

BOARD CHAIRPERSON AMB. NELSON NDIRANGU'S SPEECH AT CAK'S DIRECTOR-GENERAL'S FAREWELL

Friday, 6th January, 2023

My fellow Board members, CAK staff, past and present, good evening.

1. An organization like the CAK is a machine. And for it to work optimally, all the cogwheels must turn efficiently. They need constant servicing and oiling. If even one cog chips off, the machine malfunctions.
2. This is a **euphemism** that Mr. Wang'ombe Kariuki has used severally in the past to describe the Authority and how it functions. Today, he has coined another one – the **formidable ship - MV CAK**.
3. These descriptions aptly tell the CAK story; we are a Team whose success is directly correlated to our individual and collective effort. **Otherwise, the machine stalls or the ship sinks.**
4. This evening, we are here to celebrate one of those critical CAK cogs. Our captain is leaving his station having done an exemplary job commandeering us away from dangerous

icebergs and into prime fishing waters. **We can now cast our net into the deep seas.**

5. When I joined the CAK Board as Chairman four years ago, it was immediately clear that I had come to a different type of Government organization. From the onset, I experienced a collective ownership among the workforce, a demonstrable pursuit for excellence, and a **sincere desire to good by the Public**, our ultimate employer.

6. **CAK is a shining star that is easily spottable in the galaxy.** This is demonstrable through the international and local accolades we have received over the years. **CAK is not watching the debate from the gallery; we are sitting at the table driving the agenda.**

7. This is also evident from the numerous staff we have trained and are now working in senior positions at other state agencies, the COMESA Competition Commission, EACCA, and multinational companies, among others.

8. Allow me to point out three of Francis' traits I find admirable and which, in my view, contributed significantly to our institution's success:

- a) **The Indefatigable Worker** – I am sure you all wonder, like I do, – does Francis ever sleep? Does his brain switch off? In the years we have worked together, I have not seen him yawn or complain about being tired so **I must assume that he gets decent rest after work.** Francis is always at hand with solutions. An early riser and a studious worker. More importantly, he **spots and follows through on opportunities** that can positively impact and improve service delivery and the welfare of employees. *For his industriousness, we shall miss Francis the Owl.*
- b) **The Stickler for The Rule of Law** – Francis is the living embodiment of the saying “The Law is Very Clear!” When considering technical and policy matters, he would simply ask – what does the **Rulebook** say? The Rulebook include the Mwongozo Code, the Competition Act, and our Guidelines and Rules. Even when offering advice to the Board, it was clear that his commentary was based on legal substance, and well-researched, verifiable data. *For leading the Authority along the less-trodden and narrow path, we shall miss Francis the Straight Arrow.*
- c) **The Public Servant** – For the discerning ear, it was always easy to pick up some level of satisfaction in Francis’ voice whenever he spoke about the **impact the Authority’s intervention has had on Kenyans, more so the poor in**

society. This include lowering the cost of USSD transactions, liberalization of the mobile money agents market, and price transparency in the mobile financial services sector. We are employees of Kenyan taxpayers. Francis has lived by these ethos by strategically prioritizing interventions in sectors that impact a majority of Kenyans. **For your customer-centric nature, we shall miss Francis the Servant Leader.**

9. Ladies and Gentlemen, the Authority is indeed a better place because of the leadership that Francis has offered in his two terms as Director-General, through four Boards, three Strategic Plans, and with the support of over 150 different employees in various levels of their careers.
10. I specifically thank Francis for the foresight in automating the Authority's operations. This has significantly enhanced our service delivery to the Public and, during the height of COVID-19 pandemic, **facilitated remote working with minimal disruption.**
11. I also to thank the Board members, present and past, for the support they have offered Francis and the Authority's staff members. Whereas our role is critical, they are the ones who get the work done! So congratulations CAK Team!

12. Now that we have all seen what we can achieve, we must engage the next gear. Whereas Francis has set a high bar, **I believe we have the technical capacity, the individual and collective impetus, and the supporting legislative infrastructure to take the CAK to the next level.** But when doing so, we must continue to be transparent and accountable to our stakeholders. Let us maintain the good corporate culture we are known for – the efficient and professional CAK Team.
13. As Francis' door closes, another's persons will open. As we await finalization of the recruitment of a substantive Director-General, and in order to ensure business continuity, the Board has appointed Dr. Adano Wario as acting Director-General.
14. Dr. Wario is the Director, Planning, Research and Policy.
15. As the **Board**, we are fully **committed to a smooth transition.** We also invite the members of staff to support the Acting Director-General in order to ensure the Authority continues offering exemplary service to the Public.
16. The Authority owes immense gratitude to Mr. Kariuki who departs after overseeing the transformation of our



institution. **On behalf of the Authority, we wish Mr. Kariuki the very best in his future endeavours.**

17. And with that, I invite Dr. Wario to the podium. Mr. Kariuki, kindly also join us on stage as you hand over to the Acting Director-General.