine where we publish papers written by staff members. Once published this can be shared with external stakeholders and will help the authority gain visibility.

Additional Comments

I have enjoyed my internship period in the authority. My expectations were met and superseded. I was allowed to learn and actively participate in the achievement of the overall mandate. I appreciate the whole team at CAK.



Kiplang'at Nowoi

On atypical day, what activities did your role entail?

I mostly monitored the inventory and ensured that the goods received complied with the records. I was also tasked with records management, to ensure that all procurement records were kept in order. I carried out tender opening and had the responsibility of ensuring that it was done in accordance with the Public Procurement Disposal Act 2015, and the regulations of 2020. Whenever there was a need, I was responsible for raising purchase requisitions for the stores. I would also contact suppliers and participate in tendering processes.

Which resources (did you first turn to when looking for information to enable you perform your tasks?

The Public Finance Management Act 2012, and the Public Procurement Regulatory Authority manuals, which are provided in the PPRA portals and are standard documents that guide the operations of the supply chain. The PPRA has been a resourceful site, where I got guidance, manuals, and memos from the National Treasury that directed the supply chain operations, and budgetary requirements.

How often (Daily, weekly, monthly, Quarterly, Never) on average did you use each of the following as you carried out your assignments?

Information resources available at the resource center:

Document Management System: I did not quite use the DMS but I interacted with the ERP daily as this was the main platform I used in supply chain.

Department-operated database: Daily. One of my key activities in the department was to ensure that there was proper records management hence I would access the departmental network folder daily.

Organization policy/ procedures manual or guidelines: Weekly

What did you do During a work process where you did not have critical knowledge or information for an assignment?

I would engage my seniors and seek their guidance, and in instances where I still encountered difficulty, I would seek further clarity. I would further seek reference from the Public Procurement and Asset Disposal Act 2015.

What additional knowledge or skills did you gain at the Authority?

I got knowledge on how to use the ERP system. I equally gathered skills on how to prepare LPOs and how to conduct audits. In addition to these, I got skills on how to manage the supplies register and carry out prequalification. My skills in stock taking and record keeping improved.

Which colleague (s) would you go to when seeking advice/ information in the following areas:

Management and leadership knowledge/advice: Mr. Walter Masinde.

Subject matter expertise/content knowledge:

Mr. Lawrence Chesaina

Institutional/historical knowledge about the

Authority: Mr. Eric Mwangi

In your opinion, which critical knowledge is at risk of being lost in the department you worked in?

I recommend that the department should secure or properly store the tender and contract documents. These documents can be digitized and a repository of the same be created for ease of access and management.

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

There should be periodic sensitization on procurement procedures for all staff in order to guide them as they make requisitions. Staff who attend training should be encouraged to disseminate the knowledge gathered from the same to the other members of the department.

Which training and development or plenary session did you find useful?

I've participated in several plenary sessions and they have all been resourceful to me. The one that stood out was on Consumer Protection as it touched on aspects of supply-chain from a consumer perspective.



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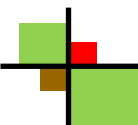
I learned of the importance of carrying sensitization not only to internal staff but also to external stakeholders on the procurement regulations adhered to by the Authority in order to reduce cases of malpractice and operational errors.

Do you have any suggestions or comments on how the KM unit can gather and use the knowledge of employees better?

The unit should find mechanisms to give staff opportunities to publish on matters of competition and write articles on different topical areas.

Additional Comments

I appreciate the authority and the opportunity to grow in my profession. The Authority should consider having a structured guideline that details the learning areas defined by specific objectives that are to be covered during the one year. The interns upon entry can equally be tasked to develop individual objectives they intend to achieve by the end of the period.



Seif Mwabege

On atypical day, what activities did your role entail?

I had the responsibility of checking various network points to ensure that the Wi-Fi is working and each user department is able to connect to the specific Wi-Fi. I would also check on the back-ups, especially the CCTV cameras, to ensure they're up and are able to record on the system. I would also oversee the Zoom platforms to ensure that there was adequate space for recordings. Finally, I was providing user support based on the requests that would be raised in the course of the day.

Which resources (did you first turn to when looking for information to enable you perform your tasks?

I would first turn to my colleagues for assistance. I also frequently used YouTube for assignments that would require demonstration and research. On YouTube I would easily get resources and guidance through AI tools which would enable me to generate videos with elaborate demonstrations within a short period.

What did you do during a work process where you did not have critical knowledge or information for an assignment?

I would escalate the issue to my seniors or the

Manager and seek their guidance.

How often (Daily, weekly, monthly, Quarterly, Never) on average did you use each of the following as you carried out your assignments?

Information resources available at the resource center: I didn't use the materials at the resource center

Document Management System: As an Intern, there were limitations on the access levels of the DMS. My role was more on support to staff in instances where there was a problem and I would be able to assist up to the level at which I had rights on the platform. Hence my interaction was on a user support basis.

Department-operated database: We had a lot of our procedures here hence I would make use of the folder on a daily basis.

Organization policy/ procedures manual or guidelines: Monthly, I would mainly interact with the ISO procedures and the HR manual and the ISMS documents.

What additional knowledge or skills did you gain at the Authority?

I was able to increase my knowledge of servers, particularly the Windows active directory domain services. I was facilitated with a desktop machine where I was able to do tests like installing a server, configuring, servers, and ensuring that a server can offer domain services. I also got skills in the ERP system and I was given the opportunity to create a factory testing environment for ERP within our servers. I also got exposure to the CRM system and was able to practically apply what I had only learned in theory. I also got to develop my communication and social interaction skills.

Which colleague (s) would you go to when seeking advice/ information in the following areas:

Management and leadership knowledge/

advice: My Manager Ms. Mercelline Anduro

Subject matter expertise/content knowledge:

On the ERP I would refer to Mr. Thogo. I also worked closely with Edwin.

Institutional/historical knowledge about the

Authority: Mr. Nyagol

In your opinion, which critical knowledge is at risk of being lost in the department you worked in?

There is a risk of losing skills within the department, this is attributed to the fact that different staff have rights to different systems.

The department can consider having staff trained in all systems whereby in the event an officer departs, another can easily take over the roles. Knowledge should be shared so that there is no single point of failure.

Did you face any constraints in accessing or sharing knowledge? If so, kindly state them.

I did not face any constraints and in areas where I required rights to access a platform, I was easily assisted by my colleagues. My colleagues were equally eager to learn about the skills I had as an API developer and I was freely allowed to share the same with the entire team.



Which training and development or plenary session did you find useful?

I attended several trainings one such was on cybersecurity.

Do you have any suggestions or comments on how the KM unit can gather and use the knowledge of employees better?

It would be ideal if, during the induction program, the KM unit is given a session to carry out induction on materials available in the resource center and the repository. There is a need to create awareness, especially among interns on Knowledge Management processes and resources.

