



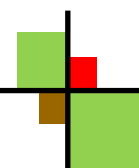
COMPETITION AUTHORITY OF KENYA

KNOWLEDGE HUB

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Issue 15

In this fifteenth issue of the Knowledge Hub, we get to learn from the 2025 group of Young Professionals: Ms. Olivia Ochillo, Mr. Kevin Koech, Mr. Martin Komu. They share on 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 program.



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hat roles did you undertake at the Authority in the various departments where you served?

Olivia: I worked in the Enforcement and Compliance Department for six months. I then moved to the Legal department, and then finally to the Abuse of Buyer Power department. At the beginning, I did a lot of minute writing. This helped me understand what the department does, as I would take minutes of preexisting cases. I further proceeded to write reports, especially in the Enforcement department, where I would handle a complaints from the beginning to the end. I learnt a lot within the department and was confident enough to handle a complaint comprehensively. I also did correspondence with different stakeholders outside the authority, like government agencies, law firms, among others, where I would handle their correspondence to ensure that documents that have been requested have been delivered.

In the Legal department, I was responsible for ensuring the completion of investigations on time. I also attended court sessions and would prepare court attendance memos. Similarly, I would also take minutes for different types of meetings, and prepare board minutes. I was part of the team reviewing the competition General Rules and had the responsibility of compiling comments from the different departments. I also

reviewed the Buyer Power Guidelines while at the Buyer Power Department. Additionally, I have been a part of reviewing the Standard operating Procedures (SoPs) for forensics in the Enforcement department.

In a nutshell, I have been part of policy development from initiation to completion and have been able to understand how the Authority reviews existing legislation and how the departments collaborate to ensure that legislations are up to par and that stakeholders' comments have been incorporated.

I also took part in out-of-town investigations where I interacted with undertakings, conducting businesses. I learnt how to conduct interviews, after which we would collate evidence, draft a report and establish whether there was a breach of the Act.

And outside of that, I've been able to collaborate with other departments, thereby learning how the work environment is across the different departments to be able to achieve a common goal, common output.

Martin: I was in the Buyer Power department for nine months and 3 months in the Legal Department. In Buyer Power, I would receive a matter from an officer, and prepare a preliminary investigation report, preliminary analysis, and preparation of the department documents that were needed during investigations. I would also do most of the dispatches of letters and write all the

reports for internal and external engagements.

I was part of the team doing the review of the Buyer Power Guidelines, where I had the responsibility of doing the report. At the legal office, my roles were like a Legal Officers role where we would do submissions when cases would be received. I also carried out any task as assigned by the manager and other colleagues.

Kevin: I was engaged in the Consumer Protection Department in the first and second quarters, from February to August 2025. My roles included handling consumer complaints, comprising receiving, assessing, and investigating consumer complaints. To do this, I would categorize complaints, draft preliminary reports, and engage with complainants and respondents together to gather additional evidence. In the process, I learned the legal framework, especially part six of the Competition Act, which deals with misleading presentations, considerable conduct and false advertising. I participated in market surveillance and enforcement. I took part in field activities like mystery shopping and market surveillance to identify products in violation of the law and to further conduct investigations on companies and ensure that all the recommendations given are enforced.

I was also engaged in consumer awareness initiatives where we visited primary schools across counties to sensitize them on consumer rights.



I then proceeded to the Mergers and Acquisitions department from August to November, where I took part in the merger review process. I was exposed to the end-to-end process of merger assessment for notification receipt, initial review and market analysis in preparation of determination reports. I took part in carrying out legal and economic analysis with respect to various merger applications that were presented to the Authority. At the Enforcement and Compliance department, I addressed complaints, assessments and investigations where I gained hands-on experience in reviewing and analyzing complaints that are related to restrictive trade practices, abuse of dominance, and consumer welfare concerns.

How did you source information to assist you in completing a task where you did not have critical knowledge or information?

Olivia: When I found I didn't have critical information, I would first seek guidance from the person who gave me the work. I would reach out to find out where I could access further information on the task. Another source I would use were online resources from other competition agencies in different countries such as South Africa, the EU, JICA and China. I particularly made a lot of reference to the South African jurisdiction because of the similarity of how they apply their laws and their cases and their information was more current with a lot of examples in their literature.

I also used internal databases to get access to data, especially while in the Enforcement department, where I would get access to information on competition law in general. I also used the Kenya Law Reporting Platform, especially while in the Legal department. I also used references provided by colleagues on previous assignments accessible through the DMS

Martin: My first source of information was consultations with my colleagues, which were very helpful. I would also refer to the 2025 OECD Peer Review of Kenya and the Competition Act. While doing preliminary investigations I heavily relied on the Buyer Power Guidelines as well as making reference to online resources. While in the Legal department, I made reference to the Kenya Law Report website to look at previous cases to get insight into preceding cases.

Kevin: While in the Mergers and Acquisitions department, I was tasked to handle a full merger report, and because I was new in the department, the first step that I took was to consult a senior analyst who guided me on how I should approach the task. In all the departments, my first step has always been to engage and seek guidance from colleagues. While at the Consumer Protection Department, I mainly used to refer to the Competition Act. I also used online sources whenever I was looking for background information about various stakeholders. At the Mergers and Acquisitions department, I would also refer to the Act and the Kenya Economic Report and the KNBS

website to find the data on market shares of various companies.

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

Olivia: I gained a lot of skills, first being investigative skills, where I learnt how to conduct interviews in an informal setting. Because of my background as a lawyer, most of the time I did interviews it was in formal settings. I was therefore able to learn how to engage, even in informal settings, to collect information based on what we are looking for. I also learned how to collate evidence, analyze it, and give an output and recommendations that would be relevant to a case. I also learned a lot of legislative drafting because of the review of legislative drafting and analysis that was frequently done. Out of all these, I improved my research skills, drafting skills, especially when I was in the Legal department. I developed my presentation skills because I had the opportunity to make presentations during department meetings. I also really improved in preparing and making PowerPoint presentations. Lastly, I developed collaborative skills by learning how to work with members from different departments.

Martin: I really learned a lot about Competition Law. It's not a field that a lot of people really know about, or even about the Authority, hence I got to get a lot of knowledge on competition law. I was used to working alone, but from my stay at the Authority, I have been able to get skills

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on working in a team, observing from top management all the way down.

I also learned how government agencies operate and how information flows within government, which is a skill that I didn't have as I was always in the private sector. I also got to develop my skills in report writing.

Kevin: I learned about inter-agency collaboration by observing how CAK works with other regulatory agencies like the Communication Authority and other sector regulators, together with the DCI, where we could forward complaints which were beyond our mandates to other government sectors. The rotation in the Consumer Protection Department provided me with a solid foundation in understanding the authority's consumer welfare mandate, which also enhanced my analytical legal interpretation and stakeholder engagement skills, all of which were essential for promoting fair market practices and consumer trusts.

I also learnt more about the Competition Act, where I familiarized myself with part four of the Act. Having learned about part six in the consumer protection now in the Mergers and Acquisition Department, I learned about part four of the Competition Act. I also gained exposure to regional competition dynamics through review of mergers with cross-border implications handled in collaboration with the Commerce Competition Authority. The program helped to shape my quantitative and analytical capabilities

in alerting market structures and merger impacts. I've also been able to learn about the application of competition law, and this has enhanced my understanding of key provisions of the Competition Act of 2010, especially those relating to restrictive trade agreements, and enforcement procedures. Also, I've been able to further enhance my knowledge in market analysis, including identifying relevant products and geographic markets and assessing their competitive dynamics. I have also gained skills in stakeholder engagement. I gained skills in team work, because across all the departments, we are usually given tasks to handle as a team.

Did you face any constraints in accessing or sharing knowledge? If so, please elaborate further.

Olivia: I faced a slight constraint in accessing information through the system. I noted that one needed to have prior information about an existing case from a colleague. I would recommend the Authority to have a database where it would be easy to search the already existing and completed cases to make it easier for reference. We would therefore, make good use of all the existing data instead of reinventing the wheel. These cases should also be indicated as references in reports that are done, as they will provide good back up and justification to the decisions made in the reports.

On the other hand, I didn't have a challenge in sharing information. Colleagues willingly adopted my contributions both in ideas and reports.

Martin: No, none. I equally did not face any constraints in sharing my knowledge or information that I had.

Kevin: No, because during induction, I was well guided and the things that I missed out, I would consult from the officers, and be well guided. I equally interacted with colleagues to share my ideas and these would be received or I would be guided appropriately.

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

Olivia: It would be important to reduce the learning curve, especially for new staff, by having an easily searchable database of cases and previous reports. To protect the privacy and autonomy of information, the database should be department-specific.

Martin: Knowledge sharing was done very well at the Authority, and I did not observe any hindrances in the same. However, a recommendation would be to emphasize the need to share knowledge gathered from attending internal workshops and conferences.

Kevin: The Authority should continue encouraging staff to share ideas across departments and among all cadres of staff.

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

Olivia: There is a need to equip staff on minute writing, using writing apps and any other AI or software available. There have been instances where the Authority has long meetings with stakeholders that form part of the evidence in an investigation. Training should be carried out to improve the quality of minutes, especially for meetings that form part of an investigation.

The various departments have different working styles, hence having a project management system where staff are communicating regarding an inter-departmental project would also boost a lot of productivity over a joint investigation or where information is needed across the board.

Martin: The Authority is doing quite a good job in terms of knowledge sharing and how they are storing the knowledge that they have. The measures in place are adequate.

Kevin: The YP program should be structured to allow a longer period in the attached department. Skills and knowledge gathered are lost since one will not be able to apply the skills gained in the new department as they will be reintroduced to other and possibly new concepts.

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

Olivia: The market study for AI stood out for me as this is a field I'm interested in. I'm aware of the kind of impact that AI has on the economy, and

even the different undertakings that are using AI and how the authority can use AI to its benefit.

Martin: There was a plenary session on Mergers where Ms. Tekla Mwasaru made the presentation. It was very insightful, especially since I did not get the opportunity to work in the Mergers department. I learnt quite a lot from that session. I attended a training course on data protection in Machakos, and it was very relevant as this is also an emerging area in the legal sector. I would recommend all staff to undertake training in data protection.

Kevin: I have not attended any training, but the plenary session on AI stood out because AI is an emerging area. It is important to embrace it going forward as it will be a game-changer in consumer and competition matters. The plenary gave me a new perspective on AI, which I will be able to apply even after my exit.

Having been with us for the past year, what general suggestions would you put across to improve the Authority?

Olivia: The Authority should consider increasing the rotation time in each department. They could prioritize two departments. I managed to learn a lot in the Enforcement department, but I felt time was very limited in the Legal and Buyer Power departments and I couldn't adequately apply my learnings. Based on my professional background, given an option I would select to be attached to the Legal and Enforcement departments. I would have however, loved to also be attached to the Mergers department.

Martin: During my engagement with external stakeholders, the Authority is not known in many counties outside Nairobi. The Authority can consider having regional offices to advocate its mandate. This would go a long way in reaching many citizens, as not all trust online systems of filing complaints, yet the Authority serves a critical element in consumer protection. Staff should also be sensitized on interdepartmental roles to enable addressing various concerns, especially when meeting the external stakeholders. The Authority should also focus on making guidelines for digital markets to strengthen and regulate them so as to enhance competition and ensure fairness in the digital space.

Kevin: The workload at the consumer protection department was a lot, I presume this is as a result of good stakeholder sensitization. I would suggest that the Authority increase staffing capacity at the department to ensure that it achieves its mandate.

Secondly, the Authority should consider removing the rotation from the program, but instead have a YP focus on one department to ensure that they get adequate knowledge and good hands-on experience.

Any additional comments?

Olivia: I've had good training experience and I applauded the Authority for creating an environment for learning. I appreciate the fact that the employees are willing and excited even to expound on the work they do and to teach.

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I learnt from everyone I interacted with in each department, and I appreciate the opportunity to contribute in forums as a young professional, and my opinions were considered. The program was a good learning experience.

Martin: The rotation aspect in the YP program needs to be reviewed. Three months is such a short period for one to learn and apply the knowledge and skills gained effectively in one department. A six-month rotation would be preferable.

I really would like to thank the authority for giving me the opportunity to come about Competition Law. I gained a lot of knowledge in terms of competition law, and which I'm very grateful for. And I would recommend that the program is beneficial.

Kevin: I would like to thank the Authority for the opportunity to be part of the program.

THE END##

